

Connecting Budget to Strategy

The FY2017 Budget represents a significant step towards a more proactive approach to governance at the City, focused on influencing the future rather than adapting to it. In September 2015, City Council adopted Plan Houston, the City's first General Plan, which outlines a vision for Houston's future and identifies the policies, plans and programs that represent the City's long-term priorities for achieving the vision. Under Mayor Turner's leadership, the City is redesigning its budget to better align the City's resources towards that vision and ensure greater transparency and accountability in the process.

The Vision:

Houston offers opportunity for all and celebrates its diversity of people, economy, culture, and places. Houston promotes healthy and resilient communities through smart civic investments, dynamic partnerships, education, and innovation. Houston is the place where anyone can prosper and feel at home.

Houston: Opportunity. Diversity. Community. Home.

Core Strategies:

In order to accomplish this vision, the Plan outlines 12 core strategies:

Spend money wisely	Connect people and places	Protect and conserve resources	Grow responsibly
Support our global economy	Communicate clearly and with transparency	Sustain quality infrastructure	Champion learning
Partner with others, public and private	Nurture safe and healthy neighborhoods	Foster an affordable city	Celebrate what's uniquely Houston

Implementation:

The Plan was developed with the input of local community leaders and residents, and is being integrated into the City's organization to enable implementation. Upon taking office in January 2016, the new administration set forth a budgeting framework that moves the City from an incremental budgeting approach to a more strategic program performance-based approach, in order to better align resources with the needs of the City. Executive Order 1-53, issued in January, calls for a series of new policies and procedures to improve the City's financial and performance management. These include an increased emphasis on outcomes in budget decision-making (program- or performance-based budgeting), greater scrutiny of spending proposals, long-range financial planning, greater focus on goal-setting and monitoring of progress toward those goals, and more transparency with regard to communication on fiscal matters. An administrative policy explicating these high-level commitments is to be released by the end of Spring 2016.

The FY2017 Budget reflects elements of this new approach, which is to be fully implemented by the FY2018 Budget; a redesign of the City's budget development and management processes is already underway and will be completed in time for use in developing the FY2018 Proposed Budget.

FISCAL YEAR 2017 BUDGET

FY2017 Key Initiatives:

In FY2017, the Mayor has set forth priorities and initiatives that advance the core strategies defined in Plan Houston. These include:

Initiative	Description	Primary Core Strategy*
Drainage and Flood Prevention	Develop and implement long-term solutions to improve flood response and prevention	Sustain quality infrastructure
Development of a long-range financial plan	Focus on achieving annual budgets that are structurally balanced and clearly aligned to City goals	Spend money wisely
Complete Communities	Create attractive, inclusive, efficient, healthy and resilient neighborhoods that improve quality of life for residents	Nurture safe and healthy neighborhoods
Comprehensive Mobility Planning	Continue development of the City's Complete Streets and Transportation Plan with regional partners	Connect people and places
Economic Development Plan	Create economic opportunity districts to revitalize neighborhoods, grow private investment and support jobs	Support our global economy
Tourism Plan	Coordinate with Houston First and local partners to implement the first Visit Houston Tourism Plan	Support our global economy
Street Repairs	Continue to assess and repair potholes by the next business day and address long-term street repair needs	Sustain quality infrastructure
Partners in Safety	Increase police presence and collaborate with communities and law enforcement agencies to improve public safety	Nurture safe and healthy neighborhoods
Turnaround Houston	Remove barriers to employment by offering resources to residents in Houston's low income, high crime areas	Nurture safe and healthy neighborhoods

*Initiatives encompass multiple core strategies. For brevity, these initiatives show linkage to the primary core strategy only.

Citywide Performance Measures

Departmental Performance Measures are included within the Citywide Performance Measures. Citywide Performance Measures are broken into four categories of metrics: Customer, Business Process, People and Technology, and Financial Measures. Citywide Performance Measures will be improved as part of the Mayor's Executive Order 1-53, which should be fully-implemented by FY2018.

Measures are in alphabetical-order or grouped by similarity:

Customer Measures	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
311 Call Wait Time (seconds)	73	75	96	90
911 Emergency Calls Answered within 10 Seconds	98%	90%	97%	90%
Average Days from Blight Request to Inspection	18	10	10	10
Average Job Applications per City Job Posting	N/A	75	80	80
BARC Live Release Rate	57%	53%	78%	68%
EMS Response Time (minutes)	7.3	7.1	7.4	7.3
Fire Response Time (minutes)	7.3	7.4	7.3	7.3
Houston Metropolitan Area Employment Rate	95.5%	95.0%	95.3%	95.0%
Police Priority 1 Calls Responded to within 5 Minutes	60.2%	65.5%	59.4%	65.5%
Police UCR Part 1 Crimes per 100,000	6,005	6,118	5,945	5,945
Potholes Filled by Next Business Day	N/A	N/A	95%	95%
Solid Waste Diversion Rate (% of total tonnage)	30%	30%	30%	30%

Business Process Measures	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
BARC Spay and Neuter Procedures Completed	8,859	10,694	18,000	15,000
Commercial Plan Reviews Completed	19,192	19,900	19,840	19,900
Dangerous Buildings Demolished	533	425	425	425
Food Facility Inspections Completed On Time	100%	100%	100%	100%
Library Total Circulation	4.3M	4.5M	5.5M	5.5M
Municipal Courts Caseload Disposition Rate	125%	100%	103%	100%
Parking Citations Issued	199,939	200,000	200,000	200,000
Parks Grounds Maintenance Cycle (Days)	20	21	21	21
Pothole Repairs Completed	51,800	48,000	64,000	52,000
Residential Plan Reviews Completed	13,858	14,400	11,484	11,500
Solid Waste Tonnage Collected	628,978	623,166	611,676	674,719
Water Gallons Delivered	157M	172M	168M	164M
Waste Water Gallons Collected and Treated	94M	81M	83M	83M

Citywide Performance Measures

People and Technology Measures	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
Civilian Full-Time Equivalents (FTEs)	10,074.1	10,821.5	10,376.8	10,774.2
Classified Firefighter Full-Time Equivalents (FTEs)	3,871.0	3,996.9	4,005.4	4,069.8
Classified Police Full-Time Equivalents (FTEs)	5,172.9	5,249.3	5,149.8	5,250.7
Civilian Attrition Rate	14.0%	9.0%	14.4%	9.0%
Classified Firefighter Attrition Rate	3.0%	3.0%	2.7%	3.0%
Classified Police Attrition Rate	3.2%	3.0%	2.4%	3.0%
Civilian Average Annual Base Compensation	\$48,166	\$48,487	\$48,924	\$50,377
Civilian FTEs Per 1,000 Population	4.5	4.7	4.5	4.7
Classified Firefighters Per 1,000 Population	1.7	1.7	1.8	1.8
Classified Police Per 1,000 Population	2.3	2.3	2.3	2.3
Civilian Overtime Budget vs Actual Utilization	132%	98%	122%	98%
Classified Overtime Budget vs Actual Utilization	102%	98%	104%	98%
Civilian Personnel Budget vs Actual Utilization	93%	98%	95%	98%
Classified Personnel Budget vs Actual Utilization	99%	98%	99%	98%

Financial Measures	FY2015 Actual	FY2016 Budget	FY2016 Estimate	FY2017 Budget
General Fund Balance % of Expenditures	14.65%	7.70%	9.69%	9.27%
General Fund Surplus or (Deficit)	\$62M	(\$84M)	(\$91M)	(\$10M)
Expenditures Adopted Budget vs Actual Utilization	98%	98%	98%	98%
Revenues Adopted Budget vs Actual Utilization	101%	100%	100%	100%
Expenditures Per Capita	\$1,831	\$1,946	\$1,899	\$1,943
Revenues Per Capita	\$1,841	\$1,844	\$1,838	\$1,867
MWSBE Contract Participation % - Construction	24%	34%	34%	34%
Pension Payments as % of Expenditures	8.0%	8.6%	8.7%	8.6%
Pension Payments Per Capita	\$146	\$167	\$165	\$167
General Obligation Debt as % of Appraised Value	1.7%	1.5%	1.5%	1.3%
Tax Supported Per Capita Debt	\$1,429	\$1,332	\$1,332	\$1,289

See Appendix for Definitions of Performance Measures.