



# HARRIS COUNTY BUDGET MANAGEMENT DEPARTMENT

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<http://budget.harriscountytexas.gov/>

November 10, 2020

To: County Judge Hidalgo, and  
Commissioners Ellis, Garcia,  
Radack, and Cagle

Fm: Shain Carrizal *HSC*

Re: **Family-Friendly Workplace Recommendations**

On September 29, 2020 Commissioners Court requested that Human Resources & Risk Management research best practices as it relates to a family-friendly workplace and present its findings and recommendations to Court for review. Attached for discussion and possible action is a report of our findings and recommendations for best-in-class paid family and parental leave policies, childcare access, support for breastfeeding, and mental health support. If any of these recommendations are adopted by Commissioners Court, Human Resources & Risk Management will work with the County Attorney, Universal Services, Auditor's Office and any other relevant departments to implement the recommendations including, but not limited to, updating current policies and procedures, programmatic changes, and communication materials.

Thank you for your consideration.

Attachment

# Family-Friendly Workplace

## SUMMARY OF RECOMMENDATIONS

- **Best-in-Class Paid Parental Leave Policy:** Provide up to 12 weeks of paid parental leave, starting with up to 8 weeks in 2021, 10 weeks in 2022, and 12 weeks in 2023 and beyond, at 100% of the eligible employee's pay at any time within 12 months after the birth, adoption, or foster-to-adopt placement of a child, in addition to any other leave for which an employee is eligible.
- **Additional Sick Leave to Care for Newborn or Adopted Child:** Provide new parents up to 40 hours of family sick leave in addition to paid parental leave since children are particularly susceptible to getting sick in their first year of life.
- **HRRM Webpage Improvements:** Consolidate leave policies and related resources to improve awareness of family-friendly policies and County employee benefits and encourage the use of family friendly workplace policies.
- **Permanent Lactation Rooms in All New County Buildings:** Provide one or more permanent, dedicated lactation rooms in all new County buildings and future major building remodels in accordance with federal, state and local laws to where employees can pump/express breast milk during work hours.
- **Detailed Lactation Policy Consistent with Best Practices:** Elaborate on Harris County Personnel Policies and Procedures to more clearly describe how an employee should request access to a room if one is not already available in their place of work and set a minimum number of paid breaks an employee is allowed.
- **Childcare Resources Webpage:** List daycare or tutoring discounts and Cigna and other resources for families and their children.

## PAID FAMILY & PARENTAL LEAVE

### *Best Practices*

According to the National Partnership for Women and Families (NPWF), the Family and Medical Leave Act (FMLA), which offers 12 weeks of job-protected, unpaid leave to qualifying individuals, is inaccessible to 62% of working Texans due to financial constraints.<sup>1</sup> Because FMLA may be unpaid, many new parents are unable to use any or all of their 12 weeks due to financial constraints.

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<sup>1</sup> National Partnership for Women and Families. (2020). Paid Leave Means A Stronger Texas. Retrieved from <https://www.nationalpartnership.org/our-work/resources/economic-justice/paid-leave/paid-leave-means-a-stronger-texas.pdf>

In September 2020, the Prenatal-to-3 Policy Impact Center at the University of Texas reported that “[a] state policy providing *at least* 6 weeks of paid family leave to parents with a new biological, adopted, or foster child increases the likelihood and length of leave-taking for mothers, reduces racial disparities in leave-taking, and has beneficial effects on maternal labor force attachment, parent and child health, and nurturing and responsive parenting.”<sup>2</sup> An examination of the relationship between family leave length and maternal health outcomes published in *The Journal of Mental Health Policy and Economics* found that, for working mothers, “having less than 12 weeks of maternal leave and having less than 8 weeks of paid maternal leave are both associated with increases in depressive symptoms, and having less than 8 weeks of paid leave is associated with a reduction in overall health status.”<sup>3</sup>

Twelve week paid parental leave is associated with better outcomes for maternal mental health, breastfeeding, and childhood development, when compared to shorter lengths of leave.<sup>4</sup> In a study examining the links between mothers' returns to work within 12 weeks of giving birth and health and developmental outcomes for their children, researchers found that children whose mothers return to full-time work within 12 weeks experience externalizing behavioral problems in early childhood, are less likely to breastfeed, and less likely to receive their medical checkups and immunizations on time.<sup>5</sup> Another study compared two groups of mothers who took maternity leaves longer and shorter than 12 weeks, and found that the former “had a better understanding of child development, had higher levels of preoccupation with their infant, and reported that motherhood had a better impact on their self-esteem and their marriage.”<sup>6</sup>

Paid family leave has also been shown to have mostly positive impacts on employment and labor force participation. The Best Place for Kids Partnership reports that 32% of first-time mothers who use some form of paid leave are less likely to quit their jobs before or after childbirth and are 19% more likely to return to the same employer after leave.<sup>7</sup>

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<sup>2</sup> Prenatal-to-3 Policy Impact Center. (2020). Prenatal-to-3 policy clearinghouse evidence review: Paid family leave (ER 0920.003A). Child and Family Research Partnership. Lyndon B. Johnson School of Public Affairs, University of Texas at Austin. <http://pn3policy.org/policyclearinghouse/paid-family-leave>

<sup>3</sup> Chatterji, Pinka, & Markowitz, Sara. (2012). Family leave after childbirth and the mental health of new mothers. *The Journal of Mental Health Policy and Economics*, 15(2), 61. [http://www.icmpe.org/test1/docs/15-061\\_text.pdf](http://www.icmpe.org/test1/docs/15-061_text.pdf)

<sup>4</sup> Prenatal-to-3 Policy Impact Center. (2020). Prenatal-to-3 policy clearinghouse evidence review: Paid family leave (ER 0920.003A). Child and Family Research Partnership. Lyndon B. Johnson School of Public Affairs, University of Texas at Austin. <http://pn3policy.org/policyclearinghouse/paid-family-leave>

<sup>5</sup> Berger, Lawrence M, Hill, Jennifer, & Waldfogel, Jane. (2005). Maternity Leave, Early Maternal Employment and Child Health and Development in the US. *The Economic Journal (London)*, 115(501), F29-F47. [https://drive.google.com/file/d/1EmtZj\\_vF\\_M3L2ReBuNcXvVCK57l0j-GU/view?ts=5f8dcd35](https://drive.google.com/file/d/1EmtZj_vF_M3L2ReBuNcXvVCK57l0j-GU/view?ts=5f8dcd35)

<sup>6</sup> Plotka, R., Busch-Rossnagel, N.A. The role of length of maternity leave in supporting mother-child interactions and attachment security among American mothers and their infants. *ICEP* 12, 2 (2018). <https://doi.org/10.1186/s40723-018-0041-6>

<sup>7</sup> Best Place for Kids. (2020). The Best Place for Working Parents - Policy 3: Parental Leave. Retrieved from <https://bestplace4kids.com/policies/>

As of October 2020, federal employees are guaranteed 12 weeks of paid leave for the birth of a child.<sup>8</sup> Similarly, in King County, County employees (both male and female) can receive up to 12 weeks of paid parental leave following the birth, adoption, or foster-to-adopt placement of a child.<sup>9</sup> Durham County, North Carolina also offers 12 weeks of paid leave, and does not require the use of accrued time off to be depleted before going on parental leave.<sup>10</sup>

## ***Current Harris County Sick and Wellness Leave Policies***

The Harris County Personnel Policies and Procedures contain the following sick leave provisions:

### **Section 11.041-2 Paid Sick Leave Accrual (up to 13 days per year)**

- Employees can accrue Sick Leave at 4 hours per pay period (up to 13 days per year with a maximum accrual of 90 days) for absences due to:
  - Personal illness,
  - Personal injury, or
  - An appointment with a health care provider, as defined in the FMLA.
- Sick Leave that has not been used at the end of the year can roll over up to a maximum accrual of 90 days.

### **Section 11.044 Family Sick and Wellness Leave (up to 15 days per year)**

- Employees may use up to 15 days (120 hours) of Sick Leave per year to:
  - Care for an immediate family member who is sick,
  - Seek preventative or routine health care for themselves or an immediate family member, or
  - Bond with their child within the first 12 months after the birth or placement for adoption or foster care (also referred to as “parental leave”).
- Family Sick and Wellness Leave is deducted from the employee’s Sick Leave balance.

## ***Recommendations***

### **Best-in-Class Paid Parental Leave Policy**

Provide up to 12 weeks of paid parental leave at 100% of the eligible employee’s pay at any time within 12 months after the birth, adoption, foster-to-adopt placement of a child (“qualifying event”), starting with up to 8 weeks in 2021, 10 weeks in 2022, and 12 weeks in 2023 and beyond. If both parents work for Harris County, each is eligible for up to 8 weeks of paid parental leave (10 and 12 weeks in 2022 and 2023, respectively). Leave is in addition to any other leave for which an employee

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<sup>8</sup> 2020 National Defense Authorization Act. Retrieved from <https://docs.house.gov/billsthisweek/20191209/CRPT-116hrpt333.pdf> (pg. 2647)

Breastfeeding Policy in the Workplace. Retrieved from <https://resources.workable.com/breastfeeding-company-policy>

<sup>9</sup> King County Department of Human Resources. *Employee Leave Guide* (Revised 2020). Retrieved from <https://www.kingcounty.gov/~media/employees/benefits/documents/leaves/leave-guide.ashx?la=en> (pg. 10)

<sup>10</sup> Bridges, Virginia. (2016, October 5). Durham County workers get 12 weeks of paid parental leave. The News & Observer. Retrieved from <https://www.newsobserver.com/news/local/community/durham-news/article106070117.html>

is eligible and can be taken all at once or intermittently, as long as it occurs within 12 months after the qualifying event. Parental leave is designated as FMLA. Vacation and sick leave benefits will continue to accrue during the period of paid parental leave.

● **Estimated annual cost for 2021: \$2,713,712**

- 366 newborns added to medical plan last year x .03 for enrollment growth = 377
- Average full-time salary = \$60,528 or \$29.10/hour
- 320 (total hours of leave across 8 weeks) – 120 (current policy of 15 days for family sick leave) = 200 hours
- 377 x 200 hours x \$29.10 = \$2,194,140
- \$2,194,140 plus 23.68% for fringe benefits (FICA, TCDRS, etc.) = \$2,713,712

Estimated annual cost for 2022: \$3,910,049

2023: \$5,182,687

**Additional Sick Leave to Care for Newborn or Adopted Child**

Provide new parents up to 40 hours of family sick leave in addition to paid parental leave to account for the fact that children are particularly susceptible to getting sick in their first year of life. This is similar to a novel policy from King County.

● **Estimated annual cost: \$542,742**

- 366 newborns added to medical plan last year x .03 for enrollment growth = 377
- Average full-time salary = \$60,528 or \$29.10/hour
- 377 x 40 x \$29.10 = \$438,828
- \$438,828 plus 23.68% for fringe benefits (FICA, TCDRS, etc.) = \$542,742

**HRRM Webpage Improvements**

Consolidate leave policies and related resources to improve awareness of family-friendly policies and County employee benefits and encourage the use of family friendly workplace policies. This should include information and details about current policy and benefits covered under the Employee Assistance Program.<sup>11</sup>

● **Estimated annual cost: No additional cost.**

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<sup>11</sup> The EAP through Cigna currently covers 8 therapy sessions per incident or issue. According to HRRM's Benefits Section, this service is currently underutilized, likely due to the lack of awareness among employees about available benefits. Webpage improvements may increase accessibility to and knowledge of available benefits and services.

# **BREASTFEEDING SUPPORTS**

## ***Best Practices***

The Patient Protection and Affordable Care Act (“Affordable Care Act”) requires employers to provide “reasonable break time for an employee to express breast milk for her nursing child for one year after the child’s birth each time such employee has need to express the milk.” It also requires employers to provide “a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.”<sup>12</sup>

Research indicates that supportive workplace lactation programs are “critical to maternal health and well-being, infant health and development, and gender equity in the workplace”<sup>13</sup> and that “[w]eak support for lactation in the workplace may have negative consequences on infant feeding practices, such as early breastfeeding cessation and maternal stress.”<sup>14</sup> According to the U.S. Department of Health and Human Services, family-friendly lactation policies also have benefits for employers, as “[e]mployees are more likely to return to work after childbirth when their workplace provides a supportive environment for continued breastfeeding.”<sup>15</sup> Examples of family-friendly lactation support include access to an on-site, exclusive, and properly equipped room for mothers to express and store breastmilk, as well as adequate paid breaks for breastfeeding or expressing milk.<sup>16</sup>

In July 2019, Congress passed the Fairness for Breastfeeding Mothers Act, which requires certain public buildings that are open to the public and contain a public restroom to provide a lactation room, other than a bathroom, that is hygienic and is available for use by members of the public to express milk.<sup>17</sup> The lactation room must be shielded from public view, be free from intrusion, and contain a chair, a working surface, and (if the building is supplied with electricity) an electrical outlet. As a local example of best practices, New York City requires employers to provide employees with lactation accommodations, including a lactation room where employees can pump/express breast milk, and reasonable time to do so. It also requires employers to have a written lactation policy that meets certain requirements under the law, which it must provide to all new employees.<sup>18</sup>

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<sup>12</sup> 29 U.S.C. 207(r)

<sup>13</sup> United Nations Children’s Fund (UNICEF). (July 2019). Breastfeeding and Family-Friendly Policies: An evidence brief. Retrieved from <https://www.unicef.org/sites/default/files/2019-07/UNICEF-Breastfeeding-Family-Friendly> (pg. 1)

<sup>14</sup> United Nations Children’s Fund (UNICEF). (July 2019). Breastfeeding and Family-Friendly Policies: An evidence brief. Retrieved from <https://www.unicef.org/sites/default/files/2019-07/UNICEF-Breastfeeding-Family-Friendly> (pg. 3)

<sup>15</sup> U.S. Department of Health & Human Services, Health Resources and Services Administration (HRSA), and Maternal and Child Health Bureau. (2008). The Business Case for Breastfeeding. Retrieved from [https://www.womenshealth.gov/files/documents/bcfb\\_business-case-for-breastfeeding-for-business-managers.pdf](https://www.womenshealth.gov/files/documents/bcfb_business-case-for-breastfeeding-for-business-managers.pdf)

<sup>16</sup> Workable Resources. (n.d.). Breastfeeding Policy in the Workplace [template]. Retrieved from <https://resources.workable.com/breastfeeding-company-policy>

<sup>17</sup> Fairness For Breastfeeding Mothers Act of 2019, H.R. 866, 116th Congress (2019-2020). <https://www.congress.gov/bill/116th-congress/house-bill/866/text>

<sup>18</sup> New York City. Lactation Accommodations. Retrieved from <https://www1.nyc.gov/site/cchr/law/lactation.page>

## ***Current Harris County Breastfeeding Policies and Accommodations***

### **Section 11.08 of Harris County Personnel Policies and Procedures states:**

“Harris County supports breastfeeding mothers by accommodating their desire or need to express milk during the workday. Departments will give a reasonable amount of break time and a place, other than a bathroom, which is shielded from view and free from intrusion from others to express milk. Break times more than 20 minutes are unpaid. Retaliation against women who exercise their rights under this policy is strictly prohibited.”<sup>19</sup>

### **Existing County Lactation Rooms**

There are only four permanent lactation rooms in County buildings, one in 1001 Preston (5<sup>th</sup> floor), one in 1310 Prairie (9<sup>th</sup> Floor), one at IFS, and a newly established lactation room on the 4<sup>th</sup> floor of 1001 Preston. As to County buildings, HRRM works with department heads and managers to coordinate an arrangement for employees who are breastfeeding and need a space. Managers will sometimes allow an employee to use their office, a huddle room, or other space in buildings where there is not a dedicated lactation room. While having a permanent lactation room in each County building is desired, there is currently no written policy or resolution aimed at achieving this.

## ***Recommendations***

### **Permanent Lactation Rooms in All New County Buildings**

As required by the Patient Protection and Affordable Care Act, ensure that all County buildings provide “a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.” See 29 U.S.C. 207(r). The location provided must be functional as a space for expressing breast milk. If the space is not dedicated to the nursing mothers’ use, it must be available when needed in order to meet the statutory requirement.

- Provide one or more permanent, dedicated lactation rooms in all new County buildings and future major building remodels in accordance with federal, state and local laws to where employees can pump/express breast milk during work hours.
- Establish an on-site lactation room in all existing County buildings in accordance with federal legal standards.
- Where a permanent, on-site lactation room is not reasonable or feasible, ensure that a space can be “temporarily created or converted for expressing milk or made available when needed by the nursing mother... that is shielded from view, and free from any intrusion from coworkers and the public.”

In addition to being clean, comfortable, safe, and private, each permanent lactation room should provide a sink, a small refrigerator to keep breast milk, space for at least two chairs, a small table, an electrical outlet, and a door that can be locked from the inside. Each room should also be located in a

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<sup>19</sup> Harris County. Personnel Policies and Procedures (amended 2/15/2020). Retrieved from <https://hrrm.harriscountytexas.gov/Documents/Personnel%20Policies%20and%20Procedures%20Handbook.pdf> (pg. 47)

physically separate area, with direct access, away from the restrooms, but close to the workspace. Clear signage should be placed outside of each room.

- **Estimated annual cost:** Assuming existing space could be found, adding a lactation room with a sink and a refrigerator would cost about \$10,000 per lactation room

### **Detailed Lactation Policy Consistent with Best Practices**

Elaborate on Section 11.08 of the Harris County Personnel Policies and Procedures so that it more clearly describes how an employee should request access to a room if one is not already available in their place of work, and set a minimum number of paid breaks an employee is allowed (at least 2 are recommended). Where a designated on-site lactation room is unavailable, the written policy will identify a reasonable alternative in a private location (not a bathroom) that can accommodate nursing mothers<sup>20</sup>. The policy will require reasonable break times for employees to express breast milk, in accordance with best practices, for as long as two years after the child is born. The policy will also specify the number and duration of lactation breaks permitted during the workday. These breaks will be counted as working time and remunerated accordingly.

## **CHILD CARE ACCESS & RESOURCES**

### ***Best Practices***

According to the Economic Policy Institute (EPI), Texas is one of many states in which the cost of daycare exceeds that of in-state college tuition. In 2019, Texans paid on average \$9,324 annually, or \$777 a month, for infant care.<sup>21</sup> The Employee Benefit Research Institute has found that employer-funded dependent care reimbursement accounts and workplace-funded childcare help recruitment and retention efforts, ease work-family conflicts, reduce tardiness and absenteeism in the workplace, and increase employee morale and productivity.<sup>22</sup> “It is estimated that child care breakdowns leading to employee absences cost U.S. businesses \$3 billion annually.”<sup>23</sup> Ways employers can support access to childcare include providing on-site childcare, connecting employees with local childcare programs, and providing child care subsidies or investing in a childcare assistance fund for employees.<sup>24</sup>

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<sup>20</sup> U.S. Department of Labor, Wage and Hour Division. Frequently Asked Questions – Break Time for Nursing Mothers. Retrieved from [https://www.dol.gov/agencies/whd/nursing-mothers/faq#:~:text=The%20Patient%20Protection%20and%20Affordable,the%20child's%20birth%20each%20time;see%2029%20U.S.C.%20207\(r\).](https://www.dol.gov/agencies/whd/nursing-mothers/faq#:~:text=The%20Patient%20Protection%20and%20Affordable,the%20child's%20birth%20each%20time;see%2029%20U.S.C.%20207(r).)

<sup>21</sup> Economic Policy Institute. (July 2019). The Cost of Child Care in Texas. Retrieved from <https://www.epi.org/child-care-costs-in-the-united-states/#/TX>

<sup>22</sup> Stoltzfus, Eli R. (January 2015). Beyond The Numbers - Access to dependent care reimbursement accounts and workplace-funded childcare. Retrieved from <https://www.bls.gov/opub/btn/volume-4/access>

<sup>23</sup> See <https://static1.squarespace.com/static/5a0f56aebce17652bb2ee11a/t/5bf1c745032be406b1a22805/1542571875348/Early+Matters+Greater+Austin+Family-Friendly+Workplace+Toolkit.pdf>

<sup>24</sup> See <https://static1.squarespace.com/static/5a0f56aebce17652bb2ee11a/t/5bf1c745032be406b1a22805/1542571875348/Early+Matters+Greater+Austin+Family-Friendly+Workplace+Toolkit.pdf>

## ***Current Harris County Childcare Resources***

### **Employee Assistance Program (EAP)**

For Cigna-enrolled County employees, the Employee Assistance Program provides resources and referrals for childcare providers and various unspecified childcare resources.<sup>25</sup> Cigna personal advocates work with the employee to help resolve childcare issues they may be facing and directing them to a variety of helpful resources in their community.

### **Dependent Care Flexible Spending Accounts (FSA)**

Available for up to \$5,000, which is separate from the healthcare FSA<sup>26</sup>. Only 185 County employees currently use this service.

## ***Recommendations***

### **Childcare Resources Webpage**

List daycare or tutoring discounts and Cigna resources for families including information for parents and families. Some examples: Hennepin County, Minnesota provides a comprehensive list of employee benefits on one webpage, including information about family benefits and policies, time off, and insurance.<sup>27</sup> The Chief Executive Office of Los Angeles County provides information on one page about Dependent Care Spending Accounts, Child Care Resource and Referral (R&R) Agencies, and other resources.<sup>28</sup> The Child Care Services (CCS) division of the City of San Antonio provides child care and provider management services for Bexar County, and surrounding areas. The website provides links to several brochures and pamphlets with information, and links to all necessary forms for application.<sup>29</sup>

- ***Estimated annual cost: No additional cost.***

## **Cost Estimates**

The cost estimates below represent a maximum amount if the recommendations are implemented. It should be noted that some of the cost incurred could be in the form of overtime, compensatory time, or temporary agency personnel to cover the hours that employees are on leave and could be less depending on how employees' job duties are carried out by County departments.

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<sup>25</sup> Harris County Department of Human Resources & Risk Management. Employee Benefits Guide (2019 -2020). Retrieved from [https://hrm.harriscountytexas.gov/Documents/2019-2020BenefitsGuide11\\_29-EMPLOYEE.pdf](https://hrm.harriscountytexas.gov/Documents/2019-2020BenefitsGuide11_29-EMPLOYEE.pdf) (pg. 33)

<sup>26</sup> Harris County Department of Human Resources & Risk Management. Employee Benefits Guide (2019 -2020). Retrieved from [https://hrm.harriscountytexas.gov/Documents/2019-2020BenefitsGuide11\\_29-EMPLOYEE.pdf](https://hrm.harriscountytexas.gov/Documents/2019-2020BenefitsGuide11_29-EMPLOYEE.pdf) (pg. 27-28)

<sup>27</sup>Hennepin County. (n.d.). Employee benefits. Retrieved from <https://www.hennepin.us/employees/benefits-summary>

<sup>28</sup> CEO, County of Los Angeles (n.d.). Service Integration Branch - Resources for Families and Communities. Retrieved from <https://ceo.lacounty.gov/county-employee-child-development-centers/>

<sup>29</sup> City of San Antonio. (n.d.). Department of Human Services - Child Care Assistance [form]. Retrieved from <https://www.sanantonio.gov/humanservices/EarlyEducationChildCare/childcareassistance#237052948-forms>

## Family-Friendly Workplace Recommendations

Recommendations	Estimated First Year Cost
Best-in-Class Paid Parental Leave Policy	<i>\$2,713,712</i>
Additional Sick Leave to Care for Newborn or Adopted Child	<i>\$542,742</i>
HRRM Webpage Improvements	<i>No additional cost</i>
Childcare Resources Webpage	<i>No additional cost</i>
Permanent Lactation Rooms in All New County Buildings (approximately \$10,000 per room)	<i>No estimate at this time</i>
Detailed Lactation Policy Consistent with Best Practices	<i>No additional cost</i>
Childcare Resources Webpage	<i>No additional cost</i>
<b>Total Cost of All Recommendations</b>	<b><i>\$3,256,454</i></b>

## ORDER OF COMMISSIONERS COURT

The Commissioners Court of Harris County, Texas, met in regular session at its regular term, virtually, on November 10, 2020, with all members present.

A quorum was present. Among other business, the following was transacted:

### ORDER AUTHORIZING ADOPTION OF FAMILY-FRIENDLY WORKPLACE POLICY RECOMMENDATIONS FOR HARRIS COUNTY EMPLOYEES

Commissioner \_\_\_\_\_ introduced an order and moved that Commissioners Court adopt the order. Commissioner \_\_\_\_\_ seconded the motion for adoption of the order. The motion, carrying with it the adoption of the order, prevailed by the following vote:

	Yes	No	Abstain
Judge Lina Hidalgo	[ ]	[ ]	[ ]
Comm. Rodney Ellis	[ ]	[ ]	[ ]
Comm. Adrian Garcia	[ ]	[ ]	[ ]
Comm. Steve Radack	[ ]	[ ]	[ ]
Comm. R. Jack Cagle	[ ]	[ ]	[ ]

The meeting chair announced that the motion had duly and lawfully carried, and this order was duly and lawfully adopted. The order adopted follows:

**IT IS ORDERED** that

1. The attached Family-Friendly Workplace Policy recommendations are adopted;
2. Universal Services in conjunction with Human Resources & Risk Management and other departments as required, make necessary changes to STARS to implement the Family-Friendly Workplace Policy recommendations;
3. Human Resources & Risk Management is authorized to adopt procedures and make changes to the Harris County Personnel Policies & Procedures, as well as changes to internal County policies and procedures, that are necessary to implement the Family-Friendly Workplace Policy recommendations;
4. Human Resources & Risk Management implement the Family-Friendly Workplace Policy recommendations once procedures are finalized and STARS is configured, if necessary;
5. Harris County and its Departments shall support and work in conjunction with Human Resources & Risk Management, Engineering, and Universal Services to implement the Order;
6. All Harris County officials and employees are authorized to do any and all things necessary or convenient to accomplish the purpose of this Order.

Harris County and its Departments shall support and work in conjunction with Human Resources & Risk Management and the Harris County Attorney's Office to implement the Order.

All Harris County officials and employees are authorized to do any and all things necessary or convenient to accomplish the purpose of this Order.