




# Acceleration

2021 Annual Report

 *The* HARRIS  
CENTER *for*  
Mental Health and IDD  
*Transforming Lives*



# Letter From Our CEO

As we observe the transformations COVID-19 has brought to our community, it has undoubtedly changed the way we work, connect with others and in some cases, the work we do. But through these times, it has also allowed our staff to demonstrate their unwavering commitment to transform lives.

Despite all challenges, we were able to implement new strategies to improve our care experience and to create a more integrated system of care for all.

## Improving Care Delivery and Programming

For over 50 years, The Harris Center has provided support to the most underserved communities in Harris County. As we moved to a remote care delivery platform, providing services through a safer and more convenient virtual setting allowed our clients and staff to connect from the comfort and safety of their homes. Not only has this changed the way we deliver care, but it has allowed us to reach many clients that might have otherwise gone unsupported.

Harris Center staff, along with key city and county officials, also worked in unison to open the Respite, Rehabilitation and Re-Entry Center, a key resource to providing intensive medical and rehabilitative care to those in need, including those at the intersection of homelessness, criminal justice involvement and serious mental illness. The center offers short-term housing and cutting-edge services and programs to address the psychological, emotional, occupational, interpersonal, health and other effects to support their positive integration

into society. Bringing this center to life was a tremendous undertaking from all of our stakeholders and we hope that, in time, it continues to support local hospitals and law enforcement in caring for those with severe behavioral health conditions.

We were also pleased to announce the integration of Epic, a new electronic health record system allowing clients to access their health-related information online. This is all a part of our plan to utilize technological advancements in our care delivery that improve the overall health and well-being of our clients.

## Moving Towards a Better Future

It has truly been an honor to spend another year guiding The Harris Center through new challenges and continued success. As we reflect upon our collective accomplishments from FY2021, I am proud of our efforts to continue improving the health and well-being of those who entrust us with their care. I would like to thank our entire community, staff and partners for your continued support and dedication to transforming the lives of those with behavioral health and IDD needs. Together, we can bring meaningful and positive change to our community.



**Wayne Young, MBA, LPC, FACHE**  
*Chief Executive Officer*

## Our Mission

Transform the lives of people with behavioral health and IDD needs.

## Our Vision

Empower people with behavioral health and IDD needs to improve their lives through an accessible, integrated and comprehensive recovery-oriented system of care.

## Our Values

Collaboration	Leadership
Compassion	Quality
Excellence	Responsiveness
Integrity	Safety

## Board Members

Shaukat Zakaria, *Chairperson*

Lois Moore, BSN, M. ED., LHD, FACHE, *Vice Chairperson*

George Santos, MD, *Vice Chairperson*

Robin Gearing, PhD

Sheriff Ed Gonzalez

Bonnie Hellums, M. ED., LMFT, LCDC, AAC, JD

Wesley Hunt

James Lykes

Gerald Womack



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# Service Reach

**448,081**

Adult Outpatient Mental Health Services Provided

**379,189**

Calls Answered for Mental Health Crisis and Access

**215,329**

Intellectual & Developmental Disabilities Services Provided

**164,552**

Child and Adolescent Services Provided

**119,450**

Comprehensive Psychiatric Emergency Program Services Provided

**83,413**

Early Childhood Intervention Services Provided

**1,538**

Disability and Eligibility Center Services Provided

**88**

Services Locations Across Harris County

## Epic Wins

### Advancements in technology

Thanks to the support of Harris County Commissioners Court, The Harris Center worked collaboratively with Harris Health to implement a new, best-in-class electronic health record system to support the center's complex health care operations. Epic is a powerful tool that allows us to connect our clients to their care team and foster a deeper integration among care providers to share information and improve outcomes.

Reinforcing The Harris Center's strategic plan goal of improving care through innovation, Epic will also allow sharing of patient information among caregivers, greater patient engagement and best practices to improve health outcomes for Harris County residents.

**We have completed 628,451 visits, a total of 145,318 prescriptions, and 99% of outpatient lab results have been released in MyChart within one day. Since going live in April 2021, more than 844,995 charge transactions have been processed for a total of \$148 million.**



# The Harris Center Foundation for Mental Health and IDD

The Harris Center Foundation for Mental Health and IDD was established in 2006 as a 501(c)(3) nonprofit organization dedicated to supporting the individuals and families served by the mission of The Harris Center for Mental Health and IDD to transform the lives of people with behavioral health and IDD needs. The Foundation's request for applications from staff for innovative projects in 2021, resulted in awarding funds to:

## **capeABLE Coffee \$10,635**

The project, designed to serve 60 individuals with IDD, autism and/or pervasive developmental disorder, assists individuals in developing job training skills in a supported environment. The project provides participants with the opportunity explore the world of work, identify interests and talents, and facilitate exposure to employment.

## **Certified Medical Assistant (CMA) Tuition Reimbursement Program \$45,000**

Establishing a CMA program at The Harris Center develops training opportunities for existing staff to transition to CMA positions after completing a nine-month program, offered in partnership with Houston Community College. CMAs support the ability for professional staff to work "at the top of their license" supporting the fidelity of patient-centered care at The Harris Center.

## **Project Airline Playground \$47,841**

A covered playground area at the Airline Children's Clinic serves as a welcoming environment where children can play in a safe, supervised area while waiting for appointments. Additionally, the Foundation provided a relief fund for employees impacted by Winter Storm Yuri and supported The Harris Center Holiday Event providing gift bags for children attending.

The Harris Center and the Foundation Board of Directors have prioritized seeking private philanthropic support from the Harris County community. The public mental health system is an historically underfunded system with proscribed funding mandate-defined services, populations and number served. Public funding is unable to meet the ever increasing need for comprehensive health care and supportive services for all in need. With a track record of success working with individuals with complex health needs in collaboration with leading health care institutions in Harris County, we seek to expand the philanthropic investment in narrowing the gap between need and proven, effective programs and interventions. Specifically, the Foundation will seek support in areas of Harris Center expertise that have been positively impacted by private philanthropy, including crisis and transitional services that divert individuals in need of services from courts, emergency rooms and jails and ease the financial burden on local government and tax payers.



### **Foundation Board Members**

Patricia "Gail" Bray, PhD • Judge Marc Carter • Gwen Emmett • David Feldman • Lily Foster • Jim Lykes • Jeanne Mayo • Steven B. Schnee, PhD • Marshenell Sells • Jenny Meyer • Diane Scardino • Tony Solomon • Juliet Stipeche

### *Directors Emeriti*

Robert B. Corrigan, Jr. • Alan Helfman • Hon. Jon Lindsay



# Support Line

Here for you

Over the past year, the Access division has worked diligently to provide additional opportunities for support to individuals experiencing emotional distress.



## Emotional Support Line

The agency recently received funding from the UpSwing Foundation to focus on creating a texting platform with an emphasis on reaching LGBTQIA+ and BIPOC youth.

The Emotional Support Text Line is now live and ready to assist the community.

Text support is available 24 hours a day, seven days a week. Clients can text **SUPPORT to 832-479-2135** to be connected to a text responder with specialized emotional support training.

## COVID-19 Mental Health Support Line

Operated by The Harris Center, the COVID-19 Mental Health Support Line assisted nearly 17,000 callers and served over 200 counties.

The text option is also available for people of all ages who are seeking emotional support related to stress caused by COVID-19. **Text "COVID" to 832-479-2135.**

## New Chat feature for Public Website Visitors

A new chat function was also developed for Harris Center website visitors who need real-time assistance. Access line members are available Monday through Friday from 8 a.m. to 5 p.m. to provide immediate support to the community.



# Innovation at Work

Nationally recognized

## CORE Program Recognized for Innovative Service Delivery

The Clinician and Officer Remote Evaluation (CORE) program allows The Harris Center's licensed master-level clinicians to work collaboratively with Harris County law enforcement officials to provide immediate mental health crisis assessments in the field via a tablet device.

In May of 2021, the CORE program was pleased to receive the National Council for Mental Wellbeing's Innovation at Work Award for utilizing the latest technologies to deliver immediate, high-quality care to the Houston community. In an ever-changing and increasingly complex health care landscape, organizations must remain flexible and embrace the need to be creative when developing new solutions to challenges faced by staff, patients, families and communities. Of the more than 3,000 members, The Harris Center is proud to be one of only two organizations to have received this recognition.





# Primary Care Services

## Expanded access

To offer a more integrated approach to care delivery, The Harris Center announced the expansion of Primary Care Services, in close partnership with The University of Houston's College of Medicine. This service is designed to help clients reach health-related goals, provide access to health coaching, offer healthcare screenings, transportation to and from scheduled healthcare visits and so much more.

Existing Harris Center clients who are at high risk for diabetes, high blood pressure, chronic obstructive pulmonary disease and other co-occurring conditions are now able to receive medical care at the same location where they receive care for their mental health needs. Research shows a significant number of the people within this population were not engaged in ongoing medical health treatment. Primary care clinic services are conveniently located in the four outpatient mental health clinics.

The Harris Center's Primary Care Services provide complete care ranging from disease prevention to management of complex and chronic conditions using best practices that meet the highest standards for health care delivery. The whole-person approach will help clients achieve positive outcomes in both their physical and mental health.





# The Harris Center Health Home

## Providing preventative, integrated care

These expanded services include partnerships with The Harris Center, United Health Care and Optum Integrated Behavioral Health Home to bring clients personalized care services. The Harris Center Health Home is a model of patient care that uses a team-based approach and emphasizes care coordination, health coaching, and patient advocacy to provide quality care, help lower medical costs, and achieve an excellent patient care experience.

Our goal is to improve the health of our clients by providing primary, preventive and behavioral health care as part of a whole care approach. Health Home provides services to individuals with co-occurring mental illness and medical illness needs. Approximately 25 percent are existing Harris Center clients, and 75 percent are members of United Health Care and new to the Harris Center system. Health Home increase access to underserved populations.

***“Optum Behavioral Health is focused on expanding our capabilities to support community-based providers in delivering care that addresses the whole person via seamlessly integrated medical, behavioral and pharmacy services. We’re excited about our collaboration with The Harris Center to achieve this goal via Integrated Behavioral Health Homes that utilize innovative ways to engage and support consumers who’d otherwise be unlikely to access the care they need to live healthier, higher-quality lives in the community,” said Rebecca Schechter, CEO, Optum Behavioral Health.***

One of only three pilot programs in the nation, The Harris Center Health Home Team has assisted members with getting fitted for prosthetic limbs, obtaining generators to power lifesaving medical equipment, and providing assistance to keep several members out of the hospital. This partnership enables our care navigators to help coordinate care with other health providers. This maximizes integrated care for our clients.





# Assisted Outpatient Treatment Program

Specialized support  
to meet intense  
needs

The Harris Center for Mental Health and IDD, in cooperation with Harris County Probate Court 3 and the University of Houston, received a grant from the U.S. Substance Abuse and Mental Health Services Administration for an Assisted Outpatient Treatment (AOT) program for people with serious mental illness.

For this 4-year project, The Harris Center partners with Harris County Probate Court 3, which has primary jurisdiction over all mental health commitment hearings in Harris County, and UTHealth Harris

County Psychiatric Center, to build a coalition of stakeholders involved in the civil commitment process to expand existing service capabilities.

As with most large and growing communities in the country, Harris County's mental health system struggles to keep pace with the expanding demand for services, particularly for high-need individuals. The Houston AOT Program serves uninsured or under-insured people with serious mental illness who have consistently struggled with adherence to outpatient treatment, including missed appointments and failure to take medication as prescribed. AOT reduces the number and duration of inpatient psychiatric hospitalizations, homelessness, incarcerations, and interactions with the criminal justice system while improving treatment engagement, treatment adherence



and functional outcomes. This program is designed to work with courts to allow these individuals to obtain treatment while continuing to live in their homes.

***“We know from research that Assisted Outpatient Treatment can reduce risks such as hospitalization, arrest, incarceration, crime, victimization and violence,” said Judge Jason Cox (Harris County Probate Court 3). “We at the Court are excited to work and collaborate with The Harris Center and our other community partners to help these individuals reach their highest potential.”***

AOT services includes comprehensive health and behavioral health services provided through evidence-based interventions, such as case management, motivational interviewing, psychosocial rehabilitation, cognitive processing therapy (CPT), cognitive behavioral therapy (CBT), substance abuse treatment, and other services, as appropriate.

“Assisted Outpatient Treatment fills a significant gap in our mental health delivery system in Harris County,” said Wayne Young, CEO of The Harris Center. “With the availability of these intensive services and collaboration with our partners, we can help people with serious mental illness avoid jail, hospitalization, and psychiatric emergency services.”







# The Respite, Rehabilitation and Re-Entry Center

A holistic approach for people with intense needs

The COVID-19 pandemic revealed the vulnerability of individuals who are homeless and have mental illnesses. It is not only the unhealthy conditions on the streets that make the unsheltered homeless “at-risk” to COVID-19; most also suffer from underlying, chronic health conditions. A large number of individuals experiencing homelessness throughout Harris County and the greater Houston area suffer from severe mental health issues making it difficult for city, county, and local partners to quickly assist and house them out of harm’s way. Social distancing requirements also reduced homeless shelter capacity. These extremely acute individuals had a large impact on first responders and hospitals by routinely requiring emergency

intervention and increase the risk of COVID-19 exposure to first responders and the community.

Both the City of Houston and Harris County have each invested \$5 million toward the new COVID-19 Homeless Respite, Rehabilitation, and Re-Entry Center to fill the need for a safe, clean, and secure place of respite and rehabilitation in our community. The new facility is operated by The Harris Center for Mental Health and IDD and implemented key recommendations of the Harris County Homeless Taskforce. This facility significantly expanded our local continuum of care for this vulnerable population.



Not only does the center provide housing, but the facilities offer cutting-edge services and programs to address the psychological, emotional, occupational, interpersonal, health and other needs that support their ability to function in society. The programs and services include:

**Jail Diversion:** 36 beds available for a pre-charge diversion center accepting law enforcement drop offs 24/7. Average stays of 4-10 days. Eligible individuals include adults who have a history of mental illness, are not in an acute crisis and voluntarily agree to participate.

**Jail Re-Entry:** 20 beds available for individuals leaving Harris County Jail with no safe place to live. These beds are intended to be short-term in nature and offers a smooth transition as individuals find appropriate living arrangements. Estimated stays of 3-5 days.

**Outpatient Competency Restoration:** 8 beds available to provide outpatient competency restoration services for 60-120 days. Competency Restoration is the process used when an individual charged with a crime is found by a court to be incompetent to stand trial, typically due to an active mental illness or an intellectual disability. As an alternative to state hospital commitments allowing patients to receive treatment in the community.

**Post-Charge Mental Health Diversion:** An expansion of the current Pre-Charge Mental Health Jail Diversion Program, the Post-Charge Mental Health Diversion program includes individuals with mental health needs who have been charged with non-violent low level Class A and B Offenses. The Post Charge Diversion Program works with individuals to assist them with accessing services for mental health and substance abuse treatment, primary healthcare, housing and social service needs. The program is a suitable alternative to individuals who commit low level, non-violent crimes.

**Hospital to Home -** 24 beds available to provide rehabilitation services to people discharged from the inpatient psychiatric unit who are transitioning out of jail. These individuals receive comprehensive rehabilitation services intended to help them successfully transition to more permanent housing options. Estimated stays of 90-180 days.





# Jail-Based Competency Restoration Program

## Supports that transform

The Harris Center received grant funding for a new Jail-Based Competency Restoration (JBCR) pilot-program within the Harris County Jail. Competency Restoration is the process used when an individual charged with a crime is found by a court to be incompetent to stand trial, typically due to an active mental illness or an intellectual disability. A defendant must be restored to competency before the legal process can continue. JBCR welcomed its first patient on Jan. 26, 2021.

Through a combination of factual court knowledge and rational knowledge application, competency restoration helps individuals understand the legal process. JBCR uses a combination of multimodal educational tools such as individual and group education, trauma-informed care, music therapy, educational movies, and experiential activities to engage different types of learners.

In collaboration with our partners at the Harris County Sheriff's Office, The Harris Center celebrated the move from a pilot program to a county-based program supported by the state effective Sept. 1, 2021.

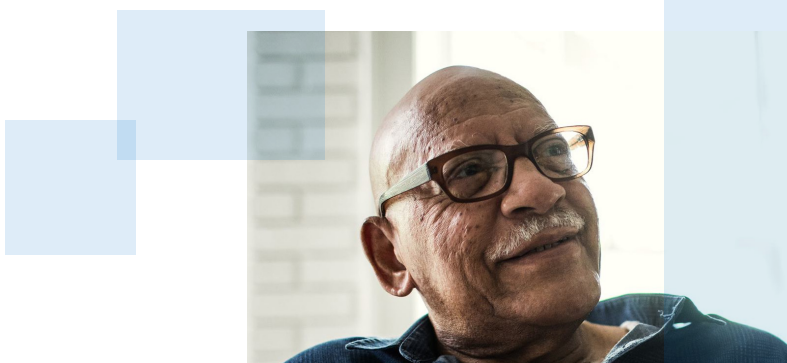
### Outcomes and Data (January 26, 2021- May 4, 2022)

20 Unit Capacity  
120 total patients served  
83 Male  
37 Female

88% Restoration Rate (Lifetime)  
93% Restoration Rate (FY2022)

14 Misdemeanor Charges  
106 Felony Charges

Total competent: 82  
Total incompetent: 11



*Read a client success story on page 21*



# Transition Services Unit

## Connecting resources to support children and adolescents

The Transition Services Unit serves as liaison between probation facilities, family, court staff and community agencies. Many pre and post adjudicated youth have experienced trauma, lived in unsafe environments and have mental health needs that require mental health and social services to stabilize their mental health condition. The Transition Unit works in partnership with the client's families to support and meet their specific needs, improve probation and mental health outcomes and reduce recidivism.

The treatment team holds a wealth of experience working in the courts, school systems, Child Protective Services and Juvenile Probation. Team members work in close connection with The Harris Center's Outpatient Mental Health Child and Adolescent programs and are also knowledgeable about other agency services to support the client families.

Team members screen and assess each youth's case for eligibility. The team assists each youth and family with accessing mental health, social and educational support services and maintain a service directory of appropriate services. In addition, the team participates in court proceedings and addresses crisis situations. Coordinators meet families in their homes and are equipped to also meet remotely, as needed, to facilitate a seamless transition and coordination of services.







# Day Habilitation Program

Highlighting abilities



Day Habilitation services provide community-focused activities that help individuals acquire, retain or improve their socialization and adaptive skills. Participants are individuals with Intellectual and Developmental Disabilities, Autism and other Pervasive Developmental Disorders. Training is based on the needs of the individuals for personal growth, community integration, building relationships and opportunities for independence.

With full time professional staff offering structured curriculum-based training in a classroom, as well as community-based Employment Assistance services, the program is able to offer individuals a range of service options to fit their needs and schedules.

The Day Habilitation program is considered a leader in the field of site-based day habilitation and employment assistance services and is known for its caring and knowledgeable staff. The program provides opportunities for personal and vocational growth for the individuals and equips them with the skills necessary to find and maintain employment.



**Scan the QR code to watch a video about the Day Habilitation program.**



The STARS Feeding Disorders Clinic helps children ages 9 months through 18 years of age who struggle with food and/or liquid refusal, texture or type selectivity, general mealtime problem behavior and refusal to self-feed, all of which can result in difficulty maintaining their nutritional status. Feeding therapy provides an evidence-based behavioral approach to address all these concerns.

Treatment needs are identified after the completion of a thorough assessment including client observation with food presentation, indirect assessment measures and a parent/caregiver interview.

Once physiological concerns and oral motor deficiencies have been ruled out by medical professionals and/or speech and language pathologists, feeding treatment plans are written to address the maladaptive behaviors and skill deficits that remain. When an efficacious plan has been created, the parent or caregiver is trained on how to feed their child to achieve optimum results.

***Scan the QR  
code to watch  
a video about  
the Feeding  
Disorders Clinic.***



# Feeding Disorders Clinic

Evidence-based  
behavioral approach







## A Supportive and Non-Judgmental Space

An insurance representative contacted 911 to request a welfare check on Marsha\* after she mentioned having suicidal thoughts and grief after her fiancé recently passed away. The Crisis Call Diversion (CCD) Counselor found the call on the system and reached out to Marsha directly.

The CCD Counselor provided emotional support and assessed the situation for imminent risks. Marsha stated that she was okay, but she had been sad since her fiancé died three months ago. She mentioned no longer having suicidal thoughts, but reported she was depressed and sometimes thought about dying although she does not want to die. Marsha shared she has new grandchildren to live for and denied intentions to harm herself at the time. Marsha expressed she needed emotional support.

Contact with the CCD Counselor provided Marsha a supportive and non-judgmental space to explore her current emotional triggers and express her suicidal ideations. The CCD Counselor empathized with Marsha's grief and explored suicide risk factors such as plan, means and intent, as well as coping skills and protective steps she can take. The CCD Counselor also provided Marsha with community referrals to The Harris Center's Crisis Line, Bo's Place and the Grief Recovery Center for emotional support.

The CCD Counselor followed up and was informed by Marsha that she was able to secure an appointment with the Grief Recovery Center. Marsha stated she was feeling better after talking and thanked the CCD Counselor for the resources and for following up.

*\*The name of the client has been altered to protect the client's privacy.*





## On the Road to Success

Debra\* began receiving services from the Southwest Adult Clinic earlier this year. She had faced numerous adversities including trauma, stress, betrayal and fear. Debra shared she decided she owed it to herself to make some changes regarding her mental health. The end of 2020 had been especially difficult for her and she was ready to take care of herself.

At the Southwest clinic, Debra received medication services, therapy, skills training and case management. As she explored her goals and redefined what she wanted for herself, she was able to learn and apply skills to build her confidence, increase her resilience and celebrate her progress.

Debra reports she feels more equipped

to cope with fears and nightmares in a healthier way. She has ambition to find employment in a place she is respected and valued, and she shares she feels confident her skills and education will help her achieve her goals. She has enrolled in school and is working very hard to secure a stable future for herself and her family.

Debra is extremely proud of her growth and has embraced her journey to success. She is constantly working to be better and stronger than her fears. Debra says that the services she receives at The Harris Center have helped her on this road to success.

*\*The name of the client has been altered to protect the client's privacy.*



## Experiencing Chronic Homelessness for over 20 Years



Javier\* was referred to the Respite, Rehabilitation and Re-Entry center by the Coalition of the Homeless. He had experienced chronic homelessness for over 20 years, and also faced substance abuse challenges and bipolar disorder.

When he came to the center, Javier shared that he was not in touch with family members. He received a free haircut and told his care providers that he “felt he was accomplishing positive milestones for the very first time in his life” thanks to the supports he received.


As part of Jail Re-Entry and the Hospital to Home program, Javier’s care coordinator assisted him in securing

stable housing, food stamps and Social Security Disability Insurance.

Javier credits his successful experience to the support group classes he participated in, geared towards building coping skills, preventing relapse and mental health and substance abuse education. He shared the topics helped him make better choices for his wellbeing. Javier is now residing in his first apartment in over 20 years.

*\*The name of the client has been altered to protect the client’s privacy.*





## Breaking the Cycle

James was arrested and charged with a felony crime, however his case could not move forward because he was found incompetent to stand trial.

After a very long wait on the state hospital waitlist, James was one of the first patients to receive services in the Jail Based Competency Restoration Program (JBCR).

Prior to his arrival in the program, James was very discouraged and had been to the state hospital several times in his life. It was clear that James no longer wanted to continue in the same cycle of being homeless, getting arrested and going to the state hospital, only to repeat the process all over again. He described spending much of his life in an out of incarceration and in hospital beds. He was ready to try something new and worked very hard to restore his competency while in the JBCR program.

He was one of the older patients and many of the other participants looked up to him, which improved his self-esteem.

By the end of the program, James was recommended competent to stand trial and the court formally restored his competency. He was very grateful to receive his certificate of successful completion and was looking forward to his upcoming release.

Through a collaboration of programs at the jail, a discharge plan was created and was placed in a personal care home due to his lack of familial support. He is currently doing well and has not returned to the Harris County Jail.

*\*The name of the client has been altered to protect the client's privacy.*



# Feeding Therapy Transforms the life of Young Client and His Family



Joshua\* is an nine-year-old boy whose journey is celebrated. He was a client of both the Feeding Clinic and the Positive Behavior Supports program. At age five, Joshua was non-verbal and had periods of aggressive behavior. He had Hydrocephaly and a feeding disorder. Joshua had been through many feeding therapies in Houston, but experienced little progress. He was 100 percent dependent on a gastrostomy tube that was surgically placed in his stomach when he began services.

After a year of therapy, he was 80% off tube feeds, chewing and self-feeding/drinking on his own.

He began the Positive Behavior Supports program at seven years old and is currently being seen by a Board-Certified Assistant Behavior Analyst and Applied Behavior Analysis specialists. Joshua is

now fully toilet trained, listens to mom and is no longer aggressive.

He also had his feeding tube removed because he had not used it in over two years. Both of Joshua's parents have told his care team that their lives were changed by the Harris Center.

*\*The name of the client has been altered to protect the client's privacy.*



# Financial Report

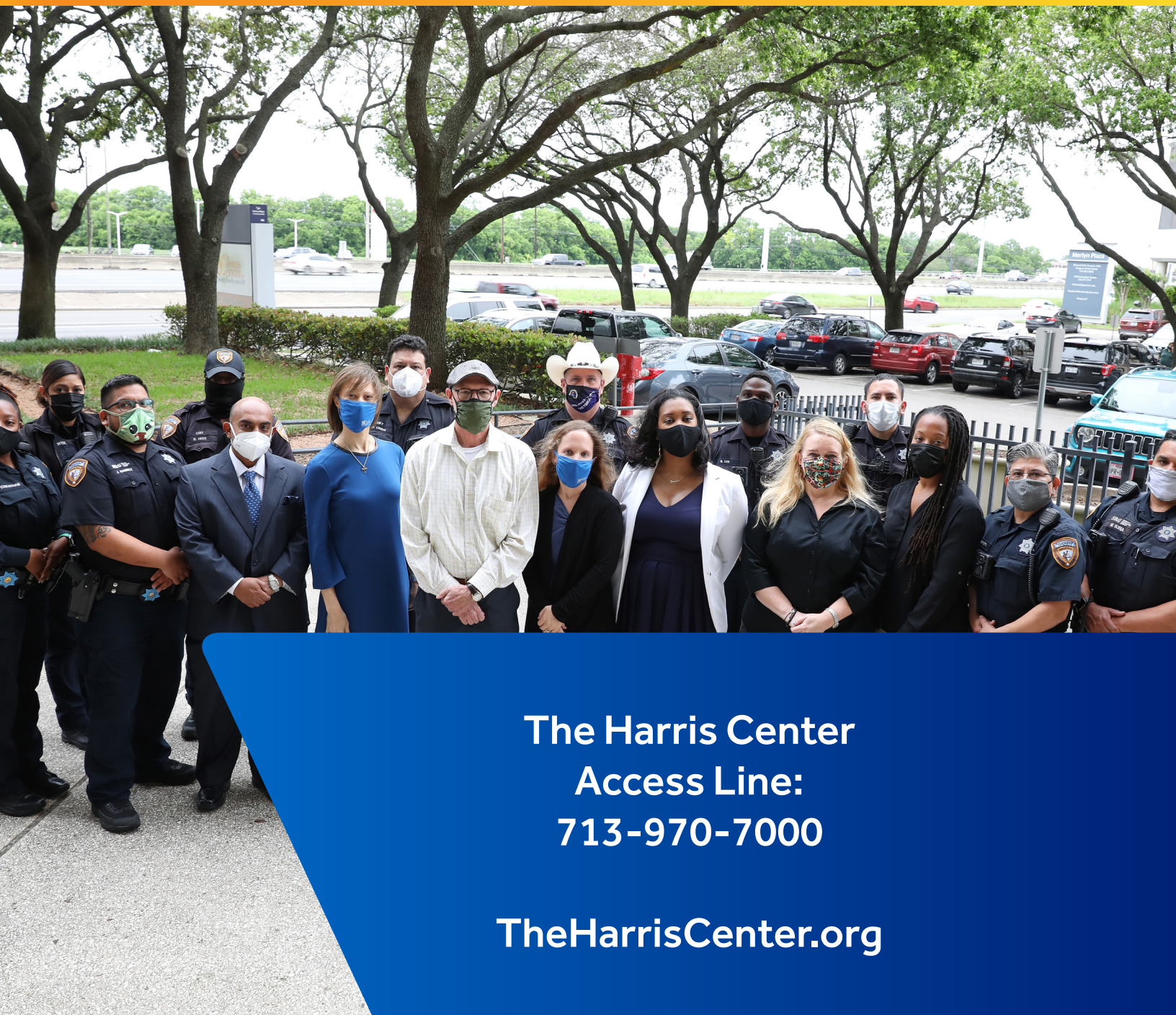
## REVENUES

State Grants and Programs	\$127,906,818
Federal Grants	\$76,758,103
Harris County and Local	\$51,260,112
Local Billings	\$30,405,246
Investment Earnings	\$119,813
Miscellaneous	\$6,130,140
<b>Total Operating Revenue</b>	<b>\$292,580,232</b>

## EXPENDITURES

Adult Mental Health	\$93,088,416
Intellectual and Developmental Disabilities	\$36,918,943
Child and Adolescent	\$20,049,869
Crisis Center	\$57,779,675
Community Hospital	\$29,730,527
General Administration	\$54,019,648
Debt Service Principal	\$545,714
Debt Interest and Other Charges	\$6,709
<b>Total Operating Expenditures</b>	<b>\$292,139,501</b>





The Harris Center  
Access Line:  
713-970-7000

[TheHarrisCenter.org](https://TheHarrisCenter.org)