

CITY OF HOUSTON

ADOPTED OPERATING BUDGET VOLUME I



For the Period
July 1, 2015 to June 30, 2016

Annise D. Parker

Mayor



Section 102.007(d) of the Texas Local Government Code, adopted in September 2013 requires any budget adopted after September 2013 to include the following language on a cover page:

“This budget will raise more revenue from property taxes than last year’s budget by an amount of \$46,690,982 which is 4.37 percent increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$32,523,872.”

FY2016 ADOPTED BUDGET

VOLUME I

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Director of Finance Transmittal Letter**

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FY2016 ADOPTED BUDGET

VOLUME I

Annise D. Parker, Mayor

Council Members

Brenda Stardig.....	District A
Jerry Davis.....	District B
Ellen R. Cohen	District C
Dwight Boykins.	District D
Dave Martin	District E
Richard Nguyen.....	District F
Oliver Pennington	District G
Edward Gonzalez	District H
Robert Gallegos.....	District I
Mike Laster	District J
Larry V. Green.	District K
Stephen C. Costello.....	At-Large, Position 1
David Robinson.....	At-Large, Position 2
Michael Kubosh.	At-Large, Position 3
C. O. "Brad" Bradford.....	At-Large, Position 4
Jack Christie, D.C.....	At-Large, Position 5

Ronald C. Green, City Controller

Kelly Dowe
Director, Finance

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Houston
Texas**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD WINNER

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Houston for its annual budget presentation for the fiscal year beginning July 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Current and former employees of the Finance Department who contributed to the development of the FY2016 and FY2016 Annual Budgets are listed below:

Erikah Abdu
Kyria Askew
Frank Bracco
James Clay
Melissa Dubowski
Paul Fagin
Christopher Gonzales
Candice Johnson
Angie Jones-Browne
Levi McGuire
Kelly Patel
Thy-Huyen Ruiz
Julia Zhou

Janice Alderson
Valerie Berry
Drew Brown
Ray Cruz
Stephanie Emmers
Jeremias Franca
Demetrious Guidry-Moore
Wade Jones
Paula Lichanpanit
Madhumathi Obla
Dinah Prejean
Alma Tamborello

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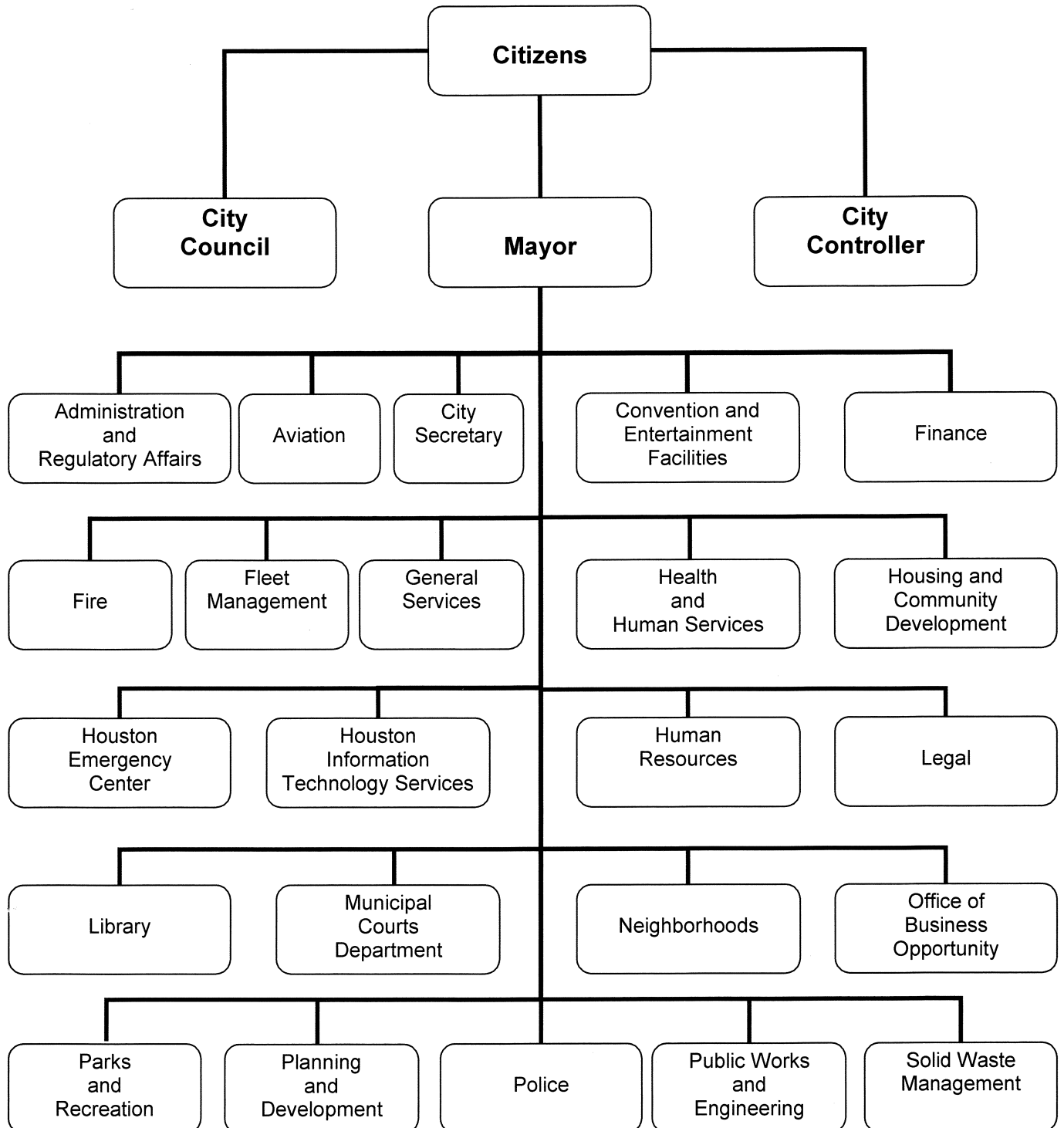
David T. Zepeda

Cover Photograph

The City of Houston would like to thank photographer Richard Carson for this year's cover photograph.

The FY2016 Budget is printed on recycled paper.

ORGANIZATION CHART







CITY OF HOUSTON

Annise D. Parker

Mayor

P.O. Box 1562
Houston, Texas 77251-1562

Telephone – Dial 311
www.houstontx.gov

May 12, 2015

To: Citizens, Honorable Members of City Council and the Honorable City Controller

I am pleased to submit the proposed budget for the fiscal year which begins July 1, 2015, and ends June 30, 2016 (FY2016).

Putting a budget together always requires hard choices, but we have come so far from that first year in office when we had to lay off 776 City employees. Today, we are leaner and more efficient. There's a honed focus on performance improvement and data-driven management. We have new financial policies that require strengthened financial reserves, greater emphasis on maintenance of physical assets, increased long-term forecasting and planning, improved internal controls, and more transparency for taxpayers and elected officials.

Certain business sectors have slowed somewhat due to the decline in energy prices, but the overall Houston economy continues to expand. This growth is generating increased revenues for the City. Unfortunately, tax revenue limitations approved by Houston voters in 2004 limit our ability to utilize all of this additional revenue to meet the increased needs for services that naturally accompany the population growth that is the byproduct of our positive economic position.

FY2016 Budget Highlights

This is a no-growth General Fund budget for programs and services because increased contractual obligations for employee compensation, health benefits and pension contributions are consuming nearly all available new income.

Due to the revenue limitations, Property Tax revenue is capped at \$1.1 billion. In order to keep incoming revenues in line with these limitations, I am proposing doubling the property tax exemption for seniors and the disabled from \$80,000 to \$160,000. This will provide \$251 of tax relief for the average senior household. Additionally, I anticipate a reduction in the overall City property tax rate. We will have a better idea of the magnitude of this decrease in the fall when it is time to formally set the rate for the 2015 tax year. Sales taxes are expected to continue to

grow but only by a modest 1.8 percent. This is a cautionary prediction based on the drop in oil prices.

In keeping with the new financial policies recently adopted by City Council, we will maintain an ending fund balance of 7.5% (fund balance divided by operating expenditures before debt service and pay-as-you-go capital projects) and will increase the Budget Stabilization Fund, formerly known as the Rainy Day Fund, by about half a million dollars to \$20.426 million.

The taxpayer-supported General Fund portion of the budget is increasing about \$130 million. More than 90 percent of this increase is attributed to contractually-mandated obligations and required transfers. The total budget including the General, Special and Enterprise Funds, amounts to \$5.1 billion. This includes a \$52 million increase in our required contributions to the various employee pension systems.

This budget will allow the Houston Police Department to spend \$2.8 million on the first phase of its body camera program, completion of a work demands analysis at the fire department, additional funding for the Maintenance Renewal and Replacement Fund, continuation of the City Council District Service Fund program started in FY2015 and a \$3.6 million increase in funding for pothole and skin patch repairs.

The budget also includes funding for the contractually-obligated pay increases in the new contract between the City and the Houston Police Officers Union. Negotiations are ongoing on a new contract that could provide pay increases for civilian city employees and I am open to discussing compensation issues with the firefighters union.

We have spent the last five years rebuilding our infrastructure and putting Houstonians to work. We've worked hard to create a safer, greener, healthier, more sustainable, efficient, fiscally-responsible Houston. Of course, we couldn't achieve every goal. But there's not a single problem that isn't better now than it was five years ago because we worked on it. This budget represents my commitment to continue the hard work up until my very last day in office.

Sincerely,

A handwritten signature in black ink, appearing to read "Annise D. Parker". The signature is fluid and cursive, with the first name "Annise" being the most prominent part.

Annise D. Parker
Mayor



CITY OF HOUSTON

Finance Department

Annise D. Parker

Mayor

Kelly Dowe
Finance Director
P.O. Box 1562
Houston, Texas 77251-1562

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August 27, 2015

To: Honorable Mayor, Members of the City Council, City Controller and Citizens of Houston:

I am pleased to submit the Adopted Budget for the City for the fiscal year, which begins July 1, 2015, and ends June 30, 2016 (FY2016). This document includes budgets for the City's General Fund, the three Enterprise Funds (Aviation, Combined Utility System, and Convention and Entertainment) as well as Special Revenue Funds, Service Chargeback Funds and Internal Service Funds.

Pursuant to the requirements of the City Charter, Mayor Annise Parker's priorities are set out in her letter that accompanied the Proposed Budget that was sent to City Council on May 12, 2015. The purpose of this letter is to describe the budget as adopted by the Houston City Council on June 17, 2015, after budget presentations, collaborative debates, and amendments. The complete list of amendments is provided as an appendix in this document.

The Adopted Budget for FY2016 is balanced as required by City Charter and State law and is aligned with the priorities set by the Mayor and City Council. For the sixth year in a row, the General Fund budget was balanced without the use of pension obligation bonds or issuance of any other long-term debt to meet current expenses.

The use of fund balance is included in the budget to offset the cost increases anticipated in FY2016. In keeping with the new financial policies adopted by City Council, we will maintain an ending fund balance of 7.5% of operating expenditures before debt service and pay-as-you-go (PAYGO) and increase the Budget Stabilization Fund, formerly known as the Rainy Day Fund to \$20.5 million (1% of expenditures less debt and PAYGO).

FY2016 BUDGET OVERVIEW

The Adopted Budget includes expenditures for all funds of \$5.1 billion, which is \$290 million (6.0%) above the FY2015 Current Budget. The largest contributors to this increase are mandatory or contractual obligations including salaries and pensions.

GENERAL FUND

The City's General Fund is its largest fund and supports the majority of the basic services of the City, such as police and fire protection, solid waste management, parks, health and human services and as well as general services. The largest sources of revenue for the General Fund are property and sales tax, which together produce approximately 71% of the total resources for the General Fund. The current tax rate for the City of Houston is 63.108 cents per \$100 assessed valuation. (Tax rates are adopted in the fall for all jurisdictions in Texas, without regard to the date a municipality's fiscal year begins). Our property tax revenue projection is derived according to Proposition 1 and Proposition H.

The General Fund budget, by department and by revenue source, is shown in the General Fund Summary beginning on page II-2. The total General Fund expenditure budget including debt service and PAYGO capital projects is \$2.4 billion, which is \$133 million (5.9%) above the FY2015 Current Budget.

While this is a relatively flat budget from a services perspective, several major highlights in the General Fund other than the mandatory or contractual obligations previously mentioned, are as follows:

- Includes funding for municipal election,
- Includes funding for Enterprise Risk Assessment,
- Includes funding for a disparity study,
- Includes increased funding for Council District Service Fund,
- Continues funding for after school and summer job programs.

General Fund Revenue Highlights

Overview - The revenues available to support the operations of the General Fund are described in detail starting with Page II-2 of the FY2016 budget. The budget was prepared with conservative revenue projections based on trends and key economic indicators.

Property Tax – As previously stated, the FY2016 budget is capped based on Propositions 1 and H. Revenue from property taxation is expected to be \$1.1 billion, which is approximately \$40.5 million (3.8%) higher than the FY2015 estimate.

Sales Tax – The FY2016 sales tax projection is derived from econometric models which take into account sectors of the Houston economy and estimates of income, prices, population, and Primary Metropolitan Statistical area (PMSA) retail sales. With the uncertainty of oil prices as well as the ongoing decline in exploration, drilling, and the fracking industry, the sales tax revenue is expected to be \$688.8 million, which is approximately \$12.2 million (1.8%) above the FY2015 estimated revenue.

General Fund Expenditure Highlights

Overview – This document contains detailed information on each City department's budget, including a comparison with prior years. In addition, each department has identified specific items or budget highlights which are of particular interest in FY2016.

Public Safety – As part of the Mayor's commitment to public safety, this budget includes funding of \$24 million in support of the Houston Forensic Science LGC. Additionally, the budget includes four cadet classes for the Police Department, and five cadet classes and three paramedic classes for the Fire Department.

Staffing Levels – Table IV, pages 12-14, demonstrates the level of Full Time Equivalent (FTE) staffing provided in this budget compared to past years. Citywide staffing, including overtime and straight time FTEs, remained relatively flat increasing by less than 1% compared to the FY2015 current budget, while total General Fund staffing is budgeted with a 1.5% increase.

Compensation – The adopted budget fully funds the contractual pay increases for classified police and municipal employees. Additionally, the budget also includes deferred payment of \$25.5 million to the Houston Police Officers Pension System.

General Fund Ending Balance

The FY2016 Adopted Budget includes an unassigned ending fund balance of \$153.4 million, which is \$86.3 million (36.0%) below the estimated fund balance for FY2015 estimate. It is maintained at the required 7.5% level of expenditures excluding debt service and PAYGO.

ENTERPRISE FUNDS

Overview – The City has three enterprise funds: The Houston Airport System Fund, the Combined Utility System Fund and the Convention and Entertainment Facilities Operating Fund.

Aviation – The Houston Airport System is responsible for two major hub airports; George Bush Intercontinental and William P. Hobby. It is also responsible for Ellington Airport, a joint use civil/military airport. The Police and Fire Departments provide significant public safety services to the airports, and these costs of services are reimbursed to the General Fund.

The Houston Airport System's budget of \$501.7 million has increased from the FY2015 estimate by approximately \$17.1 million (3.5%) mainly due to operating expenses related to the opening of the international concourse, parking garage and related facilities at William P. Hobby. International traffic at Bush Intercontinental continues to grow with the addition of several new carriers in FY2016. The revenue budget is conservatively estimated to be \$17.1 million higher than FY2015, reflecting increases in parking revenue, concessions and terminal space rental fees.

Combined Utility System (CUS) – The CUS Fund is managed by the Public Works and Engineering Department and is composed of three separate funds; the Water and Sewer System Operating Fund; the CUS Operating Fund and the CUS General Purpose Fund.

The CUS expenditure budget of \$1.6 billion has increased from FY2015 estimate by approximately \$178.1 million (13.0%) mainly due to an increase in the debt service and other uses category. The FY2016 budget also includes funding for additional wastewater maintenance and assessment activities related to the EPA negotiations such as enhanced sewer cleaning, restaurant inspections, system inspections and investigations, sanitary sewer overflow response, and public outreach and education. The revenue budget is estimated to be \$122.4 million (8.8%) higher in FY2016 primarily due to a rate adjustment of 4.4% and to cover work related to the EPA negotiations.

Convention and Entertainment Facilities (CEFD) - CEFD Operating Fund is an enterprise fund that accounts for the unpledged revenues as well as other operating and capital expenditures assigned to the Houston First Corporation, which was created in FY2012. The CEFD FY2016 expenditure budget is \$3.1 million (3.0%) higher than the FY2015 estimate, while the revenue is estimated to be \$2.0 million (2.0%) higher in FY2016.

CAPITAL IMPROVEMENT PLAN (CIP)

On July 8th, 2015, City Council approved a five-year Capital Improvement Plan covering fiscal years 2016 through 2020. The plan incorporates the \$410 million in public improvement bonds that were approved by voters in November 2012; including the Bayou Greenways 2020 project to build 150 miles of parks and trails along Houston's bayous. The plan also allocates approximately \$230 million for General Government capital maintenance projects in an effort to manage long-term operational costs. As the City continues to strengthen the ties between the capital and operating budget processes, this five-year capital plan encourages a long-term view of the City's finances.

CONCLUSION

The budget described in this document, adopted by City Council is very much a hold the line budget with little in the way of new programs. It is based on slight economic growth and capped property tax revenues. With fiscal challenges ahead we must continue our focus on addressing pension liabilities, performance improvement, and cost containment.

Sincerely,


Kelly Dowd, Chief Business Officer



Mayor's Priorities and Citywide Strategic Objectives

The Mayor's Five Priorities for the City of Houston are Jobs & Sustainable Development, Public Safety, Infrastructure, Fiscal Responsibility, and Quality of Life. The Mayor and City Leadership developed the priorities and underlying Citywide Strategic Objectives in order to align department initiatives and employees to strategic goals.

1. Jobs & Sustainable Development

- Support Economic Growth and Jobs
- Maintain Business Friendly Practices and Policies
- Conserve Resources and Reduce Energy Consumption

2. Public Safety

- Prepare for All Hazards through Planning, Prevention, Protection and Recovery
- Engage the Whole Community in Preparedness Activities
- Respond Quickly and Effectively
- Maintain Order, Enforce the Law and Protect the Public

3. Infrastructure

- Rebuild Houston
- Improve Transportation Alternatives
- Modernize and Improve Service Delivery Infrastructure

4. Fiscal Responsibility

- Effectively Manage the Public's Money
- Improve Cost Effectiveness and Leverage Partnerships
- Leverage Human Capital
- Implement Innovative Technologies

5. Quality Of Life

- Strengthen Neighborhoods
- Improve our Environment, Parks and Green Space
- Provide Recreational, Wellness, and Educational Opportunities
- Cultivate Civic Celebrations and Cultural Activities

Key Initiatives:

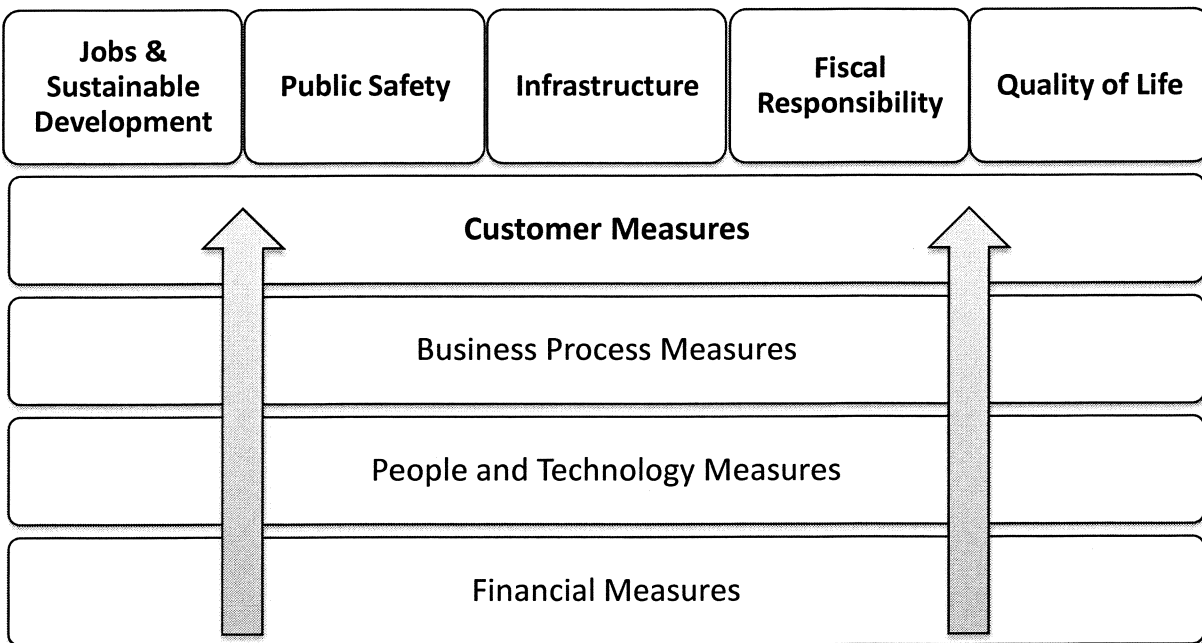
- Increase Permit Approval Throughput
- Complete General Plan
- Strategic Use of Economic Development Agreements
- Complete Work Demands Analysis for Houston Fire Department
- Rollout First Phase of Police Body Camera Program
- Implement Paramedic Continuing Education Program
- Increase Pothole/Street Repair
- Expand Bayou Greenways Initiative
- Expand Facility Maintenance Renewal and Replacement Fund
- Implement Citywide Financial Policies
- Expand Procurement Savings
- Citywide Departmental Savings Initiatives
- Continue Homeless Intervention and Prevention Plan
- Implement Cultural Plan
- Create Bike Plan

Citywide Performance Measures

The Citywide Performance Measures are broken into four categories with the topmost ('Customer') seeking to measure the City's impact on its customers in relation to the Mayor's Five Priorities (citizens and businesses). The measure categories below serve as the basis for achievement of the Priorities. Each measure category, starting from the bottom, serves as the foundation for the categories above.

The City's financial resources serve as the foundation for operational performance. The City's budgeting and management of these financial resources enable the organization to hire and develop the right people and implement efficiency generating technologies. The City's ability to effectively execute high quality and timely business processes is determined by the people, technology and financial resources that have been put in place. Finally, the City's performance in service of its customers (aligned to City Priorities) is determined by the effectiveness of City business processes and the people, technology and financial resources that the City manages.

A strategy map to illustrate is depicted below:



The City of Houston's approach to align organizational performance with the Mayor's Five Priorities and Citywide Strategic Objectives through the above strategy map is based on the Balanced Scorecard methodology. Departments align their organizational goals and performance measures to the Mayor's Priorities to ensure the City's strategic objectives are accomplished, and to identify areas of improvement within the organization.

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. Customer Measures are foremost in importance, with the other categories serving as foundational dependencies to customer performance.

Measures are ordered by the Mayor's Five Priorities and grouped by similarity:

Customer Measures	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Houston Metropolitan Area Employment Rate	J	94.6%	95.0%	95.5%	95.0%
Average Job Applications per City Job Posting	J	N/A	75	80	80
911 Emergency Calls Answered within 10 Seconds	P	98%	90%	97%	90%
Police Priority 1 Calls Responded to within 5 Minutes	P	60.2%	65.5%	59.4%	65.5%
Police UCR Part 1 Crimes per 100,000	P	6,005	6,118	5,945	5,945
EMS Response Time (minutes)	P	7.2	7.1	7.2	7.3
Fire Response Time (minutes)	P	7.2	7.3	7.3	7.3
311 Call Wait Time (seconds)	I	75	90	68	75
311 Service Level Performance (% meeting SLA)	I	90%	80%	89%	90%
Potholes Repaired Within 30 Days of 311 Request	I	N/A	95%	42%	95%
BARC Live Release Rate	Q	57%	53%	68%	68%
Average Computer Wait Time at Libraries (minutes)	Q	1.3	1.5	1.5	1.5
Solid Waste Recycling Units (% of total units served)	Q	72%	99%	99%	100%
Solid Waste Recycling Rate (% of total tonnage)	Q	30%	30%	30%	30%

Business Process Measures	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Commercial Plan Reviews Completed	J	19,864	23,400	21,951	19,862
Residential Plan Reviews Completed	J	13,361	14,600	14,694	14,424
Dangerous Buildings Demolished	P	833	650	525	425
Food Facility Inspections Completed On Time	P	100%	100%	99%	100%
Municipal Courts Caseload Disposition Rate	P	125%	100%	103%	100%
Parking Citations Issued	P	199,939	200,000	200,000	200,000
Water Repairs Completed	I	11,935	13,000	11,655	13,700
Water Gallons Delivered	I	166M	170M	165M	172M
Waste Water Gallons Collected and Treated	I	82M	87M	81M	81M
BARC Spay and Neuter Procedures Completed	Q	8,859	10,694	12,144	14,560
Library Total Circulation	Q	4.1M	4.2M	4.2M	4.5M
Parks Grounds Maintenance Cycle (Days)	Q	20	21	21	21

Mayor's Five Priorities:

Jobs and Sustainable Development (J)
Infrastructure (I) Quality of Life (Q)

Public Safety (P)
Fiscal Responsibility (F)

Citywide Performance Measures

People and Technology Measures	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Civilian Full-Time Equivalents (FTEs)	F	10,037.6	10,992.6	10,435.5	10,985.3
Classified Firefighter Full-Time Equivalents (FTEs)	F	3,772.0	3,876.2	3,871.7	3,996.9
Classified Police Full-Time Equivalents (FTEs)	F	5,155.8	5,214.9	5,213.9	5,256.3
Civilian Attrition Rate	F	14.0%	9.0%	14.4%	9.0%
Classified Firefighter Attrition Rate	F	3.0%	3.0%	2.7%	3.0%
Classified Police Attrition Rate	F	3.2%	3.0%	2.4%	3.0%
Civilian Average Annual Base Compensation	F	\$46,500	\$47,213	\$47,172	\$48,452
Civilian FTEs Per 1,000 Population	F	4.6	4.9	4.7	4.9
Classified Firefighters Per 1,000 Population	F	1.7	1.7	1.7	1.8
Classified Police Per 1,000 Population	F	2.3	2.3	2.3	2.4
Civilian Overtime Budget vs Actual Utilization	F	143%	98%	118%	98%
Classified Overtime Budget vs Actual Utilization	F	118%	98%	98%	98%
Civilian Personnel Budget vs Actual Utilization	F	90%	98%	95%	98%
Classified Personnel Budget vs Actual Utilization	F	103%	98%	100%	98%

Financial Measures	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
General Fund Balance % of Expenditures	F	12.22%	7.70%	12.05%	7.50%
General Fund Surplus or (Deficit)	F	\$17M	(\$48M)	\$17M	(\$86M)
Expenditures Budget vs Actual Utilization	F	135%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	112%	100%	102%	100%
Expenditures Per Capita	F	\$2,014	\$2,162	\$2,134	\$2,292
Revenues Per Capita	F	\$1,781	\$1,823	\$1,851	\$1,892
MWSBE Contract Participation % - Construction	F	24%	34%	34%	34%
Pension Payments as % of Expenditures	F	6.2%	6.9%	6.9%	7.5%
Pension Payments Per Capita	F	\$124	\$149	\$147	\$172
General Obligation Debt as % of Appraised Value	F	1.7%	1.6%	1.6%	1.6%
Tax Supported Per Capita Debt	F	\$1,503	\$1,458	\$1,458	\$1,422

Mayor's Five Priorities:

Jobs and Sustainable Development (J)
Infrastructure (I) Quality of Life (Q)

Public Safety (P)
Fiscal Responsibility (F)

See Appendix section page XV - 17 - for Definitions of Performance Measures.



FISCAL YEAR 2016 BUDGET

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Public Safety				
Police Department				
General Fund	723,066,281	748,020,492	748,020,492	806,991,579
Special Revenue Fund(s)	46,567,751	47,988,014	42,112,836	47,031,349
Total Police Department	769,634,032	796,008,506	790,133,328	854,022,928
Fire Department				
General Fund	452,316,248	505,365,077	505,187,077	509,589,903
Houston Emergency Center				
General Fund	12,171,236	12,517,759	12,517,759	12,363,637
Special Revenue Fund(s)	23,800,390	26,398,844	26,398,844	26,245,042
Total Houston Emergency Center	35,971,626	38,916,603	38,916,603	38,608,679
Municipal Courts Department				
General Fund	24,616,576	27,929,496	27,929,496	29,440,764
Special Revenue Fund(s)	3,437,505	3,846,765	3,489,702	3,760,886
Total Municipal Courts Department	28,054,081	31,776,261	31,419,198	33,201,650
Total Public Safety	1,285,975,987	1,372,066,447	1,365,656,206	1,435,423,160
Development & Maintenance Services				
Public Works & Engineering				
Enterprise Fund(s)	1,598,450,029	1,726,044,056	1,682,519,009	1,844,766,400
General Fund	33,890,572	34,247,183	34,247,183	35,286,100
Special Revenue Fund(s)	66,039,672	81,425,600	79,030,703	94,234,600
Total Public Works & Engineering	1,698,380,273	1,841,716,839	1,795,796,895	1,974,287,100
Solid Waste Management				
General Fund	73,556,426	74,792,133	74,792,133	76,657,664
Special Revenue Fund(s)	1,037,676	3,176,436	3,176,436	3,364,720
Total Solid Waste Management	74,594,102	77,968,569	77,968,569	80,022,384
General Services				
General Fund	49,874,377	41,610,226	41,610,226	41,245,863
Special Revenue Fund(s)	0	12,779,542	12,779,542	14,782,143
Total General Services	49,874,377	54,389,768	54,389,768	56,028,006
Planning & Development				
General Fund	7,505,571	8,462,112	8,062,112	8,464,080
Special Revenue Fund(s)	150,989	313,297	313,297	603,000
Total Planning & Development	7,656,560	8,775,409	8,375,409	9,067,080
Total Development & Maintenance Services	1,830,505,312	1,982,850,585	1,936,530,641	2,119,404,570
Human & Cultral Services				
Department of Neighborhoods				
General Fund	11,153,982	12,221,274	12,151,274	12,238,144
Housing & Community Development				
General Fund	1,284,936	662,658	662,658	688,519
Total Housing & Community Development	1,284,936	662,658	662,658	688,519
Library				
General Fund	37,905,630	39,833,624	39,383,624	40,002,998
Special Revenue Fund(s)	614,311	803,027	508,214	491,203
Total Library	38,519,941	40,636,651	39,891,838	40,494,201
Parks and Recreation				
General Fund	65,875,608	70,505,573	69,905,573	70,676,267
Special Revenue Fund(s)	6,948,613	11,929,380	11,187,295	11,310,419
Total Parks and Recreation	72,824,221	82,434,953	81,092,868	81,986,686

FISCAL YEAR 2016 BUDGET

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Health and Human Services				
General Fund	52,984,931	60,132,254	60,132,254	61,763,483
Special Revenue Fund(s)	13,348,450	28,131,055	23,538,890	32,149,188
Total Health and Human Services	66,333,381	88,263,309	83,671,144	93,912,671
Convention & Entertainment				
Enterprise Fund(s)	97,007,802	102,684,476	102,684,476	105,746,489
Total Human & Cultral Services	287,124,263	326,903,321	320,154,258	335,066,710
Administrative Services				
Mayor's Office				
General Fund	7,073,111	8,068,713	8,068,713	8,123,662
Special Revenue Fund(s)	6,586,220	6,992,401	6,992,401	7,849,907
Total Mayor's Office	13,659,331	15,061,114	15,061,114	15,973,569
Office of Business Opportunity				
General Fund	2,549,604	2,894,931	2,894,931	2,931,901
Special Revenue Fund(s)	1,419,560	1,352,577	1,352,577	1,078,186
Total Office of Business Opportunity	3,969,164	4,247,508	4,247,508	4,010,087
City Council				
General Fund	6,208,287	11,958,208	11,958,208	18,346,872
City Controller				
General Fund	8,133,858	8,589,610	8,589,610	8,665,049
Finance Department				
General Fund	16,387,797	19,804,357	19,633,157	20,524,721
Total Finance Department	16,387,797	19,804,357	19,633,157	20,524,721
Administration and Regulatory Affairs				
General Fund	25,068,924	30,103,841	30,103,841	29,525,674
Special Revenue Fund(s)	28,522,007	32,216,064	31,484,235	33,294,219
Total Administration and Regulatory Affairs	53,590,931	62,319,905	61,588,076	62,819,893
Houston Information Technology Services				
General Fund	23,696,056	24,565,390	23,565,000	24,164,483
Total Houston Information Technology Services	23,696,056	24,565,390	23,565,000	24,164,483
City Secretary				
General Fund	754,863	893,091	893,091	888,982
Total City Secretary	754,863	893,091	893,091	888,982
Human Resources				
General Fund	3,300,463	3,589,695	3,530,121	3,589,025
Total Human Resources	3,300,463	3,589,695	3,530,121	3,589,025
Legal				
General Fund	14,931,228	16,317,657	15,566,373	16,181,210
Total Administrative Services	144,631,978	167,346,535	164,632,258	175,163,891
Other				
Houston Airport System				
Enterprise Fund(s)	462,704,341	484,633,726	484,633,726	501,726,649
General Debt Service				
General Fund	243,813,000	264,500,000	264,500,000	346,000,000
General Government				
General Fund	167,280,972	231,008,206	230,529,422	206,902,551
Total Other	873,798,313	980,141,932	979,663,148	1,054,629,200
Grand Total Expenditures	4,422,035,853	4,829,308,820	4,766,636,511	5,119,687,531

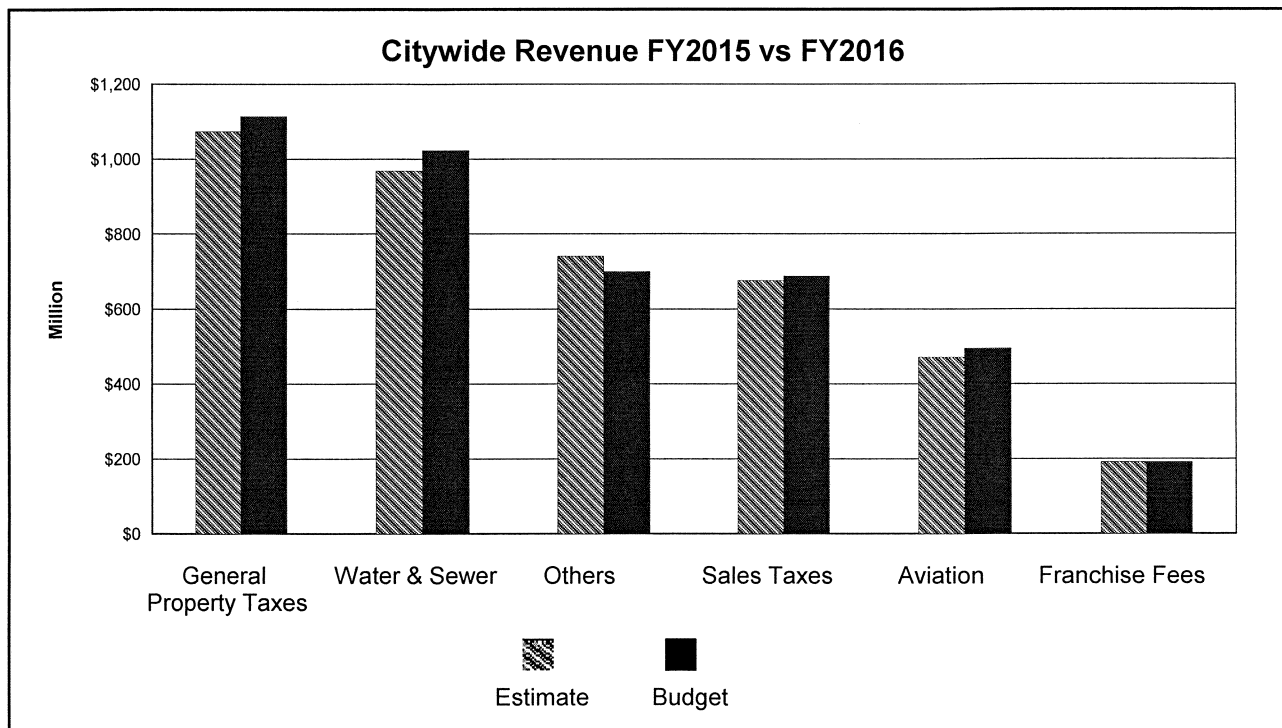
Totals include General, Special and Enterprise Funds. Totals do not include Service Chargeback and Internal Service Funds.

TABLE II
CITYWIDE REVENUE SUMMARY

Listed below are the resources for all City funds by category. All City funds include General, Special, and Enterprise excluding interfund transfers. The largest revenue source for the City is general property taxes, which are projected to increase by approximately 3.72%. The second largest source of revenues is collection from the City's Combined Utility System for water and sewer charges, which are projected to increase by approximately 5.79%. Together these two sources account for approximately 50.74% of all City revenues.

CITYWIDE REVENUE BY SUMMARY (\$in Million)						
Revenue Category	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget	FY2016 vs FY2015	% of Total
General Property Taxes	976	1,067	1,074	1,114	3.72%	26.44%
Water & Sewer	969	994	968	1,024	5.79%	24.30%
Sales Taxes	629	667	677	689	1.77%	16.35%
Aviation	452	475	471	495	5.10%	11.75%
Charges for Services	213	217	222	218	-1.80%	5.17%
Franchise Fees	194	190	192	192	0.00%	4.56%
Licenses and Permits	116	109	122	116	-4.92%	2.75%
Other Tax	104	105	107	110	2.80%	2.61%
Intergovernmental	91	95	102	106	3.92%	2.52%
Other	71	64	114	70	-38.6%	1.66%
Fines and Forfeits	49	50	45	46	2.22%	1.09%
Industrial Assessment	17	15	16	18	12.50%	0.43%
Interest Income	23	15	16	16	0.00%	0.37%
Total Revenue	3,904	4,063	4,126	4,214	2.13%	100.00%

Total may reflect slight variances due to rounding.

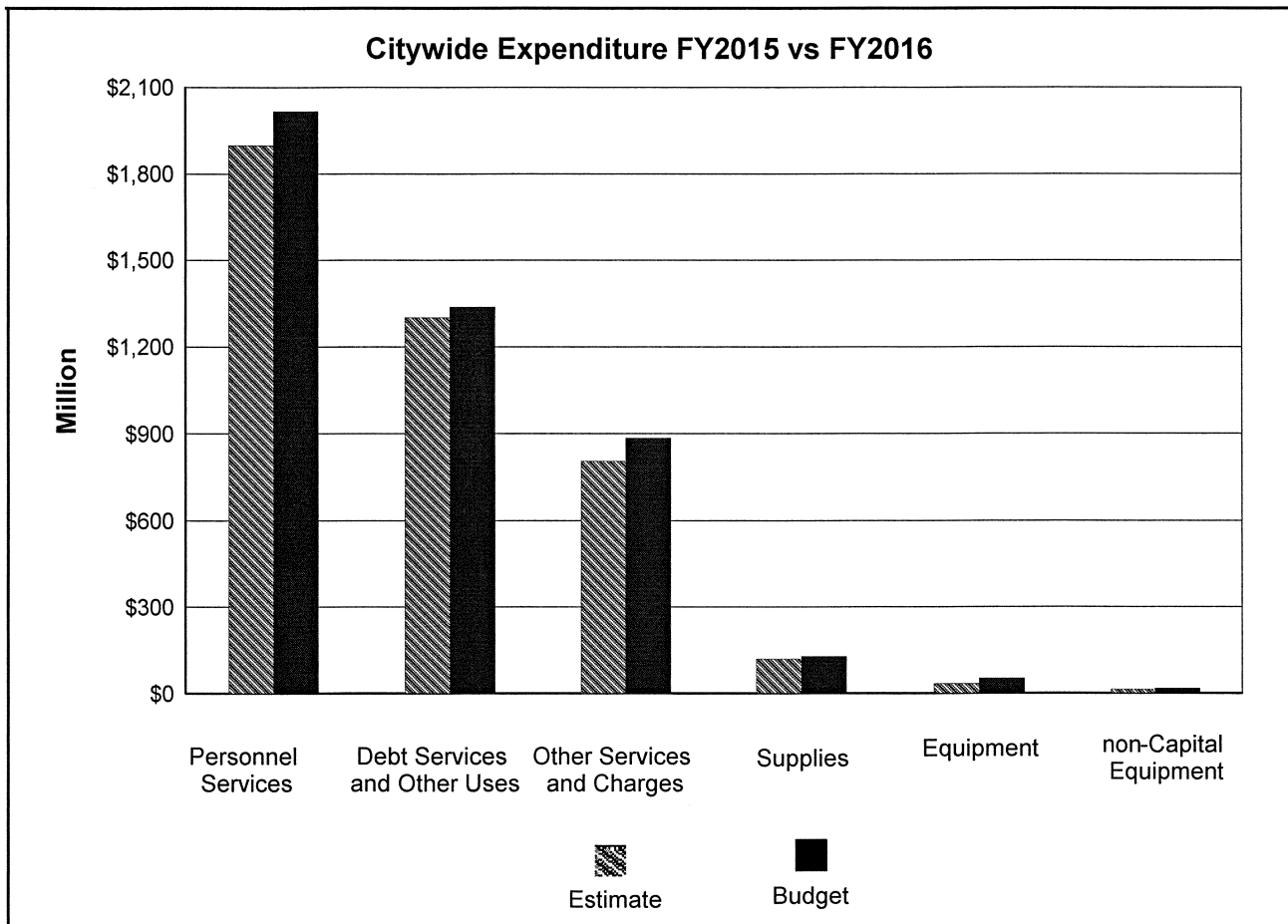


**TABLE III
CITYWIDE EXPENDITURE SUMMARY**

Listed below are the expenditures for all City funds by category. All City funds include General, Special, and Enterprise excluding interfund transfers between those funds. Totals do not include Service Chargeback and Internal Service Funds. Personnel services, accounting for less than 50%, is the largest expenditure category projected at 45.44%. The second largest City expenditure is on payment of principal and interest on long-term debt, which is 30.16% of total expenditures. Together these two categories account for approximately 75.60% of all City expenditures.

CITYWIDE EXPENDITURE BY CATEGORY (\$in Million)						
Expenditure Category	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget	FY2016 vs FY2015	% of Total
Personnel Services	1,789	1,936	1,899	2,017	6.21%	45.44%
Debt Service and Other Uses	1,224	1,290	1,303	1,339	2.76%	30.16%
Other Services and Charges	714	819	806	886	9.93%	19.96%
Supplies	118	126	120	128	6.67%	2.88%
Equipment	29	43	34	52	52.94%	1.17%
Non-Capital Equipment	12	17	14	17	21.43%	0.39%
Total Expenditure	3,886	4,231	4,176	4,439	6.30%	100.00%

Total may reflect slight variances due to rounding.



FISCAL YEAR 2016 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund / Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2015				FY2015		
	FY2014 Actual	Current Budget	FY2015 Estimate	FY2016 Budget	FY2014 Actual	Current Budget	FY2016 Budget
GENERAL FUND							
Public Safety							
Fire/Cadets	135.0	177.8	164.5	132.0	0.0	0.0	0.0
Fire/Civilian	119.3	115.6	109.9	114.2	0.5	0.5	0.4
Fire/Classified	3,772.0	3,876.2	3,871.7	3,996.9	277.0	288.6	254.6
Municipal Courts Department	294.8	300.6	298.8	297.5	0.1	0.1	0.2
Police/Cadets	88.1	101.5	101.5	136.4	0.0	0.0	0.0
Police/Civilian	1,005.0	1,119.5	1,119.5	1,164.1	32.5	28.8	29.7
Police/Classified	5,063.3	5,142.6	5,142.6	5,181.3	104.6	101.0	103.7
Total Public Safety	10,477.5	10,833.8	10,808.5	11,022.4	414.7	419.0	388.6
Development & Maintenance Services							
General Services	193.5	137.6	129.9	140.6	6.3	3.5	3.6
Planning & Development	76.1	78.8	71.2	78.9	0.0	0.0	0.0
Public Works and Engineering	13.5	15.0	15.0	15.0	0.2	0.1	0.1
Solid Waste Management	433.1	438.6	438.6	452.6	25.8	26.0	29.6
Total Development & Maintenance Services	716.2	670.0	654.7	687.1	32.3	29.6	33.3
Human & Cultural Services							
Health & Human Services	484.4	470.8	470.8	467.3	7.6	2.4	2.9
Housing & Community Development	2.0	2.0	2.0	2.0	0.0	0.0	0.0
Library	474.1	485.9	478.4	477.8	0.0	0.6	0.0
Neighborhoods	102.8	115.0	115.0	111.3	0.7	2.4	1.5
Parks & Recreation	658.2	709.3	705.1	710.2	12.1	3.6	5.5
Total Human & Cultural Services	1,721.5	1,783.0	1,771.3	1,768.6	20.4	9.0	9.9
Administrative Services							
Administration and Regulatory Affairs	200.7	203.6	203.3	211.1	0.8	5.0	0.7
City Controller	65.3	64.5	64.5	64.4	0.0	0.0	0.0
City Council	74.6	87.5	87.5	91.2	0.0	0.0	0.0
City Secretary	10.7	12.0	12.0	11.2	0.0	0.0	0.0
Finance Department	106.5	117.9	113.3	121.5	0.0	0.0	0.0
Houston Information Technology Services	153.6	173.2	165.2	171.8	2.7	1.1	2.7
Human Resources	29.5	35.0	35.0	35.5	0.0	0.0	0.0
Legal	119.7	127.5	122.4	128.6	0.0	0.0	0.0
Mayor's Office	57.6	48.9	48.9	51.6	0.9	0.5	0.0
Office of Business Opportunity	26.4	30.0	30.0	30.0	0.0	0.0	0.0
Total Administrative Services	844.6	900.1	882.1	916.9	4.4	6.6	3.4
Total GENERAL FUND	13,759.8	14,186.9	14,116.6	14,395.0	471.8	464.2	435.2

FISCAL YEAR 2016 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund / Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2015				FY2015		
	FY2014 Actual	Current Budget	FY2015 Estimate	FY2016 Budget	FY2014 Actual	Current Budget	FY2016 Budget
ENTERPRISE FUNDS							
Aviation	1,272.5	1,404.5	1,221.5	1,299.9	90.7	45.0	54.7
PW&E - Public Utilities-Water & Sewer	2,046.9	2,259.3	2,082.9	2,225.9	165.6	128.6	103.1
Total Enterprise Funds	3,319.4	3,663.8	3,304.4	3,525.8	256.3	173.6	157.8
SPECIAL REVENUE FUNDS							
ARA - BARC Special Revenue	84.5	110.1	104.2	112.8	0.1	0.0	0.1
ARA - Parking Management	69.3	75.0	70.5	75.0	1.0	0.9	0.9
GSD - Maintenance Renewal and Replacement	0.0	74.8	69.7	77.0	0.0	3.8	3.5
HLT - Essential Public Health Services Fund	47.2	142.5	112.5	182.0	0.0	0.0	0.0
HLT - Health Special Revenue	12.1	14.1	13.1	21.9	0.0	0.0	0.0
HLT - Special Waste	26.7	37.1	37.1	37.7	0.8	0.6	0.5
HLT - Swimming Pool Safety	8.9	14.1	14.1	14.1	0.1	0.0	0.2
Houston Emergency Center	234.0	239.0	239.0	245.0	9.8	10.8	9.5
Library - Digital Houston	3.9	5.0	3.0	3.0	0.0	0.0	0.0
Mayor's Office - Cable Television	16.3	17.0	17.0	19.0	0.2	0.1	0.4
Mayor's Office - Houston Civic Events	0.0	15.7	15.7	21.0	0.0	0.5	0.5
Municipal Courts Juvenile Case Manager Fee	18.4	24.0	20.2	24.0	0.0	0.0	0.0
OBO - Contractors Responsibility Fund	2.0	2.0	2.0	2.0	0.0	0.0	0.0
Police - Auto Dealers/Civilians	7.7	8.0	7.1	9.0	1.5	0.8	0.8
Police - Auto Dealers/Classified	21.2	23.0	22.0	23.0	2.0	4.1	5.7
Police - Forensic Transition Special/Civilians	92.9	56.6	56.6	51.0	0.0	1.1	1.1
Police - Forensic Transition Special/Classified	70.5	49.3	49.3	52.0	0.0	1.9	1.9
Police - Special Services/Civilians	6.1	5.0	5.0	2.0	0.8	0.0	0.0
Police - Special Services/Classified	0.8	0.0	0.0	0.0	4.0	84.3	67.9
PRD - Bayou Greenway 2020	0.0	13.0	13.0	17.0	0.0	0.0	0.0
PRD - Maintenance Renewal and Replacement	0.0	17.0	14.0	17.0	0.0	0.0	0.1
PRD - Parks Golf Special	68.3	81.5	80.3	81.5	5.1	4.2	4.2
PRD - Parks Special Revenue	8.7	11.0	11.0	11.0	0.0	0.0	0.0
PW & E - Building Inspection	492.3	583.8	583.8	612.4	27.4	22.8	40.4
PW & E - Dedicated Drainage & Street Renewal	459.4	518.8	469.0	510.8	46.2	30.0	29.3
PW & E - Houston TranStar	8.0	8.0	8.0	8.0	0.0	0.0	0.0
PW & E - Stormwater Utility	348.0	364.9	326.9	354.9	27.4	23.7	24.2
Solid Waste - Recycling Expansion Program	2.1	2.0	2.0	2.0	0.0	0.0	0.0
Total Special Revenue Funds	2,109.3	2,512.3	2,366.1	2,586.1	127.2	219.1	224.4
Total General, Enterprise and Special Fund	19,188.5	20,363.0	19,787.1	20,506.9	855.3	856.9	817.4

FISCAL YEAR 2016 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund / Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2015				FY2015		
	FY2014 Actual	Current Budget	FY2015 Estimate	FY2016 Budget	FY2014 Actual	Current Budget	FY2016 Budget
INTERNAL SVC./SERVICE CHARGEBACK							
ARA - Property and Casualty	5.0	5.0	5.0	5.0	0.0	0.0	0.0
Finance - Central Svc Revolving	12.0	38.0	32.5	51.5	0.0	0.0	0.0
Finance - Fleet Management	7.1	12.2	12.2	0.0	0.0	0.0	0.0
FMD - Fleet Management	311.4	375.0	361.2	378.3	14.5	10.1	13.7
General Services - Central Svc Revolving	3.9	0.0	0.0	0.0	0.0	0.0	0.0
General Services - In-House Renovation	30.0	30.0	28.6	30.0	0.0	0.3	0.4
General Services - Project Cost Recovery	27.4	38.0	37.1	37.1	0.0	0.0	0.1
HITS - Project Cost Recovery	6.2	0.0	0.0	0.0	0.0	0.0	0.0
HITS - Central Svc Revolving	47.5	53.7	53.7	56.0	0.0	0.0	0.0
Human Resources - Central Svc Revolving	124.8	151.0	151.0	153.0	0.0	0.1	0.0
Human Resources - Health Benefits	45.4	52.6	52.6	52.1	1.0	0.1	0.0
Human Resources - Workers' Compensation	30.0	34.1	34.1	36.0	0.0	0.0	0.0
Legal - Property and Casualty	50.5	54.0	54.0	55.5	0.0	0.0	0.0
Legal - Workers' Compensation	2.7	2.0	2.0	2.0	0.0	0.0	0.0
Planning & Development - Central Svc Revolving	11.6	11.5	8.7	10.5	0.0	0.0	0.0
PW & E - Fleet Management	42.6	0.0	0.0	0.0	1.8	0.0	0.0
PW & E - Project Cost Recovery	305.5	335.0	313.5	335.0	3.5	6.0	5.7
Total Internal Svc./Service Chargeback	1,063.6	1,192.1	1,146.2	1,202.0	20.8	16.6	19.9
Total FTEs	20,252.1	21,555.1	20,933.3	21,708.9	876.1	873.5	837.3

SUPPLEMENTARY INFORMATION

Guide to Reading the FY2016 Budget Document	I - 2
Authority	I - 6
Brief Description of the Funds Used in Budget Process	I - 7
Significant Budgetary Policies	I - 14
Financial Policies	I - 16
Operating Budget Process	I - 31
Demographic/Economic Summary of the City	I - 35

GUIDE TO READING THE OPERATING BUDGET

This section explains the format and contents of the FY2016 Budget document. The major sections of the budget are described below.

THE MAYOR'S BUDGET MESSAGE

The Mayor's budget message to the City Council outlines the priorities upon which the FY2016 Budget was prepared. Service highlights and significant changes are discussed.

SUPPLEMENTARY INFORMATION

This section provides a City of Houston fact sheet with leading economic indicators, the authorization for the budget, and a detailed discussion of the budget methodology. An economic forecast, overview of the budget, overview of funds, and financial and budgetary policies are also presented. Summary information for all funds is presented by department.

GENERAL FUND

This section includes a fund summary, a General Fund resources summary, and a General Fund expenditure summary. These summaries are followed by General Fund departmental operating budgets.

The General Fund departments are grouped by function. The functions and their component departments are as follows:

PUBLIC SAFETY AND JUSTICE

- o Fire
- o Houston Emergency Center
- o Municipal Courts
- o Police

DEVELOPMENT AND MAINTENANCE SERVICES

- o General Services
- o Planning and Development
- o Public Works and Engineering
- o Solid Waste Management

HUMAN AND CULTURAL SERVICES

- o Department of Neighborhoods
- o Health and Human Services
- o Housing and Community Development
- o Library
- o Parks and Recreation

ADMINISTRATIVE SERVICES

- o Administration and Regulatory Affairs
- o City Controller
- o City Council
- o City Secretary
- o Finance
- o Houston Information Technology Services
- o Human Resources
- o Legal
- o Mayor's Office
- o Office of Business Opportunity

GENERAL GOVERNMENT

GENERAL FUND DEBT SERVICE

A brief departmental narrative outlines the department's responsibilities, budget, and service level. A departmental organization chart shows divisions and/or programs with staffing and expenditure levels.

Also included is a graph that presents a nine-year departmental expenditure history and the adopted budget. Within a departmental summary, related totals may vary slightly due to rounding.

- o Department/Budget Summary

This form includes summaries of expenditures, revenues, and staffing levels for the FY2014 Actual, FY2015 Budget, FY2015 Estimate, FY2016 Budget and FY2016 highlights of services or new programs. The FY2015 Estimate (FY2015 Projected) is based on the March 2015 Monthly Financial Report (MoFR) for General, Enterprise, Special Revenue, and Internal Service Funds.

- o Programs by Department

This form summarizes departmental program objectives, expenditures, staffing levels, and performance measures for the FY2014 Actual, FY2015 Estimate, and FY2016 Budget.

- o Personnel Summary

This schedule lists positions by job classification code. The total is adjusted to full-time equivalents (FTEs).

- o Department Expenditure Line Item Detail

This form provides departmental expenditure information by line item for the FY2014 Actual, FY2015 Budget, FY2015 Estimate, and FY2016 Budget.

- o Department Revenue Summary

This form provides departmental revenue information by revenue source for the FY2015 Budget, FY2015 Estimate and FY2016 Budget.

ENTERPRISE FUNDS

The City of Houston has three Enterprise Fund operations: Aviation, Convention and Entertainment Facilities and the Combined Utility System. These funds have the same budget presentation as described for General Fund departments, with the exception of the Fund Summary that follows the departmental narrative. Aviation's Airport Capital Outlay Fund and Combined Utility System's Water and Sewer System Operating Fund are separate funds for the purchase of capital outlay items. The Combined Utility System Water and Sewer Operating Fund pays the debt service, in addition to making operating transfers to the Combined Utility System General Purpose Fund. This fund is used for capital outlays, discretionary payments, transfers to Storm Water, and other permissible activities. In general, the Fund Summary includes the following items for the FY2015 Budget, the FY2015 Estimate, and the FY2016 Budget:

- o Beginning fund balance/equity
- o Current and projected revenues
- o Current and projected expenditures
- o Planned ending fund balance
- o Fund balance distribution, where appropriate

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for the proceeds of specific revenue sources, which are restricted to expenditures for specified purposes. In FY2016, the Special Revenue Funds include the following:

- Asset Forfeiture
- Auto Dealers
- BARC
- Bayou Greenway 2020 Fund
- Building (Court) Security Fund
- Building Inspection
- Cable Television
- Child Safety
- Contractor Responsibility Fund
- Dedicated Drainage and Street Renewal Fund (DDSRF)
- Digital Houston
- Essential Public Health Services Fund
- Forensic Transition Special Fund
- Health Special Revenue Fund
- Historic Preservation Fund
- Houston Civic Events Fund
- Houston Emergency Center
- Houston TranStar Center
- Juvenile Case Manager Fund
- Laboratory Operations and Maintenance Fund
- Maintenance Renewal and Replacement Fund
- Parking Management
- Parks and Recreation Special Revenue
- Parks Golf Special Fund
- Police Special Services
- Recycling Expansion Program
- Special Waste Fund
- Storm Water
- Supplemental Environmental Protection
- Swimming Pool Safety Fund
- Technology Fee Fund

INTERNAL SERVICE FUNDS

Internal Service Funds are established for the purpose of providing services to City departments on a cost-reimbursement basis. Services provided by personnel in this fund type are charged to the department receiving the services. The Internal Service Funds section includes the following operations in FY2016:

- o Health Benefits
- o Long-Term Disability

The presentation format for the Internal Service Funds is identical to the Enterprise Funds.

CAPITAL AND EQUIPMENT

The Capital and Equipment Program has its own budget cycle. The equipment in this program is financed by the issuance of Commercial Paper (CP). A separate appropriation is established after the issuance of CP.

SERVICE CHARGEBACK FUNDS

Service Chargeback Funds, previously known as Revolving Funds, are also established to provide services on a cost-reimbursement basis and as an administrative convenience. In these funds, supplies and services are delivered or acquired on behalf of a department, which is charged back for its portion of the expense. Unlike Internal Service Funds, Service Chargeback Funds have a zero balance at year end – the revenues received by these funds from the departments they provide services to are equal to the amount of these funds' expenditures. For example, the Central Services Revolving Fund pays the electrical bills for departments and is then reimbursed. This procedure also allows for the accurate allocation of costs by departments and funds that use the modified accrual basis of accounting. These funds are sub-funds of the General Fund. The format for the Service Chargeback Funds is identical to the Enterprise Funds.

The Service Chargeback Funds section includes the following operations in FY2016:

- o In-House Renovation
- o Fleet Management
- o Property and Casualty
- o Workers' Compensation
- o Central Services
- o Project Cost Recovery

DEBT SERVICE FUNDS

This section consists of a narrative explaining the purpose of these funds, highlights of the FY2016 Budget, the reserve policy, and Fund Summary tables. In addition, this section includes the Annual Financing Plan (AFP), which outlines the proposed schedule for various debt issuances in the upcoming fiscal year.

APPENDICES

This section includes the glossary, which defines key budget terms and expenditure line item details for the General Fund, and citywide funds, including Enterprise and Special Revenue Funds. These include line item details for the FY2014 Actual, the FY2015 Budget, the FY2015 Estimate, and the FY2016 Budget.

Schedules for revenue supported debt service are included in the appendices. Also included is a summary of Non-Major Special Revenue Funds as well as a summary of the FY2016 City Council actions and FY2016 Budget Ordinance. A departmental cross reference is included in the appendices. This is an alphabetical listing by department, of all funds and where they are located in the FY2016 Operating Budget, by section, and page number.

AUTHORITY

The City of Houston's Operating Budget is proposed and approved in accordance with state law, the City Charter, and the City Code of Ordinances.

- o The Mayor submits the Operating Budget and the Capital Improvement Plan (CIP) to the City Council for approval. The Operating Budget and Capital Improvement Plan include the following features:
 - Revenues, expenditures, and fund balances for FY2014 Actual; FY2015 Estimate; and the proposed budget for FY2016,
 - All City funds over which the City Council has discretionary approval authority,
 - Proposed estimates for the tax rate and the water and sewer rate for the upcoming fiscal year,
 - All projects for which appropriations will be made in the subsequent fiscal year, and
 - All outstanding obligations and indebtedness of the City.
- o The City Council then reviews the Operating Budget and Capital Improvement Plan under the following actions:
 - Calls, publicizes, and conducts public hearings on the Operating Budget and CIP,
 - Proposes and approves recommended changes to the Operating Budget and CIP, and
 - Considers a separate ordinance, which approves the Operating Budget, a motion which adopts the Capital Improvement Plan, and an ordinance which appropriates funds for approved budgetary purposes and projects.
- o After the City Controller certifies that funds are available for all appropriations, the Council is presented with an appropriation ordinance.

Prior to the first day of the fiscal year, the City Council is authorized by the City Charter to adopt an ordinance appropriating funds to support the operations of City government. The ordinance usually appropriates most of the proposed budget. The level of appropriation will vary by fund, given the fiscal condition of the fund. This appropriation serves as an interim spending plan authorization until the General Appropriation Ordinance is considered by City Council. At the time of General Appropriation, most of the property tax revenue has been received and the City Controller is able to certify that funds are available for the entire budget.

BRIEF DESCRIPTION OF THE FUNDS USED IN BUDGET PROCESS

The City of Houston's financial management and accounting structure encompasses the ongoing operations and capital programs of twenty-three General Fund departments plus General Government and General Fund Debt Service, approximately forty-eight separate funds, and numerous independent entities or operations for which the City acts as trustee.

Governmental Funds

General revenues (i.e., property taxes, sales taxes, franchise fees, Municipal Courts fines, etc.) are budgeted and received in the General Fund for the support of most basic city services. Operations and services for public safety, financial services, libraries, solid waste management, health, most parks and recreation services, street traffic control, esplanade mowing and citywide administration are included in the General Fund.

Enterprise Funds

Three of the City's operating departments operate similar to private enterprises. Their operations and long-term debt are covered entirely by user fees or dedicated revenue sources.

The Public Utilities - Water and Sewer Fund is managed by the Combined Utility System. All maintenance, operation, reserve, and debt service requirements for Public Utilities are accounted for as an Enterprise Fund in the Public Works and Engineering Department. Capital equipment expenses for water and sewer services are recorded in the Public Utilities - Capital Outlay Fund. All capital outlay expenses for the Aviation Department are budgeted in the Airport System Capital Outlay Fund in full compliance with bond ordinances. Budgets covering maintenance and operations, reserves, and debt service for each of these funds are presented in the budget.

- o Aviation Department
- o Combined Utility System
- o Convention and Entertainment Facilities

Special Revenue Funds

The proceeds of dedicated general purpose revenue sources are budgeted and received in several Special Revenue Funds. The following describes the City's Special Revenue Funds:

- o The Asset Forfeiture Fund. This fund is administered by the Houston Police Department (HPD). The City receives forfeited funds resulting from HPD's role in drug-related seizures. This fund provides resources beyond HPD's General Fund budget for crime enforcement. Specifically, this fund is used to address the drug problem in a manner consistent with the department's Comprehensive Narcotics Plan.
- o Auto Dealers' Special Revenue Fund. This fund is budgeted to collect the license fees paid by tow truck drivers and various automotive sales, repair, storage and salvage dealers to finance a portion of the Police Department's enforcement efforts regarding privately owned storage lots. This fund is also administered by the Police Department.
- o BARC Special Revenue Fund. BARC (Bureau of Animal Regulation and Care) is authorized to receive funds from any source for the purpose of supporting the maintenance and operation of the City's animal shelter facilities and programs. This fund is administered by the Administration and Regulatory Affairs Department.

- o Bayou Greenway 2020 Fund. This fund is administered by the Houston Parks Department. The Fund was created to manage the maintenance of the Bayou Greenways 2020 project based upon the Bayou Greenways 2020 initiative agreement entered into between the City of Houston and the Houston Parks Board, Inc. in December 2013.
- o Building (Court) Security Fund. This fund was established in FY1997 and is administered by the Municipal Courts Department. The fund includes all security related contractual expenditures and additional security enhancements for the courts. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law.
- o The Building Inspection Special Fund. This fund includes all construction and building permit revenues and expenditures for inspections and permitting activities. Outdoor sign license fees are received in this fund for enforcement of the City's sign ordinance. This fund is administered by the Public Works and Engineering (PWE) Department.
- o Cable Television Special Fund. This fund, under certain cable television franchise agreements with the City, receives contributions on a subscriber basis. This fund is used for public access cable television programming and related costs. The Mayor's Office is responsible for administering this fund.
- o The Child Safety Fund. This fund is used to account for monies received for public, parochial and private school crossing guard programs. Revenues to the fund come from an assessment of Municipal Court fees on non-criminal municipal violations and a portion of each vehicle registration authorized by Harris County. The Houston Police Department administers this fund.
- o Contractor Responsibility Fund. This fund is managed by the Office of Business Opportunity (OBO) and governed by Executive Order 1-7. Funds are collected through the implementation of the Pay or Play Program, which is administered by OBO. The revenue collected in the Contractor Responsibility Fund is used to offset the cost of uninsured citizens in the Houston and Harris County area.
- o Dedicated Drainage and Street Renewal Fund (DDSRF). The fund was established in FY2012. The DDSRF provides a dedicated, pay-as-you-go fund for enhancement, improvement and ongoing renewal of Houston's drainage and streets, as well as traffic control operations.
- o Digital Houston Fund. This fund is used by the City of Houston to build a citywide wireless broadband Wi-Fi mesh network that will provide affordable high-speed internet access for residents and visitors to Houston; thus creating a digital future for Houstonians through a digital literacy effort in support of achieving Houston's educational workforce and educational goals. This fund is administered by the Library Department. This fund will be closed in FY2016.
- o Essential Public Health Services Fund. This fund was created for the purpose of offsetting costs associated with the administration of Medicaid Transformation Waiver projects and to perform other essential public health services as defined by Chapter 121 of the Texas Health and Safety Code. This fund is administered by the Health and Human Services Department.
- o Forensic Transition Special Fund. This fund was created for the transition of forensic services from the Houston Police Department to the independent Houston Forensic Science Local Government Corporation (LGC). Forensic examination covers multiple scientific disciplines to include: Biology/Serology, Controlled Substances, Firearms, Toxicology, Computer Forensics, Crime Scene Unit, Audio – Video and Latent Prints.

- o Health Special Revenue Fund. This fund includes several programs that are supported by ordinances including ambulance permits, consumer-food and drug, vital statistics, international travel immunizations, Geriatric Dental Program and specific public health purposes. Ambulance permit fees collected are allocated to fund for inspection of ambulances and permitting of ambulance operators. Electronic monitoring system fees are collected from the requests of medallions for the operation of mobile food units, other than restricted operations mobile food units, licensed part vending units, or fixed location mobile food units as stated for the provision in the city fee schedule for the maintenance, operations and utilization of the electronic monitoring system. Vital statistics for certified copies of records, searches and amendment fees are expended for purpose of the preservation of vital statistics records maintained by the registrar. International travel immunization fees for each vaccination that is administered including any certificate provided shall be an amount equal to the city's cost of purchases of the vaccine plus \$20 to cover the associated costs for providing the service and administering the vaccine. All revenue generated from the Geriatric Dental Program is directed to be used to defray the costs associated with the administration and operation of the program. This fund is administered by the Health and Human Services Department.
- o Historic Preservation Fund. This fund is administered by the Planning and Development Department and the Houston Public Library. This fund was established in FY2010 to utilize funds set aside from the sale of historic fire stations by the City in FY2009. This fund is used to promote historic preservation programs. It utilizes City funds as seed money to encourage private investment, attract grant funds, and support educational programs that will further preservation efforts in Houston. This fund also provides future funding for the maintenance needs of the historic Julia Ideson Building.
- o Houston Civic Events Fund. The fund is administered by the Mayor's Office. This fund was created to promote as well as manage the city's extensive global relations and promoting Houston's continued leadership on the global stage. The Mayor's Office of Special Events processes requests for special events, parade and street function permits, evaluates event co-sponsorship on city property, and provides production assistance for sponsored, co-sponsored, or fee-paid events. The Mayor's Office of Trade and International Affairs (MOTIA) encourages and receives international delegations by drawing attention to Houston's civic attributes, strong economy and opportunities for business.
- o Houston Emergency Center Fund. This fund consolidates the City's four separate emergency services (Police, Fire/EMS computer Aided Dispatch System, Radio System and Records Management Systems) into one state of the art facility. This fund is administered by the Houston Emergency Center.
- o Houston TranStar Center Fund. This fund was established for the planning, design, operation and maintenance of transportation and emergency management operations within the greater Houston area. Funding is derived from revenue received from member agencies and is prorated based on occupancy and use of center facilities. This fund is administered by the Public Works and Engineering Department.
- o Juvenile Case Manager Fund. This fund was established FY2009 and is administered by the Municipal Courts Department. This fund includes expenditures for the salary, benefits, and operational costs related to the Juvenile Case Manager staff. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The mission of the Juvenile Case Manager Fee Fund is to partner with school districts within the City of Houston in an effort to increase school attendance and reduce truancy through early identification, assessment and prevention services, to enhance the accountability of students and families, and to limit a juvenile's exposure to the criminal justice system.
- o Laboratory Operations and Maintenance Fund. This fund is solely designated for laboratory operations and maintenance for the retention of all revenue from laboratory fees. It pertains to Ordinance Amending Chapter 21 of the Code of Ordinance relating to laboratory fee. This fund is administered by the Health and Human Services Department.

- o Maintenance Renewal and Replacement Fund (MRR). This fund is to provide funds needed to maintain and replace systems in buildings and assets as well as to protect the City of Houston's investments. This fund recognizes the shared responsibility of the City and its departments to maintain, upgrade, or replace building systems as they approach the end of their life cycle. This fund also addresses development and maintenance of the physical infrastructure of these facilities. This fund is administered, in partnership, by General Services and Houston Parks and Recreation departments.
- o Parking Management Fund. This fund is responsible for managing and providing on-street parking alternatives to the citizens in the Greater Houston area. This fund is administered by the Administration and Regulatory Affairs Department.
- o Parks Golf Special Revenue Fund. This fund was created to receive all City revenues derived from all City-owned golf facilities, whether operated by the City or private entities, including all related concessions fees, to be used exclusively for the maintenance, operating and improvements of any or all such golf courses.
- o Parks Special Revenue Fund. This fund is used to account for revenues and certain expenditures related to operations of the City's municipal golf courses and youth programs. This fund is administered by the Parks and Recreation Department.
- o Police Special Service Fund. This fund is used to account for activities that are not covered under the General Fund Budget. The activities include joint police operations, security and traffic control, undercover support services and use of HPD facilities. The Houston Police Department administers this fund.
- o Recycling Expansion Program Fund. This fund was created to allocate dedicated funds to be used for the expansion and implementation of the City's Recycling Programs. Efforts include citywide tree waste recycling, additional neighborhood depository sites, curbside recycling and increased education and outreach. These efforts allow the City to improve its current landfill diversion rate. This fund is administered by the Solid Waste Management Department.
- o Special Waste Fund. The purpose of this fund is to prevent the infiltration of fats, oils, and grease into the sanitary sewer, and to assure that the City's infrastructure and the health of the citizens are protected. All fees collected are expended only for the costs of permitting, inspecting, monitoring, controlling, educating and enforcing any violation pertaining to the management and disposal of city-regulated waste. This fund is administered by the Health and Human Services Department.
- o Storm Water Fund. This fund receives revenue from the Combined Utility System Fund and Dedicated Drainage and Street Renewal Fund. Funds are transferred to this fund to support storm water drainage operation and maintenance activities. The core purpose is to provide the best level of maintenance to the storm water infrastructure with the resources provided and to maintain flow of storm water free of debris and foreign objects that cause flooding.
- o Supplemental Environmental Protection Fund. This fund is used for the advancement of the goals of clean air and water and to enhance the community environment impacted by criminal environmental violators. This fund is administered by the Houston Police Department.
- o Swimming Pool Safety Fund. This fund receives proceeds from enforcing municipal, state and federal pool and spa safety standards. State and federal pool and safety standards apply to all pools and spas serving more than two dwellings; in accordance with the requirements, operators of pool and spas at apartment or condominium projects are required to obtain permits and to comply with the standards. The fees collected in pursuant of swimming pool and spa safety are used for the purposes of activities related to permitting, inspecting, monitoring, abating, controlling, educating and enforcement of municipal, state and federal standards. This fund is administered by the Health and Human Services Department.
- o Technology Fee Fund. This Fund was established in FY2001 and is administered by the Municipal Courts Department. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The purpose of the fund is to finance technological enhancements for the Municipal Courts and maintain systems to operate in an efficient manner.

Internal Service Funds

Internal Service Funds were established for the purpose of providing services to City departments on a cost-reimbursement basis. These funds are shown in the Internal Service Fund section of the budget document. Included are the following:

- o Health Benefits Fund. This fund was created to account for the financial activity of the City's medical and health-related plans. Employee, retiree, and City premium contributions are budgeted as revenues. Medical and dental expenses, some self-insured medical claims, life insurance premiums, payments to employees for dependent care reimbursement, and health benefits program administrative costs are budgeted as expenditures. This fund is administered by the Human Resources Department.
- o Long-Term Disability (LTD). This fund is used to account for the long-term sick leave benefits for eligible city employees. The LTD Fund is funded solely by the City through premiums charged to the departments based on the number of employees covered by the plan. Such premiums cover the cost of all benefits (claims) to the employees and third party administrative fees. This fund is administered by the Human Resources Department.

Service Chargeback Funds

Service Chargeback Funds, previously known as Revolving Funds, are established to provide services to other City departments on a cost-reimbursement basis and are shown in the Service Chargeback Funds Section. Included are the following:

- o Central Services Revolving Fund. This fund provides goods and services to operating departments. The receiving department's budget is charged for the actual cost incurred by the Central Services Revolving Fund, with the revolving fund revenue account credited by the same amount. As an example, citywide temporary personnel costs are budgeted in this fund.
- o In-House Renovation Fund. This fund is used to capture the costs associated with the renovation and reconstruction of fire stations. All costs are charged to the revolving fund in anticipation of billing a bond fund, General Fund or Community Development Block Grant (CDBG) grant fund for reimbursement. This fund is administered by the General Services Department.
- o Fleet Management Fund. This fund is administered by the Fleet Department, which is used to account for fleet maintenance for citywide departments.
- o Property and Casualty Fund. This fund records the transactions of the City's self-insurance program for lost and personnel action claims. The Administration and Regulatory Affairs Department oversees the insurance functions while the Legal Department administers the claims portion. Revenue is generated from premiums assessed to other funds; premiums are based on projected expenditures.
- o Workers' Compensation Fund. This fund was established to collect and report all costs of compliance to statutes related to Workers Compensation. The revenues are derived through charging the departments an administrative premium semi-monthly per employee plus all direct costs related to claim expenditures, which includes indemnity, medical and disability payments. This fund is administered by the Human Resources Department.
- o Project Cost Recovery Fund. This fund is used to pay the costs of department employees who directly and indirectly work on CIP-related projects. These costs are then recovered from the appropriate CIP project fund. This fund is administered by the Finance Department.

Equipment Acquisition Consolidated Fund

The Equipment Acquisition Consolidated Fund supports the acquisition of durable capital assets for all General Fund departments and selected Special Revenue Funds. Historically, funding has come from issuing Commercial Paper for the purchase of such capital assets. Funding continues to come from the issuance of Commercial Paper and other sources such as capital lease financing. This fund is administered by the Finance Department.

Debt Service Funds

General Obligation (GO) debt is secured by and payable from the receipts of an annual ad valorem tax levied, within legal limits, on taxable property within the City. The City has covenanted to assess, levy and collect an ad valorem tax in each calendar year, within applicable limitations, sufficient to pay the principal of and interest on all outstanding obligations payable in such Tax Year. Such obligations include: (i) Public improvement bonds, (ii) Certificates of obligation, (iii) Certain obligations to fund a portion of the City's unfunded actuarial accrued liability to the City's pension programs, and (iv) General obligation on commercial paper notes.

The primary source of funds to make obligated payments is the General Fund, which annually transfers the legally required amount into the Debt Service Fund. The debt service fund accumulates the resources necessary to pay the principal and interest on all outstanding obligations payable in that Fiscal Year. The Debt Service Fund makes payments for arbitrage rebate and administrative fees to administer the debt program.

The City's tax rate for Fiscal Year 2015 (Tax Year 2014) was \$0.63108 (per \$100 assessed valuation), which includes \$0.156445 for debt service. This debt service tax rate is what determines the amount of funds that the General Fund is legally required to transfer into the Debt Service Fund.

Trust and Agency Funds

Comprehensive budgets for trust and agency funds are not included in the City's budget or the CIP due to City Council's limited authority to program expenditures.

Trust and Agency Funds are used to account for assets held by a government unit as trustee, or agent for the individuals, private organizations, other governmental units, and/or other funds. The City has created trust and agency funds for Tax Increment Reinvestment Zones (TIRZ) since FY1991. As development occurs in each zone, taxes generated by the increase in value attributable to those improvements, or "tax increment", are captured in separate funds set up for each TIRZ. TIRZ funds are then used to pay for approved project costs. Examples of typical costs include: infrastructure improvements in water, sanitary sewer, and storm water systems, lighting, paving on public right-of-way, streetscaping, impact fees, and debt service on bonds sold for the same purpose. Contributions from other taxing jurisdictions participating in the TIRZ are collected by each respective jurisdiction and sent to the City for deposit in the TIRZ funds. The Mayor's Office of Economic Development/TIRZ administers the funds.

Capital Project Funds

Funding for major capital improvement projects, regardless of funding source, is presented in the five-year Capital Improvement Plan (CIP). Debt service requirements are budgeted in the General Debt Service Fund or Enterprise Funds where applicable. Funding for each capital project, including site acquisition, engineering and design, construction and initial equipment purchases (including environmental and civic art) required to make a facility operational are included in the CIP. Primary funding sources for the CIP are as follows:

- o Commercial paper notes and Public Improvement Bond proceeds,
- o Revenue Bond proceeds (e.g., bonds supported by Combined Utility System fees, Airport System revenues, Convention and Entertainment Facilities revenue/hotel occupancy tax),
- o Operating funds or capital reserve funds (e.g., operating budget funds),

- o Contributions from private or other public sources (e.g., local private developers, other local governments and authorities, and state or federal agencies) participating in City-sponsored projects.
- o Grants such as CDBG.
- o Tax Increment Reinvestment Zones (TIRZ).

The Finance Department administers these funds.

Other Financial Funds

Comprehensive budgets for certain entities are not included in the City's budget or the CIP due to City Council's limited authority to program expenditures. They are included in the City's Comprehensive Annual Financial Report.

- o Federal and state grants are accepted by the City and accounted for based upon each grant's respective fiscal period, which usually differs from that of the City (July 1 - June 30). If a grant requires a local match or fund payroll costs in whole or in part, the budget includes expenditures and revenues that pertain to these aspects of the grant in the receiving department or fund. These grants and contracts are approved by Council action at the time of the grant award.
- o The City's three pension funds are governed by independent boards and are maintained separately from the operating, debt service, and capital funds. Contributions from both the employees and employer (City) are also maintained separately in the case of Deferred Compensation and Long-Term Disability programs.
- o Other funds established by City Council or the City Controller to account for contributions from private individuals (e.g., Library Gift Endowment Fund; Houston Parks Board Trust Fund; Water Fund (Water Aid to Elderly Residents); Houston Economic Development; and the Battaglia Trust Fund) are dedicated to specific unbudgeted but public purposes.

SIGNIFICANT BUDGETARY POLICIES

Basis of Budgeting and Accounting

In general, the basis of budgeting and the basis of accounting used in the preparation of the City's annual financial report are the same for all governmental funds (general fund, special revenue fund, debt service fund, and capital projects) without exception. Revenues and expenditures are budgeted consistent with the City's financial statements, which are prepared in accordance with GAAP for all governmental funds.

Governmental funds are accounted for on a modified accrual basis. This means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred, with the exception of long-term liability.

Significant receivables (revenues) and liabilities (expenditures) are recorded in the prior year's budget up to sixty days after fiscal year end if they represent earned income or expenditures as of June 30, the last day of the fiscal year. This includes the cost of employees' time as well as supplies, services, and equipment delivered by June 30.

For Enterprise Funds, the budgeting and accounting basis are the same except for depreciation and non-current expenses. Enterprise Funds are accounted for on a full accrual basis. Revenues and expenses are recorded when they are earned/incurred. Enterprise Funds focus on expenses related to maintenance and operations, equipment purchases, and exclude depreciation and other allocations related to income determination. Revenues received and expenses paid for goods and services delivered by June 30 are credited or charged to the current fiscal year's budget.

Encumbrance accounting is used to reserve funds committed to vendors for supplies, services and equipment throughout the year in all funds. However, encumbrances for items not delivered by June 30 are canceled and re-established against the new fiscal year budget for all operating budgets. Encumbrances do not establish expenditures/expenses or liabilities. Appropriations and encumbrances for capital project funds are maintained in effect until they are liquidated.

Reserves

In every budget since FY1982, the City's fund balance level has been a critical component of the City's financial management program. Likewise, the General Debt Service Fund balances have been budgeted to provide adequate reserves for debt service payments in the first seven months of the subsequent fiscal year. Pension fund contributions and employee health care costs have been funded with reserve components through the budget as well. These budgetary policies were recognized by City Council in the adoption of the financial policies previously mentioned.

Reserves exist in two forms:

- o Those specifically created by ordinance, and
- o Those maintained as unappropriated or unassigned ending fund balance.

Most of the City's budgetary reserves take the form of ending fund balances and are consequently the result of financial activity as presented in the City's financial statements.

General Fund Reserves

The following table shows the ending unassigned fund balance as well as the actual year end maintenance and operating costs for preceding fiscal years, the estimated year-end costs for the current fiscal year and the proposed year-end costs for the subsequent fiscal year.

**Historical Data FY1996 – FY2016
General Fund Available Fund Balances
(\$ thousands)**

<u>Fiscal Year</u>	<u>Unassigned Ending Fund Balance</u>	<u>M&O Expenditures</u>
FY1996	69,579	864,668
FY1997	84,105	903,228
FY1998	106,856	956,893
FY1999	80,409	1,030,235
FY2000	66,590	1,064,160
FY2001	79,432	1,105,408
FY2002	80,335	1,206,160
FY2003	83,027	1,199,766
FY2004	88,659	1,235,994
FY2005	120,042	1,279,879
FY2006	175,832	1,368,746
FY2007	234,535	1,459,076
FY2008	253,514	1,567,484
FY2009	236,275	1,668,700
FY2010	165,383	1,676,367
FY2011	129,040	1,680,038
FY2012	171,677	1,590,044
FY2013	202,842	1,705,450
FY2014 Actual	222,620	1,821,588
FY2015 Estimate	239,723	1,989,934
FY2016 Budget	153,393	2,045,253

FINANCIAL POLICIES

The basic policies related to the City's financial and budgetary policies were formalized on November 10, 1987. These policies were expanded in subsequent years with the adoption of the Integrated Budgeting and Planning Resolution (88-87). The most recent relevant ordinance discussing this part of the City's financial policies is Ordinance No. 2014-1078 dated December 3, 2014.

Below is a complete copy of the financial policies along with City's current compliance status for each individual policy. Please note that Ordinance No. 2014-1078 stated, "the policies are to take effect with the Proposed Budget for FY2016 and shall be reflected in the Adopted Budget for FY2016 unless stated otherwise in the policies as adopted," therefore policies that were not required to be in place before the FY2016 budget was proposed are marked "N/A". Other policies that are also not applicable at this time are marked "N/A".

A. Definitions

Advance Refunding – A refunding under the federal tax code in which the refunded obligation is not redeemed for a period of more than 90 days after the issuance of the refunding issue.

Asset Renewal and Replacement – Cyclic repair and replacement of an asset's components [e.g., roofs, electrical systems, heating, ventilation, and air conditioning (HVAC) equipment, paving, replacement vehicles, computer servers, computer networks, and telephony systems] that extends the useful life and/or retains the usable condition of facilities, fleet, and systems not normally contained in the annual operating budget. Included are major building and infrastructure systems and components that have a maintenance cycle in excess of one year.

Balanced Budget – Budget in which revenues and other resources will be sufficient to support expenditures or uses within the fiscal year.

BFA – Budget and Fiscal Affairs Committee of City Council.

Budget Stabilization Fund, formerly called the "Rainy Day Fund" - Cash reserves available for any lawful use in the event of an emergency including temporary cash flow shortages, major disasters, economic instability, and other emergencies as determined by the City. A temporary cash flow shortage is a period of time where cash inflows are not sufficient to cover required outflows, even after the normal means for managing cash flow have been exhausted. Major disasters are any natural catastrophe including, but not limited to, hurricanes, tornados, floods, severe drought, and explosions, chemical or biological threats, or acts of terrorism. Economic instability is an unforeseen, unbudgeted dire financial situation affecting revenue and/or government spending such as declining property and sales tax revenues over the prior fiscal year and/or a very significant, rapid increase in inflation. Other emergencies are any unusual occasion or instance, unforeseen and/or unanticipated, for which the City expends funds in its efforts to save lives and to protect property, public health and safety or to lessen or avert the threat of catastrophe or major disaster.

Component Units – As defined by the Governmental Accounting Standards Board (GASB), component units are legally separate organizations that the City must include as part of its financial reporting entity for fair presentation.

Current Refunding – Refunding transaction where the refunded obligation will mature or be redeemed within 90 days from the date of issuance of the refunding issue.

Current Replacement Value - The standard industry cost and/or engineering estimate of materials, supplies, and labor required to replace a facility or item of equipment at its existing size and functional capability, and to meet applicable regulatory codes. When estimating Current Replacement Value, it should be assumed that code-compliant materials and systems will be used to replace the existing asset. Current Replacement Value is to be estimated for reconstructing an asset as it currently exists, without further modifications or improvements.

FINANCIAL POLICIES

Entry Age Normal Actuarial Cost Method, also called Entry Age Actuarial Cost Method - A method which actuarial present value of the projected benefits of each individual included in an actuarial valuation is allocated on a level basis over the earnings or service of the individual between entry age and assumed exit age(s). The portion of this actuarial present value allocated to a valuation year is called the normal cost. The portion of this actuarial present value not provided for at a valuation date by the actuarial present value of future normal costs is called the actuarial accrued liability. Under this method, the actuarial gains (losses) are reflected as they occur in a decrease (increase) in the unfunded actuarial accrued liability.

Finance Working Group – Composed of the Mayor and City Controller (as used in connection with the activities of the Finance Working Group, other than the chairing of Finance Working Group meetings, the term “Mayor” or “City Controller” includes the designee of such office holder who may only be a City employee accountable to the designating office holder) and, upon the request of either the Mayor or City Controller, may also include:

- City Attorney or designees
- Finance Director or designees
- Other appropriate department directors or their designees
- Financial Advisor
- Bond Counsel
- Independent Auditor
- Any member of City Council interested in attending, or designee
- Others deemed necessary for the individual financing

Financial Advisor - With respect to a new issue of municipal securities, commonly refers to an individual or firm that advises the issuer or other obligated person on matters pertinent to the issue, such as structure, timing, marketing, fairness of pricing, terms and bond ratings. A financial advisor may also be employed to provide advice on subjects unrelated to a new issue of municipal securities, such as advising on cash flow and investment matters in connection with outstanding municipal securities.

Fiscal Note – Brief, high-level written estimate of the budgetary and fiscal impacts that may result from implementation of an ordinance, motion or resolution.

Fund Balance – Difference between fund assets and fund liabilities, also known as equity (for enterprise funds, fund balance is referred to as “Net Position” in line with GASB rules).

Major Renovation – Projects for the substantial rehabilitation or replacement of more than one building or building systems.

Non-Recurring Expenditures – Expenditures not expected to be funded each year. Examples include one-time transfers and one-time purchases.

Non-Recurring Revenues – Revenues that cannot be relied upon in future budget periods. Examples include, but are not limited to, Fund Balance, the sale of land (other than City rights-of-way), infrequent, irregular sales of City assets, bond refunding savings, infrequent, irregular revenues from development agreements, interlocal agreements, other contracts, short-term grants and one-time transfers, such as litigation settlements or non-routine transfers of fund balance from other funds.

Operating Maintenance - Preventive maintenance, where equipment, vehicles, and computer hardware are maintained *before* breakdown occurs in an attempt to avoid failures, and corrective maintenance, where

FINANCIAL POLICIES

equipment, vehicles, and computer hardware are maintained *after* breakdown occurs to bring it back to working order.

PAYGO – “Pay-As-You-Go” capital funding is the process of paying for capital expenditures at the time the cost is incurred instead of using credit or debt for the purchase. PAYGO expenditures at the City are those capital expenditures that were historically funded by credit or debt and are now paid for with cash.

Recurring Expenditures – Expenditures expected to be funded each year in order to maintain current/status quo service levels. Recurring Expenditures appear in the budget each year. Examples include salaries, benefits, supplies and services, debt and recurring pass-through expenditures; long-term contractual obligations should also be considered, including availability payments related to participation in a public-private partnership. Other expenditures including, but not limited to, supplies, services, and transfers are recurring to the extent that expenditure levels in the current year match the expenditure levels in the previous year. For example, if computer supplies to support operations are needed every year and budgeted every year, this expenditure is considered recurring.

Recurring Revenues – Revenues expected to continue year to year with a reasonable degree of predictability. Examples include property taxes, sales taxes, licenses and permits, charges for services, fines and forfeits, franchise fees and recurring pass-through revenues. Small routine right-of-way sales are also considered Recurring Revenues, but all other land sales are Non-Recurring (one-time) Revenues. This does not include Fund Balance.

Structural Balanced Budget – Budget that balances Recurring Revenues and Recurring Expenditures and the current portion of all known long-term liabilities within the current fiscal year, including but not limited to: other post-employment benefits (OPEBs); compensated absences; and current annual service cost plus interest on unfunded pension liabilities, which is the difference between the total pension liability and the value of assets set aside in a pension plan to pay benefits, plus amortization of the unfunded liabilities over a program period (this definition is intended to align with the pension-related language in Section F.2.).

FINANCIAL POLICIES

CURRENT STATUS

B. General Policies

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| 1. With respect to the interpretation and application of these policies, the City shall comply with all applicable federal and state laws, the City Charter and Code of City Ordinances, Financial Accounting Standards Board (FASB) and Governmental Accounting Standards Board (GASB) standards, and all bond covenants, whether existing or hereafter provided, and associated ordinances relating to all budget, accounting, reporting, disclosure, and finance activities, and financial policies. In any conflict between these policies and such governing law, standards or documents, such governing law, standards or documents shall prevail. | In Compliance |
| 2. The City will seek out, apply for, and effectively administer Federal, State, and other grants that address the City's priorities and policy objectives and provide a positive benefit to the city. Local tax dollars will not be used to make up for material losses of grant aid without first City Council reviewing and approving the program and its merits as a budgetary increment. | In Compliance |
| 3. The proposed operating budget and proposed five-year Capital Improvement Plan (CIP) for each year shall include statements indicating whether they are in compliance with each relevant adopted financial policy. The adopted budget shall include a comprehensive listing of all adopted financial policies indicating whether the City is in compliance with each policy; for each policy not in compliance, there shall be a statement explaining why the City is not in compliance with said policy and a plan for how the City will achieve compliance. | In Progress |
| 4. The City's financial policies shall be reviewed at least every two years by the Mayor or the Mayor's designee; the results of the review are to be presented to BFA, and any proposed amendments are to be presented to City Council for consideration. | In Compliance |

C. General Fund Reserve Policies

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| 1. The City will maintain Fund Balance as additional insurance against disasters, emergencies, and economic instability. The City's desired minimum unassigned Fund Balance for any given fiscal year is 7.5% of General Fund expenditures for that fiscal year, excluding debt service payments and transfers for pay-as you-go (PAYGO) capital expenditures. | In Compliance |
| 2. Unassigned Fund Balance in excess of the desired minimum is to be available for appropriation by City Council, and shall normally be used to fund Non-Recurring Expenditures. In the event a balanced budget is not attainable, that Fund Balance may be used for Recurring Expenditures and to achieve budget balance: | N/A |
| a. If the budget imbalance is expected to last for no more than one year and can be corrected with use of Fund Balance available in excess of the desired minimum; or | |
| b. If the budget imbalance is expected to continue beyond one year, provided that Fund Balance in excess of the desired minimum is used to achieve balance as part of a corresponding plan to close the gap through revenue increases and/or expenditure reductions. (Note: this is intended to align with Section F.3.'s requirement that proposed use of Non-Recurring Revenues for Recurring Expenditures must be accompanied by a justification to City Council and a plan to end dependence on Non-Recurring Revenue sources.) | |

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| <p>3. The unassigned Fund Balance may be temporarily reduced below the desired minimum when required for response to major disasters or to provide short-term resources in the event of economic instability or revenue shortfalls related to circumstances beyond the City's control. Any proposed use of Fund Balance which decreases Fund Balance below the desired minimum shall include a justification presented to City Council and shall require approval from two-thirds of the City Council present and voting. Once the event causing use of Fund Balance below the desired minimum has concluded, the City shall allocate sufficient funds to restore unassigned Fund Balance to at least 7.5% of General Fund expenditures (excluding debt service payments and transfers for pay-as-you-go (PAYGO) capital expenditures) by the end of the second subsequent full fiscal year.</p> | N/A |
| <p>4. In addition to the Fund Balance, the City shall maintain a separate Budget Stabilization Fund in an amount not less than the greater of (a) 1% of General Fund expenditures (excluding debt service payments and transfers for pay-as-you-go (PAYGO) capital expenditures) or (b) \$20 million, which may be used in accordance with the definition of the fund. Any proposed use of the Budget Stabilization Fund shall be accompanied by a justification to City Council and shall require approval from two-thirds of the City Council present and voting. When an event causing use of the Budget Stabilization Fund has concluded, the City shall allocate sufficient funds by the end of the second subsequent full fiscal year to restore the Budget Stabilization Fund to at least minimum levels.</p> | In Compliance |

D. Enterprise Funds Reserve Policy

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| <p>1. Each enterprise fund, as defined by GASB, shall have an appropriate written methodology for determining minimum and maximum cash reserves to serve as a margin or buffer for meeting obligations, mitigating risks, and ensuring stable services and fees. Factors to be considered in determining minimum and maximum cash reserves include any controlling bond covenants or indentures, as well as each fund's risk and revenue volatility, and other considerations such as cash funding of capital projects. The methodology for determining minimum and maximum cash reserves should define reserves in terms of days of operating cash on hand, and should identify components of cash reserves.</p> | In Compliance |
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E. Internal Service Fund – Health Benefit Fund Reserve Policies

1. The City will fund a catastrophic and general claim risk reserve for unexpected large losses related to self-insurance healthcare costs managed by a third-party plan administrator and paid through an internal service fund. The following reserves will be maintained within the fund:
 - a. Claim Reserve – Periodically, and at least once every fiscal year, it will be determined by the Human Resources Department in conjunction with the Finance Department whether the fund has a funded liability to pay claims that have already been incurred but not reported as of that day. The plan is also obligated to cover the cost of administering run-out claims in the event that any of the self-insured programs are terminated. In Compliance
 - b. Contingency Reserve – This reserve augments the Claim Reserve and represents an estimate for claim events that are unforeseen and catastrophic. The Contingency Reserve covers costs associated with such unexpected claims and provides financial capacity for smoothing the catastrophic and general claims payments. The amount of the Contingency Reserve shall be maintained at the minimum of 10% of annual claims up to a maximum of 60 days of average claims expense paid over the prior fiscal year (12 months) for each self-insured program. In Compliance
- This Contingency Reserve also supports:
- i. Maintaining cost effective and competitive benefits during periods of economic downturn, reduced revenues or higher expenses;
 - ii. Maintaining cost effective and competitive benefits during periods of high medical cost trends, substantial insurance/reinsurance rate increases and an ability to absorb multiple catastrophic medical claims occurring simultaneously; and
 - iii. Maintaining flexibility in the fund regarding calculating the degree and amount of risk it is willing to assume on a self-funded basis.

Such reserves will be funded by the City and subscriber (active and retiree) contributions as determined appropriate by the Human Resources Department in conjunction with the Finance Department. Subscriber funds are first in and first out in claim payments; therefore any excess health benefit contributions are City funds.

F. Operating Budget Policies – Revenues and Expenditures

1. The City will adopt a Balanced Budget annually, with each fiscal year's budget presented to and passed by City Council before the beginning of that fiscal year and in accordance with state law, the City Charter, and local ordinances. In Compliance
2. All post-employment and employee benefit systems will be financed in a manner to fully and systematically fund all liabilities. The City will ensure that sufficient funds are contributed each year to the post-employment and employee benefit systems, where sufficient funds is an amount at least equal to the sum of the normal cost plus an amount to amortize the unfunded accrued liability over a closed 30-year period, calculated using the Entry Age Normal Actuarial Cost Method, the market value of assets, and an appropriate discount rate. City Council shall be fully informed if sufficient funds are not allocated in the current budget. Not In Compliance

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| <p>3. Budget presentations to City Council shall identify the extent to which Recurring Revenues are aligned with Recurring Expenditures. If circumstances dictate use of Non-Recurring Revenues for Recurring Expenditures in any fund, justification must be presented to City Council with a plan to end dependence on Non-Recurring Revenue sources.</p> | In Progress |
| <p>4. Each enterprise fund of the City shall maintain revenues which support the full (direct and indirect) cost of the services provided.</p> | In Compliance |
| <p>5. The Mayor has the authority to transfer funds to and from the budget accounts within any department without limitation. In addition, the Mayor can authorize the transfer of funds from one department to another department within the same fund; however, such transfer cannot exceed 5% of the budget expenditure account group for the department from which funds are transferred.</p> | In Compliance |
| <p>6. A comprehensive analysis of City fees and rates shall be performed at least every five years by an independent outside third-party contractor in conjunction with the Department administering the fee and the Finance Department, except for impact fees, which shall be made at least every ten years, and presented to BFA. Fees may be adjusted by ordinance during the interim period based on supplemental analysis whenever there have been significant changes in the method, level or cost of service delivery (including automatic fee and rate adjustments per City ordinance).</p> | In Progress |
| <p>7. All General Fund revenues and resources, not including those identified in the adopted budget as Beginning Fund Balance – Unassigned, received in a fiscal year in excess of the adopted and amended annual operating budget (for same fiscal year) shall be designated to the Fund Balance and shall not be appropriated for expenditures except by ordinance. Pass-through funds not included in this calculation include, but are not limited to:</p> <ul style="list-style-type: none"> a. Hotel Occupancy Tax Revenues – pass-through payments to partner organizations for attraction of tourists and convention delegates, promotion and development of the arts, historic preservation and restoration, and other related purposes permitted by state and local law; b. Sales Tax Revenues – pass-through payment to Limited Partnership Annexations and transfers related to Chapter 380 agreements; c. Property Tax – pass-through transfer amount to the Dedicated Drainage and Street Renewal Fund for captured revenue and transfers related to Chapter 380 agreements; d. Municipal Service Fees revenues – pass-through transfer amount to Police Special Service Fund for police services in certain reinvestment zones and; e. Other collection revenues – payment to vendors based on commission-based contracts. | In Compliance |

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| 8. A City employee compensation study shall be performed by an independent outside third-party contractor and presented to BFA at least every three years by the Human Resources Department in conjunction with the Finance Department. The compensation study shall review total compensation to include salary, overtime, medical benefits, paid leave, physical training leave, disability insurance, life insurance, retirement benefits, educational assistance programs, and all other compensation elements. | N/A |
| 9. The City's operating budget shall include the required level of annual Operating Maintenance funding for facilities, fleet, equipment and technology necessary to maximize service efficiencies and to minimize the lifecycle cost of each asset. Operating Maintenance funding will be prioritized each year to ensure capital facilities and equipment are sufficiently maintained and maintenance is not deferred to future years. To implement this policy, funding for Operating Maintenance of General Fund facilities shall be increased by at least 0.25% each fiscal year beginning in FY2016 and continuing until annual funding reaches at least 2% of Current Replacement Value at which time it will remain constant. | In Compliance |
| 10. All Requests for Council Action that request funding not in the adopted budget (e.g., establishing a new service not in the budget, increasing enforcement above the level established in the budget, etc.) must be accompanied by a Fiscal Note that includes start-up costs of the program/project and the projected operating and maintenance costs for a minimum of five years, as well as identification of corresponding budgetary savings or other funding source necessary to meet funding needs. | N/A |

G. Capital Asset Management Policies

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| 1. The five-year CIP shall be presented to and passed by City Council annually before the end of the preceding fiscal year. | Not In Compliance |
| 2. Capital projects may not be included in the CIP without identified funding. Identified funding includes funds that are reasonably anticipated such as grants that have been awarded but not yet funded. Identified funding may also include proceeds from an anticipated future bond election. | In Compliance |
| 3. A five-year operating budget impact projection for all projects shall be reported in the CIP. | In Progress |
| 4. The City shall prioritize Asset Renewal and Replacement of existing facilities over new facilities. | In Compliance |
| 5. All CIP-related Requests for Council Action must include a Fiscal Note that includes design and construction costs of the program/project and the projected operating and maintenance costs for a minimum of five years, as well as a reference to the item in the CIP where funding for the request is designated. | N/A |
| 6. For each new General Fund facility (i.e., not part of an enterprise fund) or Major Renovation of a General Fund facility, beginning in FY2016, 2% of the Current Replacement Value shall be included for capital maintenance in each fiscal year of the immediately following CIP and every CIP thereafter until that facility is sold or otherwise disposed of. Such funds may be used on any owned General Fund facility. | In Compliance |

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H. Long-Term Financial Planning Policies

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| <p>1. A five-year General Fund financial forecast shall be presented to BFA and provided to City Council annually in advance of the release of the proposed budget. The five-year forecast will include:</p> <ul style="list-style-type: none"> a. An in-depth analysis of revenues, expenditures, and all long-term obligations including debt, pensions, health benefits, accrued leave, facilities (needs, maintenance, utilization), fleet and information technology; b. A plan for eliminating any funding shortfalls that would prevent adoption of a Balanced Budget in any year covered by the five-year forecast; and c. Identification of requirements for achieving a Structural Balanced Budget in the upcoming fiscal year and the subsequent fiscal year, including a list of options for eliminating any funding shortfalls preventing achievement of a Structural Balanced Budget for the upcoming fiscal year and the subsequent fiscal year. | In Progress |
| <p>2. At least once every five years, the City shall use an independent outside third-party actuary to project the costs of its pension plans and unfunded liabilities for a period of 30 years or some other appropriate time horizon recommended by the City's actuary and approved by City Council. Costs shall be projected using the plans' assumed investment rates of return and under three downside scenarios that anticipate lower investment rates of return</p> | N/A |

I. Debt Management Policies

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| <p>1. It is the City's goal to at least maintain the current credit ratings on each type of City credit or enterprise fund as of the date of adoption of these policies.</p> | In Compliance |
| <p>2. The debt service Fund Balance as of each fiscal year end relating to debt secured by ad valorem taxes shall be no less than debt service payments due within the first 180 days of the following fiscal year.</p> | In Compliance |
| <p>3. A standardized presentation format for proposed debt transactions will be adopted by BFA. Presentations of debt transactions to BFA shall at least include the following information: revenue source securing the debt uses of the debt proceeds, estimated weighted average life of the debt, estimated change to the overall weighted average life of outstanding debt, estimated present value savings as applicable, estimated true interest cost, anticipated date of pricing and closing.</p> | In Progress |
| <p>4. Debt financing in excess of one year shall be limited to capital expenditures for assets, asset lots of similar items, or asset improvements costing more than \$50,000 and having a useful life of more than three years.</p> | In Compliance |
| <p>5. Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the average expected life of the assets.</p> | In Compliance |

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| <p>6. Each fiscal year, the City will use that year's General Obligation (GO) debt service payment as a baseline to establish an index reflecting 4% annual growth in the City's GO debt service (i.e., if the current fiscal year's debt service is \$100, then the debt service index for subsequent years would be \$104, \$108.16, \$112.49, \$116.99, etc.). If any proposed action by the City (e.g., adoption of the CIP, or Council authorization of debt issuance) is to cause the GO debt service schedule as projected by the City's Financial Advisor to exceed the index in FY2019 and/or any subsequent year(s), a funding mechanism (e.g., reduced expenditures or increased revenue) must be identified to offset the amount(s) by which the proposed debt service payment(s) exceed the index. For purposes of this section, "identification" of a funding mechanism is satisfied by presentation to BFA and/or City Council prior to any action that would incur GO debt.</p> | In Compliance |
| <p>7. Through greater emphasis on pay-as-you-go infrastructure funding, it is the City's goal to reduce the General Fund transfer for debt service while remaining in compliance with all relevant bond or other debt covenants and indentures. Toward this goal and in compliance with such covenants, the maximum annual General Fund transfer for debt service is to be maintained at 20% of General Fund revenues (excluding state and federal grants) until FY2019. Beginning in FY2019 and in each subsequent fiscal year, the maximum annual General Fund transfer for debt service is to be reduced by 0.5% annually until it reaches 10% of General Fund revenues (excluding state and federal grants), at which point the maximum is to be held constant and remain at 10%.</p> | In Compliance |
| <p>8. The City's desired target for average weighted General Obligation bond maturities is 12 years or less.</p> | In Compliance |
| <p>9. When refunding debt, the average weighted maturity of the refunded bonds may not be extended by more than one year unless approved by a two-thirds vote of the City Council present and voting.</p> | In Compliance |
| <p>10. Other than periodic refundings of commercial paper in accordance with routine City business, the City may initiate a refunding of outstanding debt when:</p> <ul style="list-style-type: none"> a. A refinancing is expected to relieve the City of financially restrictive covenants; b. A refinancing is expected to significantly reduce the remaining term of the debt being refunded; or c. At the transaction's initiation, the City's financial advisors project net present value savings of at least: <ul style="list-style-type: none"> i. 3% for Current Refundings, unless the final maturity of the refunded bonds is less than five years, in which case the bonds may be refunded for any savings if the final maturity of the bonds refunded is not extended; and ii. 5% for Advance Refundings, unless the final maturity of the refunded bonds is less than five years, in which case the bonds may be refunded for any savings if the final maturity of the bonds refunded is not extended. | In Compliance |

The Finance Working Group will be responsible for confirming that one of the above conditions exists.

FINANCIAL POLICIES	CURRENT STATUS
11. All City financings must comply with applicable Federal, State and Local legal requirements; the Finance Working Group and City Council must approve the issue; the City must analyze the long-term affordability of the debt and assess the issue's impact on the City's self-imposed financial limitations on indebtedness.	In Compliance
12. The City shall review all outstanding debt at least annually for the purposes of identifying refunding opportunities.	In Compliance
13. A formal Request for Information (RFI) process shall be conducted by the Finance Working Group annually when selecting underwriters in order to promote fairness, objectivity and transparency. The selection committee shall report results of the RFI process to BFA and present recommendations for transactions expected to occur during the following year. RFIs shall include questions related to the areas listed below to distinguish firms' qualifications and experience, including but not limited to: <ul style="list-style-type: none"> a. Relevant experience of the firm and the individuals assigned to the issuer, and the identification and experience of the individual in charge of day-to-day management of the bond sale, including both the investment banker(s) and the underwriter(s); b. A description of the firm's bond distribution capabilities including the experience of the individual primarily responsible for underwriting the proposed bonds. The firm's ability to access both retail and institutional investors should be described; c. Demonstration of the firm's understanding of the issuer's financial situation, including ideas on how the issuer should approach financing issues such as bond structures, credit rating strategies and investor marketing strategies; d. Demonstration of the firm's knowledge of local political, economic, legal or other issues that may affect the proposed financing; e. Documentation of the underwriter's participation in the issuer's recent competitive sales or the competitive sales of other issuers in the same state; f. Analytic capability of the firm and assigned investment banker(s); g. Access to sources of current market information to provide bond pricing data before, during, and after the sale; h. Any finder's fees, fee splitting, or other contractual arrangements of the firm that could present a real or perceived conflict of interest, as well as any pending investigation of the firm or enforcement or disciplinary actions taken within the past three years by the Securities and Exchange Commission, the Municipal Securities Rulemaking Board, or any other regulatory agency. 	In Compliance

J. Accounting, Auditing and Financial Reporting Policies

1. Single Audit Report or other audits of Federal and State grant funds will be performed in compliance with applicable provisions of the Single Audit Act, applicable Office of Management and Budget Circulars, and other relevant federal, state and local rules and regulations.	In Compliance
2. Annual financial statements will be prepared in accordance with Generally Accepted Accounting Principles.	In Compliance

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| 3. An annual audit will be performed by an independent public accounting firm in accordance with Generally Accepted Government Auditing Standards and the opinion will be included in the Comprehensive Annual Financial Report. | In Compliance |
| 4. To the extent practicable, all Component Units of the City must follow all City accounting, audit and financial reporting policies. | In Compliance |
| 5. The City will conduct a soft close of its books quarterly within 15 calendar days of quarter end for the first three quarters of any fiscal year. All normal business entries will be booked prior to fiscal year-end soft close, which will occur within 65 calendar days of year end. This policy shall be implemented beginning with a soft close at the end of the first quarter of FY2016. Directors in charge of each fund, including grants, will submit certification upon close that include: All daily operational financial transactions have been recorded; All accounting system modules/subsidiary ledgers have been reconciled; All journal entries have been recorded [for example, bond issuance transactions, expenditures related to work In Progress and impact on capitalization, etc.]; All material journal entries have been reviewed and approved; All balance sheet accounts have been reconciled and are materially correct; All income and expense accounts have been reviewed and are materially correct; and Management review of accounts has occurred. | N/A |
| 6. The Single Audit Report (annual audit) and the accompanying auditor's letter to management shall be released to City Council and published prominently on the City's website within 30 days of receipt from the auditor. | In Compliance |
| 7. At least every two years, the Finance Working Group shall develop and update a written disclosure policy consistent with federal securities law and the City's continuing disclosure undertakings with respect to the City's outstanding debt. | N/A |

K. Internal Control Over Financial Reporting Policies

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| 1. The goals and objectives of the City's internal controls policies are to protect public assets and to foster reliance on public information for decision-making purposes at all levels both internally and externally. | In Compliance |
| 2. The Mayor, City Council, City Controller, Finance Director and all department directors shall establish the presence of integrity, ethics, competence and a positive control environment. | In Compliance |
| 3. Managers and supervisory personnel are responsible for establishing, executing, and maintaining control policies and procedures at the detail level within their specific business units. | In Progress |

FINANCIAL POLICIES

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| <p>4. The City's internal control structure will be based on the Committee of Sponsoring Organizations of the Treadway Commission on Fraudulent Financial Reporting (COSO) framework and comprised of the following five elements: (a) Control Environment – Factors include integrity and ethical values, commitment to competence, leadership philosophy and operating style, assignment of authority and responsibility, and policies and procedures; (b) Risk Assessment – Routine assessment of risk and its impact on internal controls; (c) Control Activities – Such as segregation of duties, authorization of transactions, retention of records, supervision or monitoring of operations, physical safeguards, etc.; (d) Information and Communication – Policies and procedures are documented and accessible; and (e) Monitoring – Assessment of the quality of performance over time and to determine whether controls are effective and track resolution achievements of identified problems.</p> | In Progress |
| <p>5. The Single Audit Report as addressed in J.6. above shall include a report on the sufficiency of the City's internal controls over financial reporting, and shall include or be accompanied by management's response to the report; these shall also be released to City Council and published prominently on the City's website within 30 calendar days of receipt (for the report) or completion (for management's response if not included in the report).</p> | In Compliance |

L. Local Economic Development Policies

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| <p>1. The City shall define its scope of economic development emphasis through three distinct priorities:</p> <p style="padding-left: 40px;">Priority 1: Through collaborative development partnerships and strategic use of financial resources, continue to support the defined industries (Energy, Aerospace, Manufacturing and Distribution, Biotech and Medical) that make up our competitive advantage and are recognized as the dominant economic contributors to the employment and capital base.</p> <p style="padding-left: 40px;">Priority 2: Deploy financial resources to underutilized, unproductive target areas (distressed, declining, brownfield or poor performing) to enhance their long term sustainability.</p> <p style="padding-left: 40px;">Priority 3: Create programs designed to address a specific development deficiency within a defined geographic boundary with the intended outcome of stabilizing the local area.</p> | In Compliance |
| <p>2. The City shall perform market and business analyses to identify target areas to focus its efforts. One such analysis is statistical cluster analysis to determine hotspots of infrastructure gaps, specific development deficiencies, high unemployment areas, inadequate quality of life, assets, housing disparities and insufficient access to food. The City shall regularly evaluate and confirm industry clusters and business sectors that create its distinct competitive advantage and establish the criteria, guidelines and performance metrics by which to evaluate projects submitted for certain incentive consideration.</p> | In Progress |
| <p>3. The City shall identify target areas that are distressed or otherwise deficient in any development category and impairing economic production and establish the criteria, guidelines and performance metric by which to evaluate projects submitted for certain incentive consideration.</p> | In Progress |

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| <p>4. The City shall determine the most appropriate economic development program(s) available to address the economic situation or priority and where applicable engage public or private partners to contribute financial or other resources to achieve the desired economic or development outcome.</p> | In Compliance |
| <p>5. The City shall set forth project eligibility criteria to include: minimum job creation, minimum compensation levels, minimum private investment, justification for public participation qualifying public improvements, maximum public investment, term of incentive, financial viability of developer, public purpose for financial assistance, risks associated with public investment, financing instruments, and total project costs.</p> | In Compliance:
Scoring matrix |
| <p>6. Standardized presentation, application and evaluation formats will be presented to BFA for use in consideration of economic development projects.</p> | In Compliance |
| <p>7. The standard application format for economic development projects shall include, but is not limited to, the following:</p> <ul style="list-style-type: none"> a. Name of the applicant; b. General nature of the applicant's investment; c. Relationship between the applicant's industry and the types of jobs to be created by the applicant; d. Relative level of the applicant's investment per job to be created by the applicant; e. Number of jobs to be created by the applicant; f. Wages, salaries, and benefits to be offered by the applicant to the job holders, the ability of the applicant to locate or relocate in another state, or another city in the region; g. Financial impact the project will have on the City; h. Number of similar projects, if applicable, completed in the City during the two years preceding the date of application submittal; and i. Projected market value of the proposed project. | In Compliance |
| <p>8. The standard evaluation criteria for economic development projects shall include, but is not limited to, the following:</p> <ul style="list-style-type: none"> a. Scope and appropriateness of economic development tools; b. Eligibility in accordance with L.5. above; c. Compliance with the City's standard application format; and d. Performance for any prior approved projects. | In Progress |
| <p>9. The Mayor's designee, in conjunction with the City Attorney, shall establish procedures by which the City shall recoup its investment in the event a project fails to comply with the terms of its agreement.</p> | In Compliance |

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10. The Mayor's designee shall report annually to BFA detailing the progress of each active project in which the City has provided an incentive. A project shall not be deemed inactive and removed from the report until the project has achieved its goals or the City has recouped its investment. The report shall include, but is not limited to, the following:
- a. Amount of the investment each recipient committed to expend or allocate;
 - b. Amount of the investment each recipient expended or allocated per project;
 - c. Market value of the property of each recipient as determined by appraiser;
 - d. Number of jobs each recipient of an incentive committed to create;
 - e. Number of new jobs each recipient actually created, median wage of the new jobs created, and the number of jobs created that provide health benefits for employees.

N/A

OPERATING BUDGET PROCESS

The general framework for the Operating Budget process is presented in Exhibit 1. Formalization of the process began in FY1988 with the establishment of basic policies. In FY1989, City Council approved an ordinance requiring a monthly financial status report from the Finance and Administration Department (renamed Finance Department) and the Office of the City Controller.

The budgetary process was further strengthened with the adoption of the integrated budgeting and planning resolution and budget calendar ordinance in FY1989. This resolution includes linking plans and budgets for the General, Enterprise, and Special Revenue Funds and the Capital Improvement Plan (CIP). The integrated approach also calls for service impact information, input from the public and elected officials, and linking current budgets with five-year forecasts. The budget calendar ordinance requires the development of a budget calendar with specific dates for the presentation of several phases of the budget as illustrated in Exhibit 2.

The amendment process for the budget is governed by Section 102.009 (b) (c) of the Texas Local Government Code which stipulates that after final approval of the budget, the City Council must spend funds only in strict compliance with the budget, except in an emergency. The City Council may authorize an emergency expenditure as an amendment to the original budget only in a case of grave public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget through the use of reasonably diligent thought and attention. If Council amends the original budget to meet an emergency, Council shall file a copy of the resolution amending the budget with the City Secretary, and the City Secretary shall attach the copy to the original budget.

In January and February 2015, Department Directors presented financial/budgetary information to the Budget and Fiscal Affairs Committee as part of a series of Core Assessment Work Sessions. The purpose of the forum is to allow council members to evaluate information presented and provide guidance to the Administration. In April and May 2015, the Finance Department began briefing Council on the preparation of the FY2016 Budget. After departments submitted their budgets, a series of meetings with the Finance Department were conducted to evaluate and determine the requests that would be incorporated into the Mayor's Budget. Budget workshops were held by the Budget and Fiscal Affairs Committee in May and June.

CAPITAL IMPROVEMENT PLAN PROCESS

The process to prepare and adopt the five-year Capital Improvement Plan (CIP) for FY2016-FY2020 generally follows the same procedures as the Operating Budget. Refer to Exhibits 2 and 3 for schedule and comparison.

In February and March, public meetings were conducted in all Council districts. During these meetings, citizen comments were received regarding capital project plans. Comments were forwarded to applicable Council Members, Public Works & Engineering (PWE), and other City departments. City departments reviewed projects in the FY2015-FY2019 CIP to determine whether rescheduling of projects and adjustments in funding would be required.

In February and March, departmental CIP submissions were received, reviewed, and evaluated by the Finance Department. CIP reviews and discussions between City departments and Finance were held in March and April. Upon completion of an evaluation period, a proposed FY2016-FY2020 CIP will be prepared for presentation to City Council for review and adoption.

Enterprise Fund capital projects may vary from FY2015, but would do so only as a result of considerations internal to each respective enterprise/revenue bond fund program. Enterprise projects and Public Improvement Bond (PIB) funded projects will be implemented over the next five years and are included in the FY2016-FY2020 CIP.

EXHIBIT 1 OPERATING BUDGET PROCESS

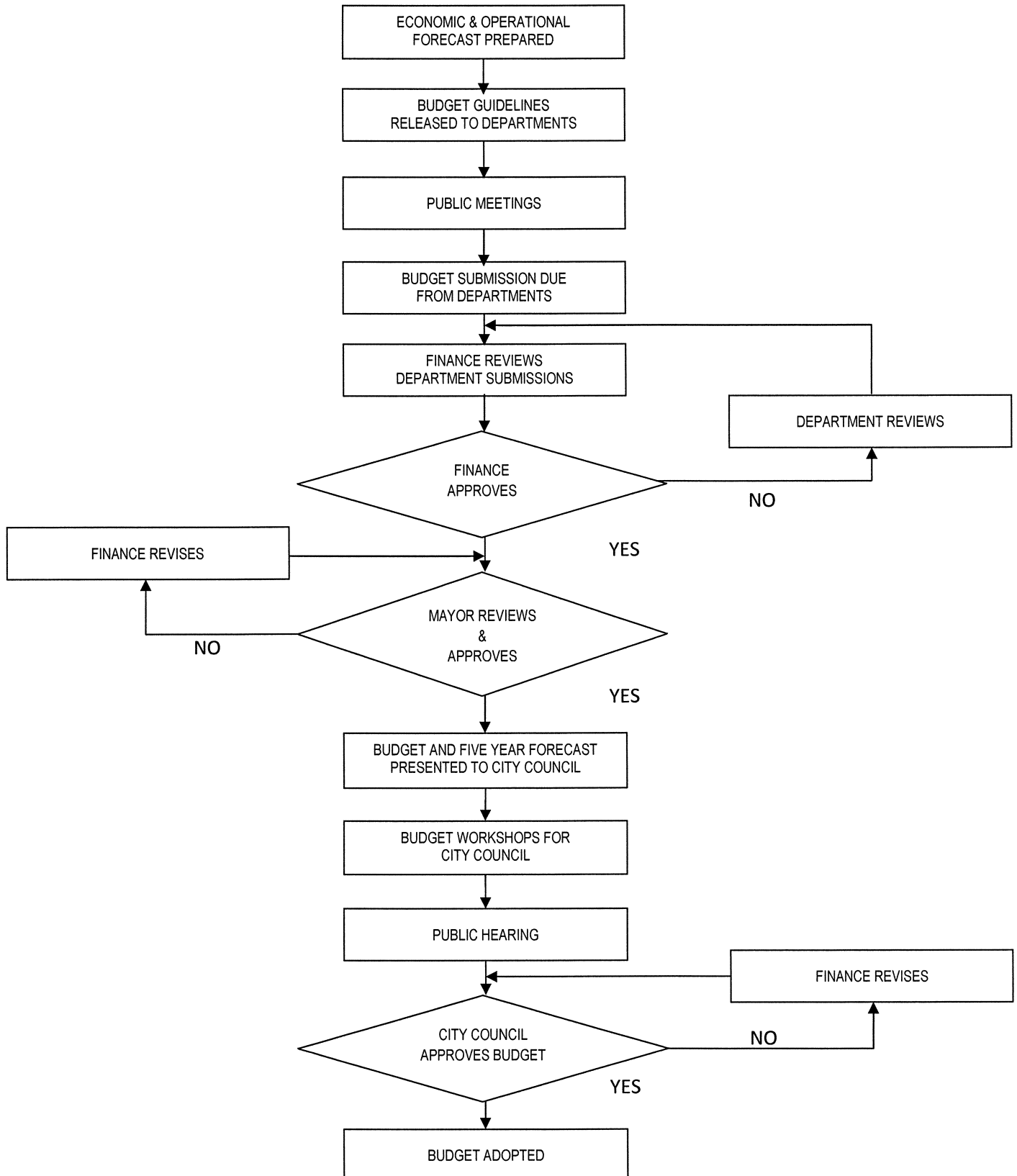
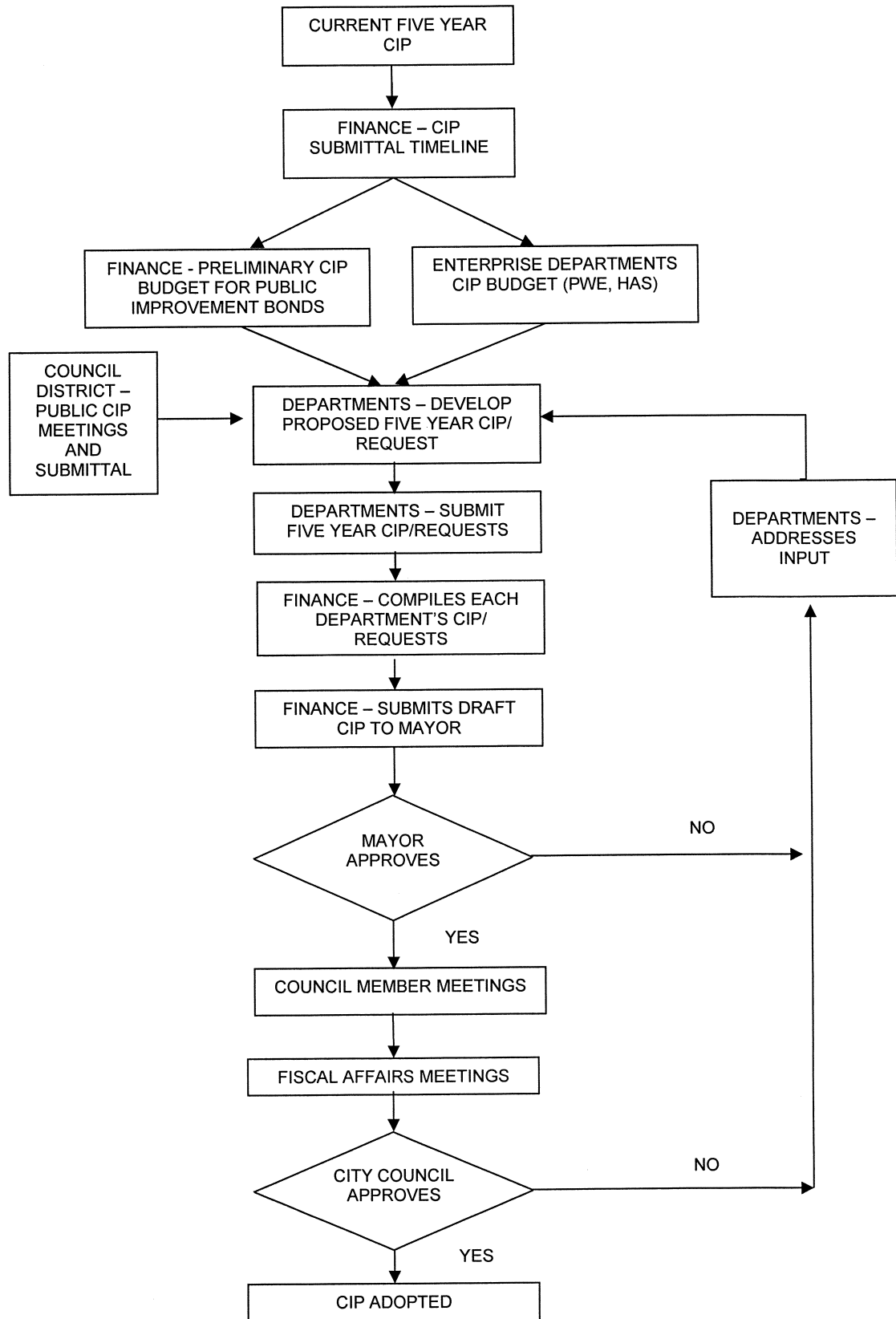


EXHIBIT 2

MONTH	OPERATING BUDGET ACTIVITIES	CAPITAL IMPROVEMENT PLAN ACTIVITIES	GRANT ACTIVITIES
January	Operating budget preparation instructions and materials distributed	CIP preparation instructions and materials distributed to departments	NA
February – March	Departments submit operating budget requests	Public Meetings on CIP Departments submit CIP requests Executive review of proposed projects	NA HCD develops and publishes the draft 2015-2019 Consolidated Plan and 2015 Annual Action Plan for public comment (CDBG, HOME, HOPWA & ESG).
April	Finance analyzes and consolidates Operating Budget	Executive review of Proposed Projects	Two Public Hearings on the 2015-2019 Consolidated Plan and 2015 Annual Action Plan held. HCD presents annual budgets to Housing and Community Affairs City Council Committee. 2015-2019 Consolidated Plan and 2015 Annual Action Plan submitted for Council approval. Council approves the submission of the 2015-2019 Consolidated Plan and 2015 Annual Action Plan.
May	Mayor proposes Operating Budget	City Council Member review of draft CIP	2015-2019 Consolidated Plan and 2015 Annual Action Plan including CDBG, HOME, HOPWA, and ESG annual applications submitted to HUD.
May – June	Council Workshops Public Meetings on Budget	Mayor proposes CIP	NA
June	Council approves Operating Budget	Council approves Capital Improvement Plan	NA

EXHIBIT 3 CIP PREPARATION PROCESS

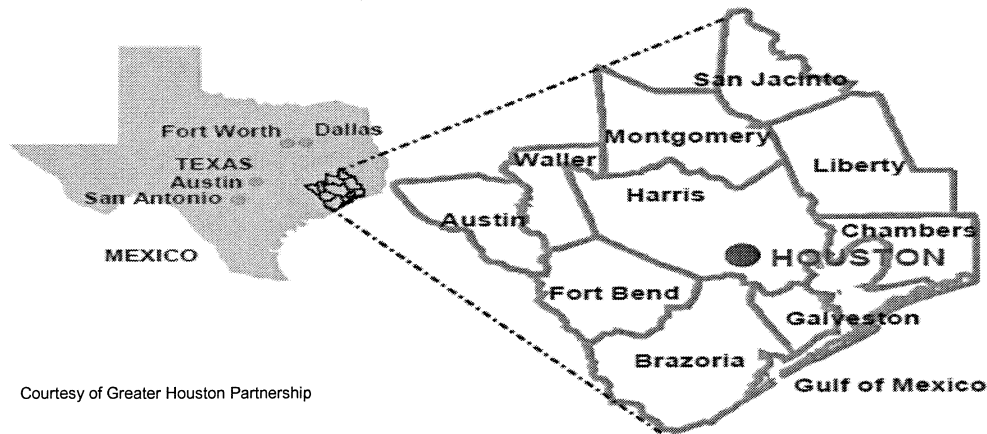


DEMOGRAPHIC & ECONOMIC SUMMARY OF THE CITY

The City of Houston was founded on August 30, 1836, by brothers Augustus Chapman Allen and John Kirby Allen, and named after General Sam Houston. The City of Houston's simple 19th century city seal – the noble locomotive (heralding Houston's spirit of progress) and the humble plow (symbol of the agricultural empire of Texas from which Houston would draw her wealth) – clearly speaks to the roots of Houston's economy and to the visionary leadership of its citizens.

According to the United States Census Bureau, Houston has a total area of 600 square miles comprising of 579.4 square miles of land and 22.3 square miles of water. Downtown Houston stands about 50 feet above sea level, and the highest point in far northwest Houston is about 125 feet in elevation. Houston is the fourth most populous city in the nation with the estimated population of 2,195,914 (3,660 people per square mile), just behind New York, Los Angeles and Chicago; and is the largest city in the southern U.S. and Texas.

With 6,313,158 inhabitants in 2013, the 10-county Houston-Sugar Land-Baytown Metropolitan Statistical Area (MSA) is the nation's fifth most populous metro area. The entire MSA covers more than 10,000 square miles and includes all or part of the Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, San Jacinto, and Waller counties. Houston is the center city of one of the most dynamic urban centers in the United States.



2013 Cities Population				
New York	Los Angeles	Chicago	Houston	Philadelphia
8,405,837	3,884,307	2,718,782	2,195,914	1,553,165
2013 Metro Area Population				
New York, Newark, Jersey City, NY-NJ-PA				19,949,502
Los Angeles, Long Beach, Anaheim, CA				13,131,431
Chicago, Naperville, Elgin, IL-IN-WI				9,537,289
Dallas, Fort Worth, Arlington, TX				6,810,913
Houston, The Woodlands, Sugar Land, TX				6,313,158
Philadelphia, Camden, Wilmington, PA-NJ-DE-MD				6,034,678
Washington D.C., Arlington, Alexandria, VA-MD-WV				5,949,859

According to the U.S. Census Bureau, as of 2010, Houston's population diversity consists of: Hispanic or Latino origin 43.8%; White (not Hispanic) 25.6%; African-Americans 23.7%; Asian 6.0%; American Indian and Alaska Native 0.7%; Native Hawaiian and Pacific Islanders 0.1%; and persons of two or more races 3.3%. Additionally, as it pertains to Houston's diverse population, 49.8% is female; 25.9% of all persons are under 18 years of age and 9.0% are over 65 years; 28.3% of all persons are foreign born; and 46.3% of all households speak a language other than English.

Houston boasts many firsts and number one rankings in a variety of areas.
Below is a list of just a few of Houston's top rankings and awards:

Houston Ratings and Rankings

Top Labor Markets in the U.S.

Forbes – February 10, 2015

Largest Homes in the Nation

Houston Business Journal (as reported by 24/7 Wall Street) – January 15, 2015

Fastest Growing City in 2014

The Houston Chronicle (as reported by Forbes) – January 27, 2015

Most Favorable Metro for Stem Workers (Nationally)

January 14, 2015

Top Selling Master-Planned Communities in 2014

John Burns Real Estate Consulting (as reported by the Houston Business Journal) – January 7, 2015

Number of Multifamily Units Permitted in 2014

Houston Business Journal (as reported by Analysis of U.S. Census Building Permit Data by CBRE Group, Inc.) – January 15, 2015

Interstate and Cross-Border Household Moves [to Houston]

Atlas Van Lines' Migration Pattern Study – January 1, 2015

Best Places for Veterans: Mid-Career

Houston Business Journal – November 6, 2014

Top Market for Real Estate Investment And Development Expectations For 2015

Houston Chronicle – October 22, 2014

Top Destination Cities for College Graduates

The New York Times – October 20, 2014

U.S. Metro for Exports in 2013

Department of Commerce (as reported by Houston Business Journal) – September 2, 2014

Most Conservative Students – Texas A&M University

The Princeton Review – August, 2014

Most Competitive Metros in America

Forbes – July 2, 2014

Top Global University Business Incubator – Rice University

UBI Index, University Business Incubator – June 24, 2014

Fastest Growth in Foreign Visitors

U.S. Commerce Department (as reported by Houston Business Journal) – June 20, 2014

Best Cities for Manufacturing

Forbes – June 19, 2014

Top Destinations City-Fifth Consecutive Year

U-Haul International – April 10, 2014

Top U.S. Manufacturing Cities

Manufacturers' News – January 2014

Top Blue-Collar Hot Spots

Forbes – January 30, 2014

Country Radio Station of the Year – KKBQ

National Association of Broadcasters – September 19, 2013

Spanish Radio Station of the Year - KLOL

National Association of Broadcasters – September 19, 2013

Top City for Christian Hip-Hop

Wade-O Radio – September 18, 2013

Best Cities for Jobs this Fall

Forbes – September 10, 2013

Top Global University Business Incubator – Rice University

University Business Incubator – June 10, 2013

Top Cities for Global Trade

Global Trade – August 2013

Best Quality of Life – Rice University

The Princeton Review (as reported by Rice University) – August 5, 2013

Best Domestic Airport – IAH

Executive Travel – July/August 2013

Top Gulf Coast Counties for New Plants &

Expansions From Oct.'09 - Oct.'11 – Harris County

Conway Data Inc., New Plant Database - January 2012

America's Favorite Cities 2014

Travel + Leisure – November 2014

Top Undergraduate Schools for Entrepreneurship

Programs for 2015 – University of Houston

The Princeton Review and Entrepreneur Magazine – September 16, 2014

Best Quality of Life – Rice University

The Princeton Review – August, 2014

Most Inc. 5000 Winners of All Time, Based on Number of Companies

Inc. - June 2014

Top Metros of 2013

Site Selection – March 2014

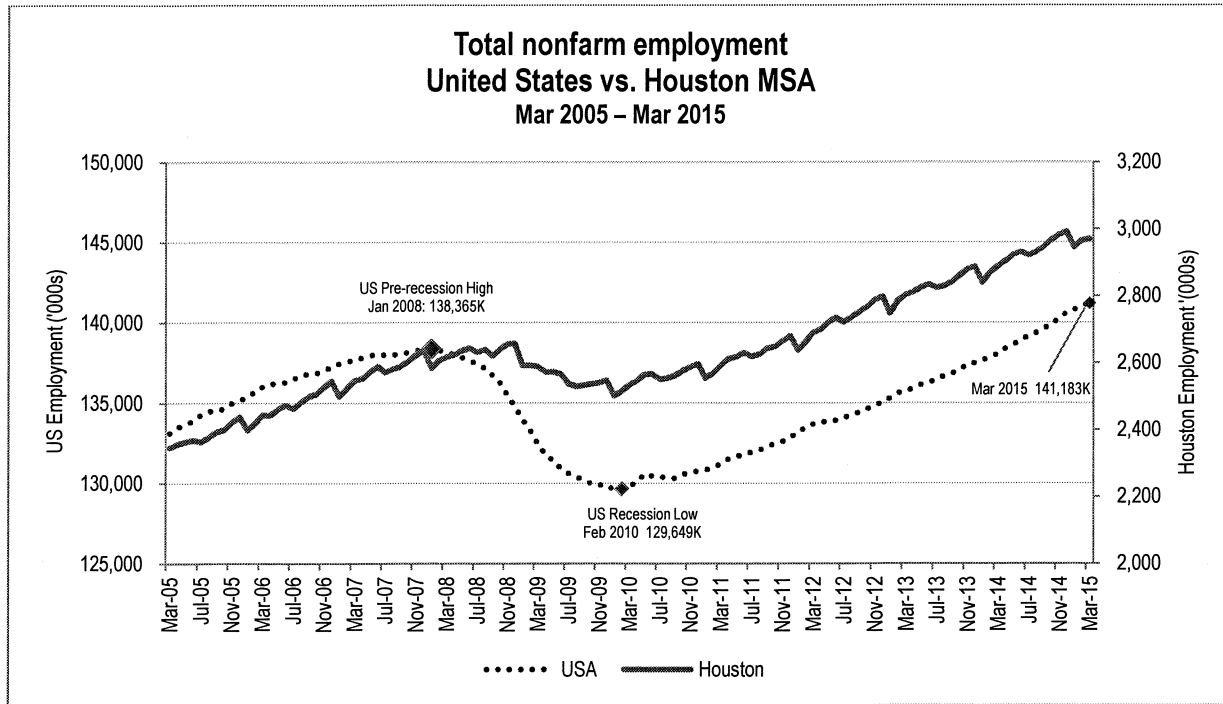
Highest Concentration of Engineers

EMSI – January 2014

Source: Greater Houston Partnership

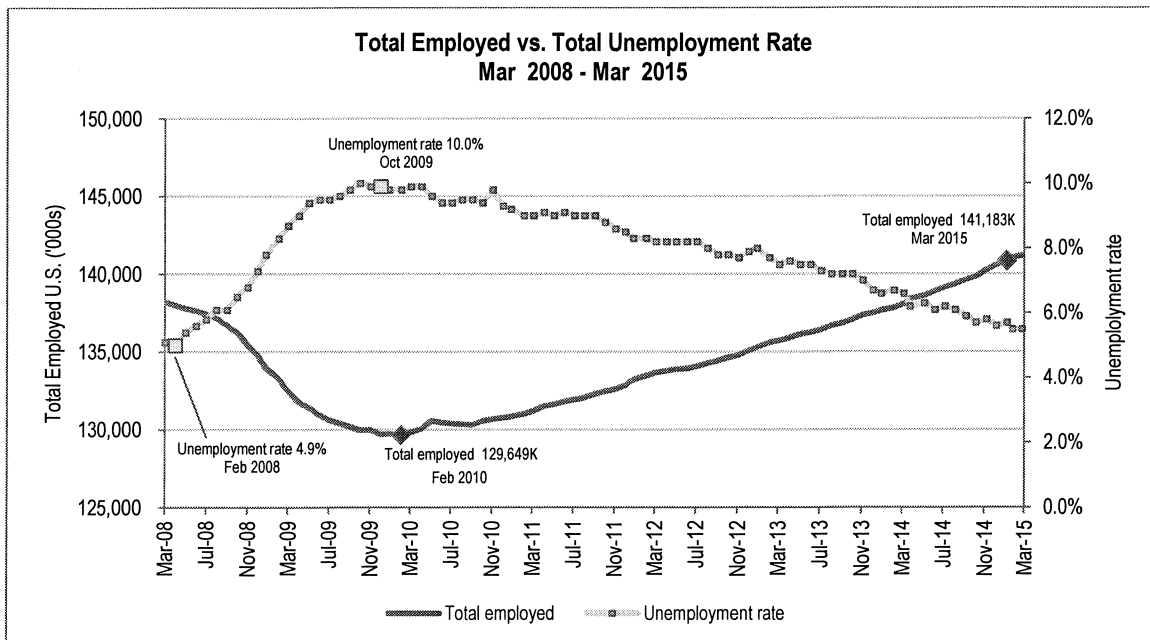
ECONOMIC OUTLOOK

Houston's economy is poised to show continued growth in FY2016. This is evidenced by its total employment which has continued its growth since January 2010 and has consistently been higher than the national average, but will be tempered by the impact of lower oil and gas prices on the upstream energy sector.



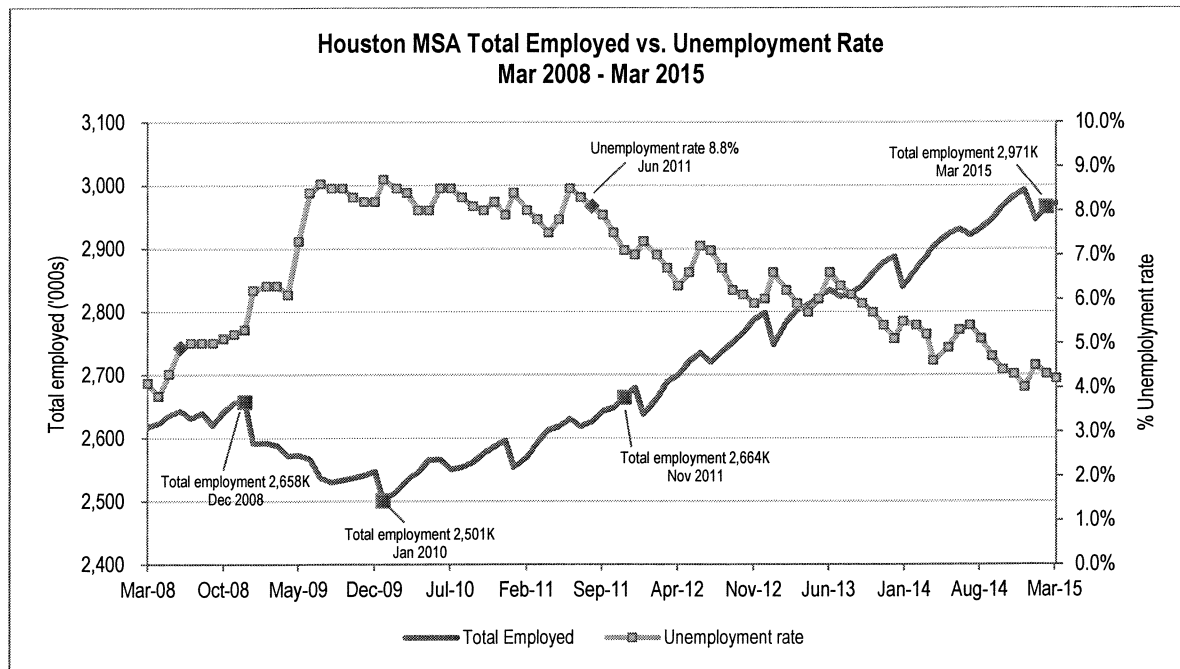
Source: US Census Bureau

Nationally, the slow but steady job growth has moved the nation beyond its pre-recession high of 138.4 million jobs in January 2008. As of March 2015, some 5 years after the recession low of 129.7 million jobs in February 2010, the U.S. has recovered 11.5 million jobs with an estimated 141.2 million jobs, easily surpassing the pre-recession highs.



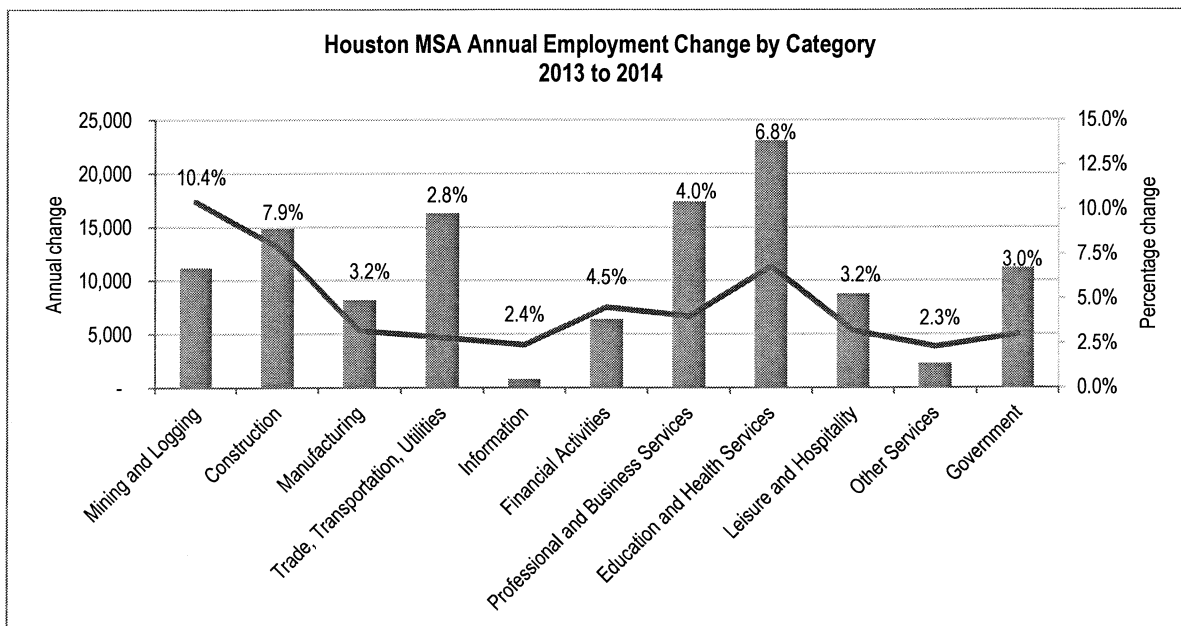
Source: US Census Bureau

Houston's story is very different: Houston lost 156,400 jobs from December 2008 to January 2010. Houston recovered much more quickly, regaining the pre-recession jobs level by November 2011, only twenty two months after the low point of the recession. Since that time, Houston has experienced a mini-boom attributable as much to its historical economic advantages as a region, compared to the slack caused by the downturn.



Source: US Census Bureau

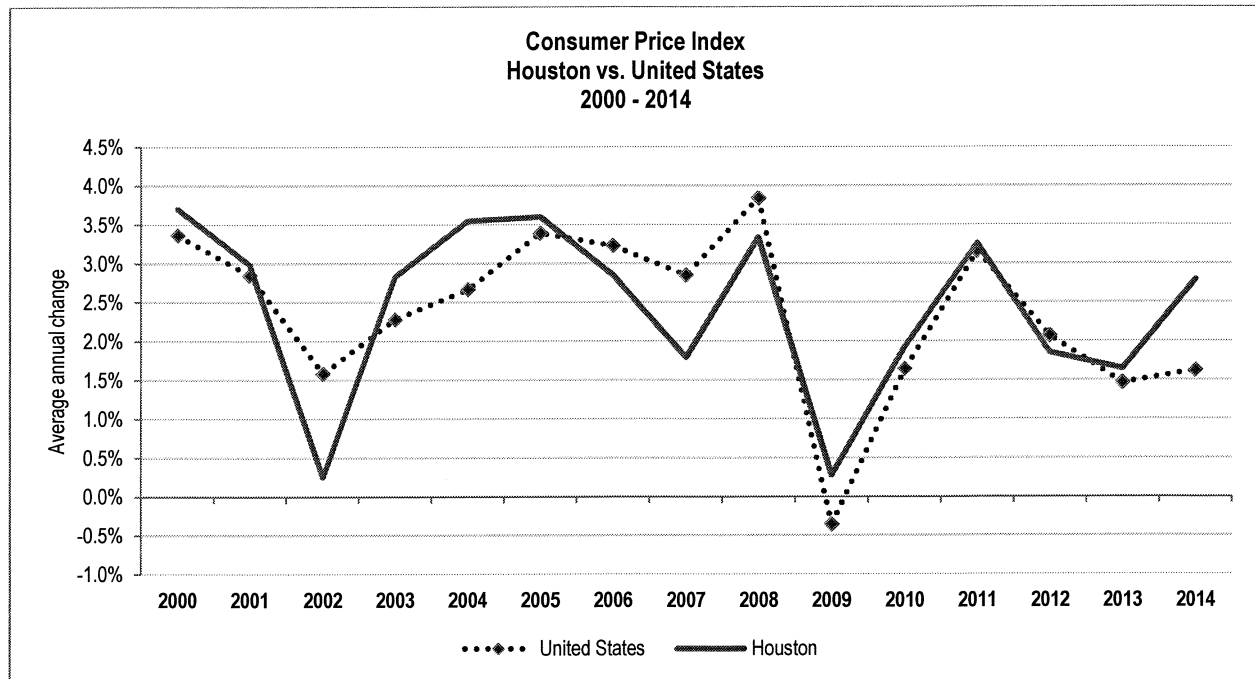
While Houston has recovered at a faster pace than the country as a whole, much of that growth was attributable to expansion in energy exploration due to higher oil prices. The recent downturn in prices will have a negative impact on employment growth in Houston. The impact will be offset by the completion of active construction projects started during the recent building boom and new projects in downstream energy refining that are now more economical with lower energy prices. How much of an offset construction and other sectors will provide to the slowdown in energy exploration remains to be seen, but some are projecting continued job growth, albeit at a lower rate than in 2014.



Source: Texas Workforce Commission

COST OF LIVING AND INFLATION

A significant reason for Houston's sustained growth is its lower cost of living. Houston prices, as measured by the Consumer Price Index (CPI), rose 2.8% in 2014 compared to the national increase of 1.6%, explained largely by the faster growth rate of the Houston economy. However, Houston's overall average CPI for 2014 was 213.4 versus 238.0 nationally, the result of which, is that Houston residents have a cost of living that is approximately 10% less than the national average.



Source: US Bureau of Labor and Statistics

The cost of consumer goods and services, as measured by the Consumer Price Index for All Urban Consumers (CPI-U) for Houston, is trending higher than the national average for 2013 compared to 2014 as evidenced in the chart above. This is due partially to the increase in the cost of oil and gas prices and construction upturn in the construction industry in the Houston MSA. With oil and gas prices on the decline in the latter half of 2014, Houston should expect to see a slight cooling of inflation as the construction industry and the markets adjust to the reduction in oil and gas prices.

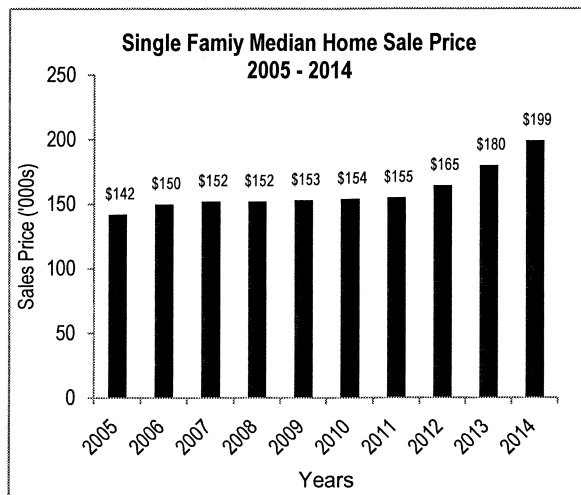
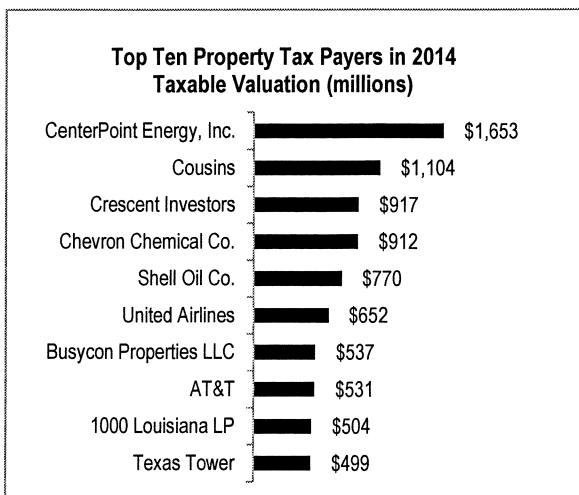
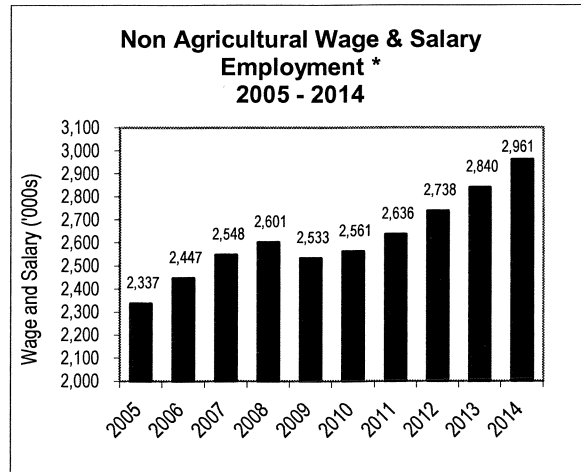
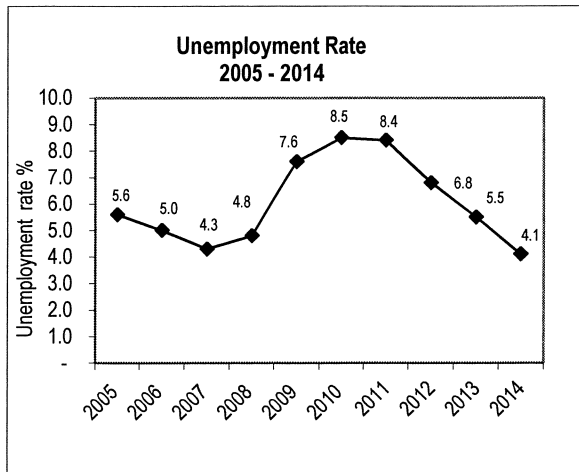
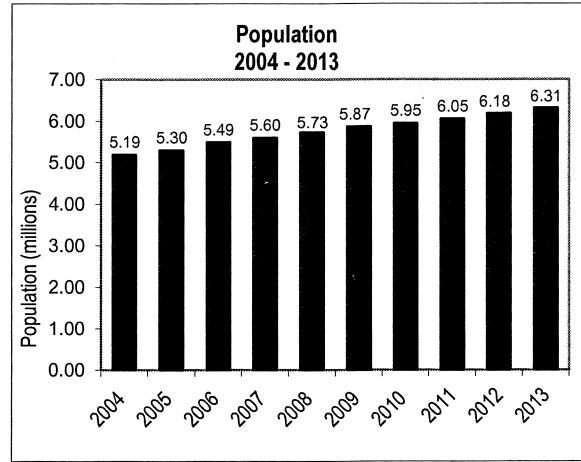
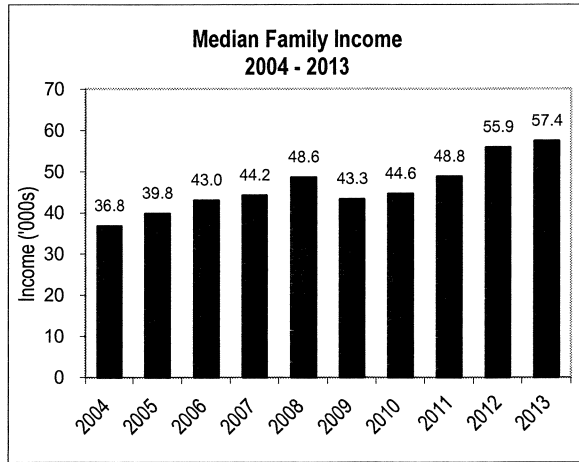
A survey of cost of living comparison in the 20 most populous US Metropolitan areas shows Houston's composite cost of goods ranking at the bottom quartile of these comparable cities. This is primarily due to the more modest grocery, housing, utilities and healthcare costs that Houston boasts when compared to the other major cities.

The table below outlines Houston's cost of living compared to other major US metro areas.

Cost of Living Comparisons 20 Most Populous U.S. Metros (Average for 281 Urban Areas = 100)							
Metropolitan Statistical Area	Composite	Groceries	Housing	Utilities	Transportation	Health Care	Miscellaneous Goods & Services
San Francisco-Oakland-Hayward, CA	153.8	123.9	259.2	101.1	108.6	117.5	113.5
New York-Newark-Jersey City, NY-NJ-PA	150.4	116.4	234.1	118.5	112.4	108.5	122.4
Boston-Cambridge-Newton, MA-NH	137.7	113.9	175.0	135.6	107.1	120.6	130.1
San Diego-Carlsbad, CA	135.4	105.6	204.2	111.3	117.0	112.9	105.9
Los Angeles-Long Beach-Anaheim, CA	135.1	104.8	205.1	112.2	112.1	112.2	106.3
Washington-Arlington-Alexandria, DC-VA-MD-WV	135.0	109.7	223.3	102.8	104.8	94.2	95.9
Riverside-San Bernardino-Ontario, CA	116.1	115.8	131.3	113.7	114.2	107.3	105.4
Philadelphia-Camden-Wilmington, PA-NJ- DE-MD	113.9	110.8	122.5	118.1	105.5	99.4	111.5
Miami-Fort Lauderdale-West Palm Beach, FL	113.3	108.5	135.1	97.8	110.9	100.4	103.8
Seattle-Tacoma-Bellevue, WA	113.0	104.9	129.1	96.2	110.8	116.9	108.1
Baltimore-Columbia-Towson, MD	109.5	108.6	143.6	92.6	100.4	89.6	91.6
Minneapolis-St. Paul-Bloomington, MN-WI	107.9	104.1	115.0	91.9	104.4	101.3	110.5
Chicago-Naperville-Elgin, IL-IN-WI	106.9	98.3	118.9	99.1	117.8	102.1	99.1
Atlanta-Sandy Springs-Roswell, GA	97.2	102.4	92.9	90.6	98.4	103.9	99.5
Dallas-Fort Worth-Arlington, TX	96.9	97.6	86.9	96.8	100.6	100.6	103.5
Phoenix-Mesa-Scottsdale, AZ	96.2	100.6	92.9	96.5	103.0	101.6	93.6
Detroit-Warren-Dearborn, MI	95.1	93.1	91.7	100.8	99.9	96.0	95.1
Houston-The Woodlands-Sugar Land, TX	94.8	86.0	94.0	99.0	94.0	97.0	97.9
St. Louis, MO-IL	93.7	105.2	73.2	115.3	98.6	102.6	96.7
Tampa-St. Petersburg-Clearwater, FL	92.4	98.8	76.3	103.7	102.3	91.3	96.3

Source: Council for Community and Economic Research (C2ER), Cost of Living Index, Annual 2014 (Data based on a survey of 281 urban areas, published January 2015). Note: Data are unweighted averages for all reporting places in each metropolitan area.

EXHIBIT 4 - HOUSTON MSA AT A GLANCE



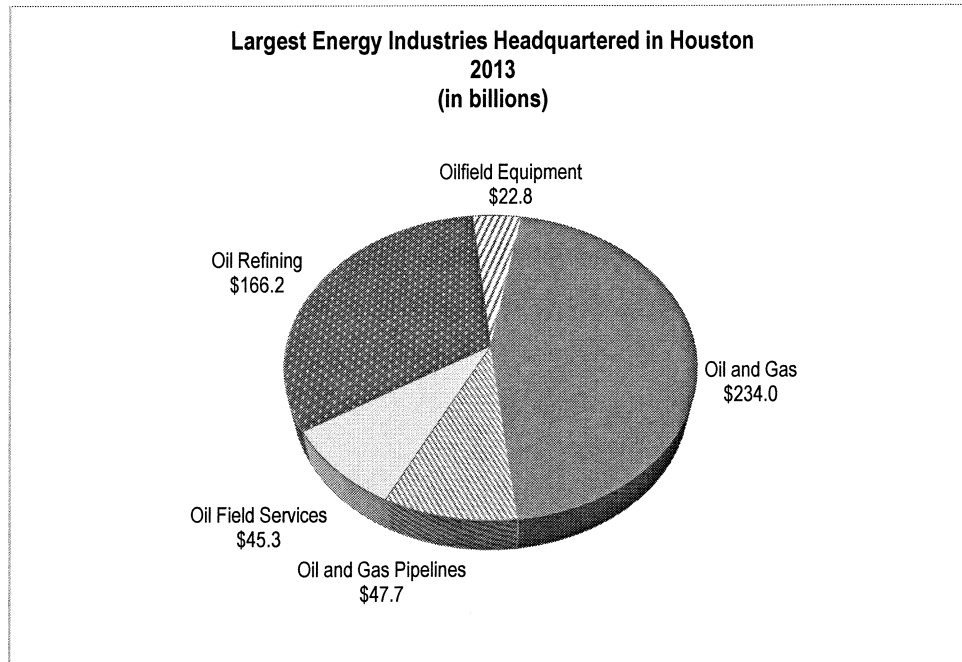
MSA: Metropolitan Statistical Area

* Not Seasonally Adjusted

Sources: Greater Houston Partnership, US Bureau of Economic Analysis, US Bureau of Labor Statistics

ENERGY

Houston is the U.S. energy headquarters and a world center for virtually every segment of the oil and gas industry including: exploration, production, transmission, marketing, supply, and technology. Houston is also a major center of alternative energy, positioning the region for continued leadership and participation in world demand for all types of energy for the foreseeable future. This is visible by the Offshore Technology Conference held here annually which presents the best exploration and development technology in the industry.



Source: State of Texas – Office of the Governor, Economic Development and Tourism

When oil prices plummeted in 1982, Houston's energy sector was riding the crest of the largest growth in energy exploration and manufacturing jobs in the City's history. At the peak in 1983, energy jobs comprised over 80% of the City's economic base. When prices began to drop, so did the number of energy jobs. However, over time, the growth in Houston's two other base economic sectors, medicine and space, offset our energy job losses. By 2000, Houston reached equilibrium in its economic base where half of the base was comprised of energy jobs. With the booms of the last ten years, first for natural gas and then for oil, this equilibrium has been maintained, providing a stability to the City's economy that supports continued growth.

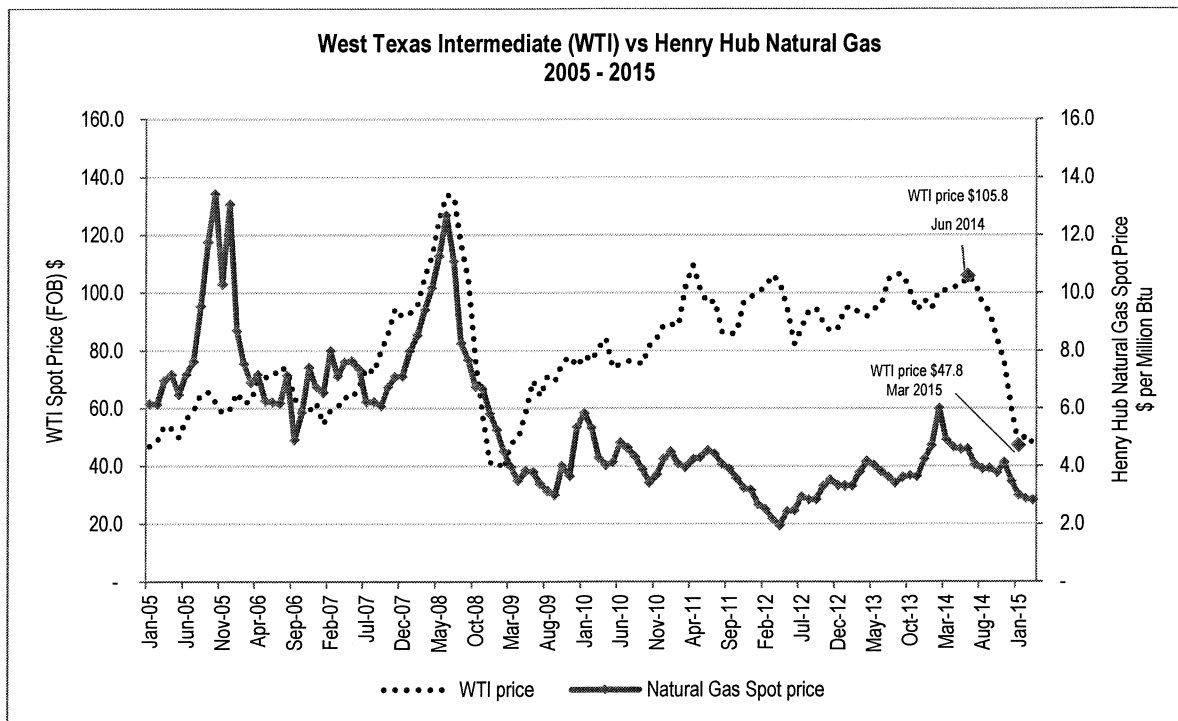
Houston's Oil & Gas Sector by the Numbers:

- 500+ exploration and production firms with a continuing number of energy company headquarters' relocation to Houston including: BP (2007), Calpine (2009), CITGO (2004), ConocoPhillips (2002), Direct Energy (2012), GE Oil & Gas (2008), Heartland Oil and Gas Corporation (2007), Nexen Petroleum U.S.A. (2012) and Schlumberger (2006)
- 150+ pipeline transportation establishments
- Home to 40 of the nation's top 134 publicly traded oil and gas exploration/production firms
- Nine refineries that produce 2.3 million barrels of crude oil per day which is 13.2% of total U.S. capacity
- 31.6% of U.S. jobs in oil and gas extraction

Recent Trends and 2015 Outlook

Houston remains the internationally recognized global energy capital. Oil prices, after achieving a high of \$105.8 in June of 2014, tumbled to \$47.8 in March 2015, lows of which have not been seen since March 2009. Many expect oil to remain below \$70 per barrel into 2016. As previously stated, this will have an impact on job growth in Houston, as Houston holds 31.6% of the nation's jobs in oil and gas extraction. The nine refineries in Houston process more than 2.3 million barrels of crude oil per day which is approximately half of the state's total production (Source: Greater Houston Partnership), and lower prices mean higher profits for refiners.

The Energy Information Administration (EIA) is forecasting West Texas Intermediate (WTI) will average \$55 in 2015 and a further appreciation in prices in 2016 to \$70 per barrel, a faster return to \$70 would bode well for Houston and the overall oil and gas industry.

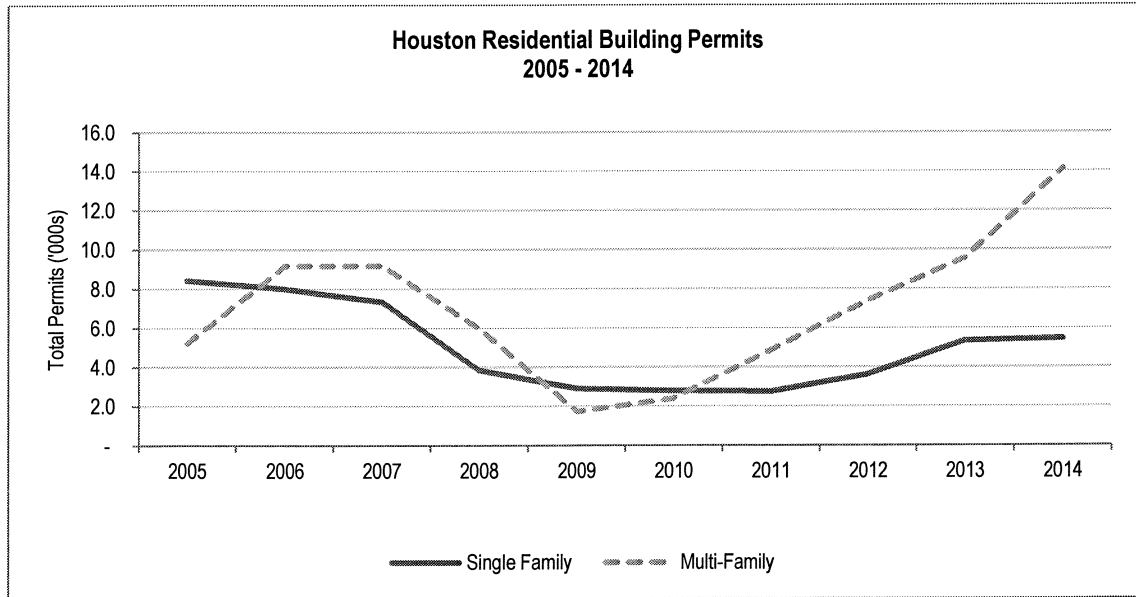


Source: US Energy Information Administration

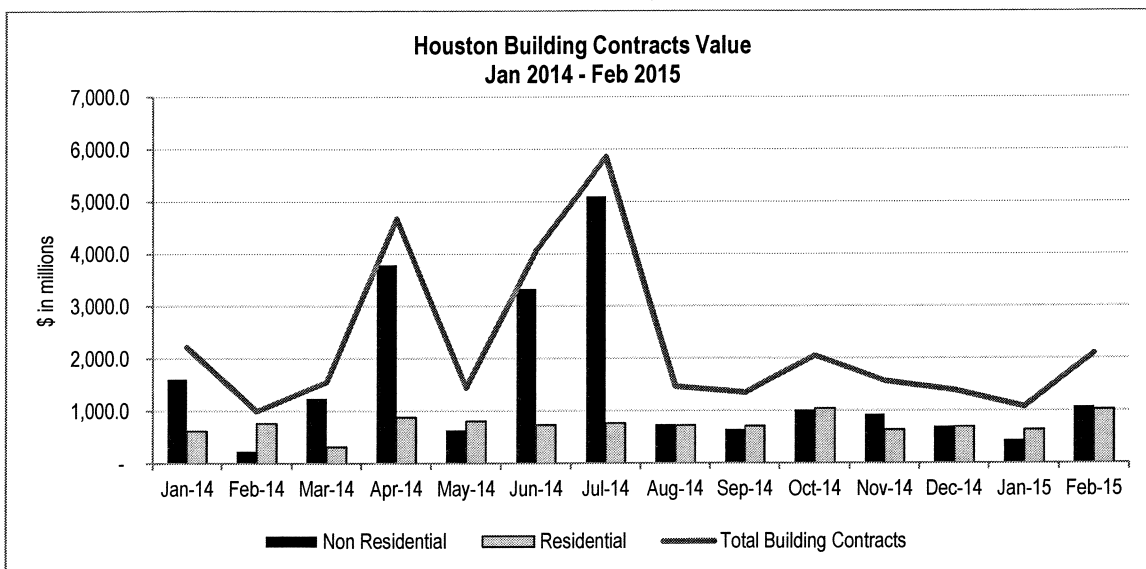
In the alternative fuels sector, Houston's energy sector is diversifying. This will lessen the risk of overdependence on classic sources. Houston represents more than one-sixth (17.8%) of the nation's biofuel refining capacity and 92.8% of capacity in Texas. The U.S. Department of Energy (DOE) has named Houston a "Solar America City," one of 25 cities to receive this distinction for commitment to solar technology adoption at the local level. Houston is the top municipal purchaser of green power in the nation. In June 2013 the City of Houston signed a two-year agreement to purchase more than 620 million kilowatt-hours (kWh) of Green e-certified renewable energy.

CONSTRUCTION AND REAL ESTATE

The City of Houston issued approximately 20 thousand single and multi-family residential permits in 2014 marking a historic high. After the recession hit in 2010, the City saw its lowest single family permits issued in 2011. This is showing signs of rebounding with non-residential construction are projected to show strong increases in 2015. The Houston Airport System is expanding and constructing the Hobby International Airport. The health care construction will see expansion to the Memorial Hermann Texas Medical Center, the Methodist North Tower, and the Texas Children's Hospital, as well as many area school districts anticipate increase in construction.



Last calendar year was a banner year for new construction in Houston, with a new high reached for non-residential construction in July 2014. A record \$31.7 billion in construction contracts was awarded in the Houston metro area. The City of Houston home prices rose in 2014, driven largely by the growing demand and the employment increases within the last few years. In the residential market, Metro Study projects 30,000 single family homes to be built this year. The addition of new homes will provide some relief to the resale home market.



Source: Greater Houston Partnership

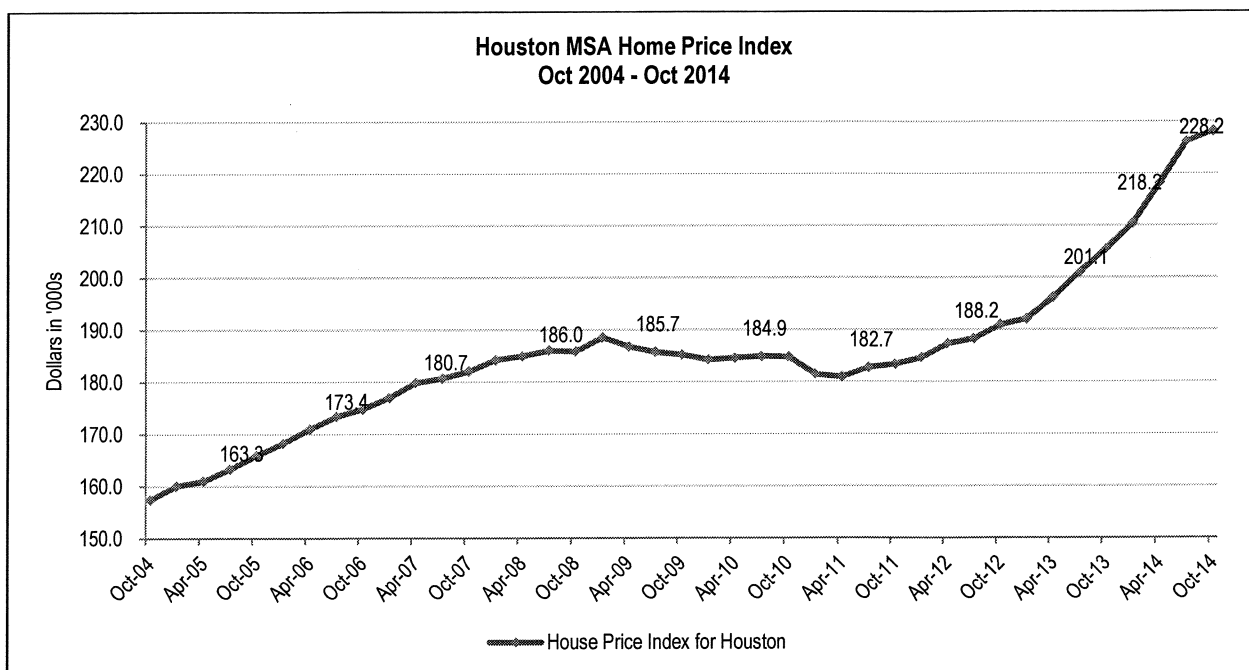
Single Family Housing

The three-year trend represented in the chart below provided by the Houston Association of Realtors illustrates the vitality of the Houston housing market during the recent employment boom. Demand for single family homes has prompted the value of total sales volume to jump from \$20.8 billion in 2013 to \$23.6 billion in 2014, a 47% increase. The high level of demand was felt in January when sales fell due to a lack of supply of homes for sale. Sales inventory was down to 2.6 months of supply from 3.6 months in January, a year before. This trend has continued unabated into the spring.

SUMMARY OF HOUSTON RESIDENTIAL SALES ACTIVITY			
	2014	2013	2012
Total Sales (units)	91,202	88,080	74,116
Total dollar volume	\$23,553,542,859	\$20,891,392,084	\$16,040,186,637
Single-family sales	75,319	73,266	62,374
Average sales price*	\$270,182	\$248,591	\$225,330
Median sales price*	\$199,000	\$180,000	\$164,500

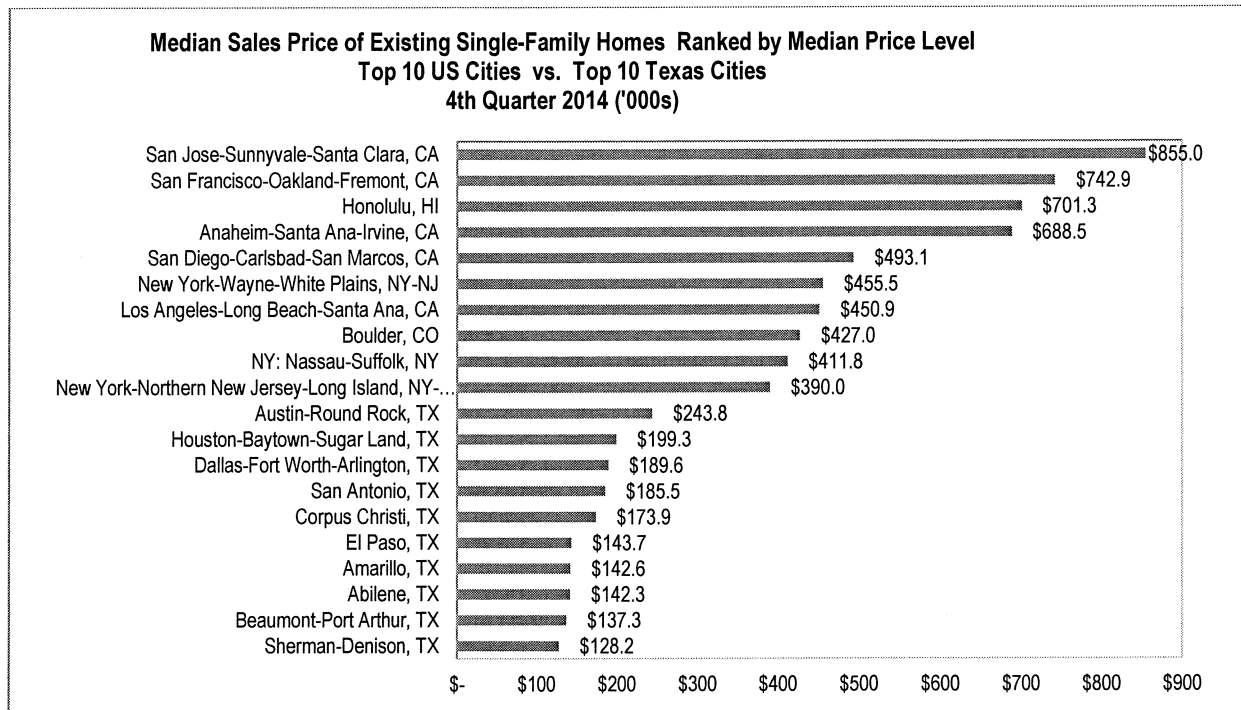
Source: Houston Area Realtors, February 18, 2014 press release

The effect of this active market and the increase in sales prices is impacting the value of new homes throughout the MSA. The Houston home price index bears this out. After several years of sluggish growth in home prices, the most recent spurt in employment and the consequent impact on demand for single family homes caused a one year jump in home prices in 2013. That has not happened since the rebound from the recession in 2009.



Source: Federal Reserve Economic Data (FRED)

As of the fourth quarter 2014, Houston's median sales price for a single family home is \$199,300, according to the National Association of Realtors. This was less than the national average of \$208,700 and well below median prices in the major metropolitan areas shown below. Houston's affordable housing market was not overpriced prior to the recession of 2008-2009 and was a major reason the recession was not as prolonged or as severe as in other parts of the country.



Source: National Association of Realtors

MAJOR TRANSPORTATION FACILITIES

Houston is an international city with the third largest consular corps in the nation as well as trade and business connections across the U.S. and around the world. One in five Houstonians are foreign born and there are 17 sister-cities to Houston on five continents. Two major transportation facilities provide the backbone for Houston in these regards: the Port of Houston and the Houston Airport System.

The **Port of Houston** is a 25-mile-long complex of diversified public and private facilities located just a few hours by ship from the Gulf of Mexico. The Port of Houston is made up of the public terminals owned, managed and leased by the Port of Houston Authority, and the 150-plus private industrial companies along the 52-mile long Houston Ship Channel. A study done in 2012 by Martin Associates says Ship Channel related businesses contribute 1,026,820 jobs throughout Texas, up from more than 785,000 jobs cited in a 2007 study. This activity helped generate more than \$178.5 billion in statewide economic impact, up from nearly \$118 billion. Additionally, more than \$4.5 billion in state and local tax revenues are generated by business activities related to the port, up from \$3.7 billion.

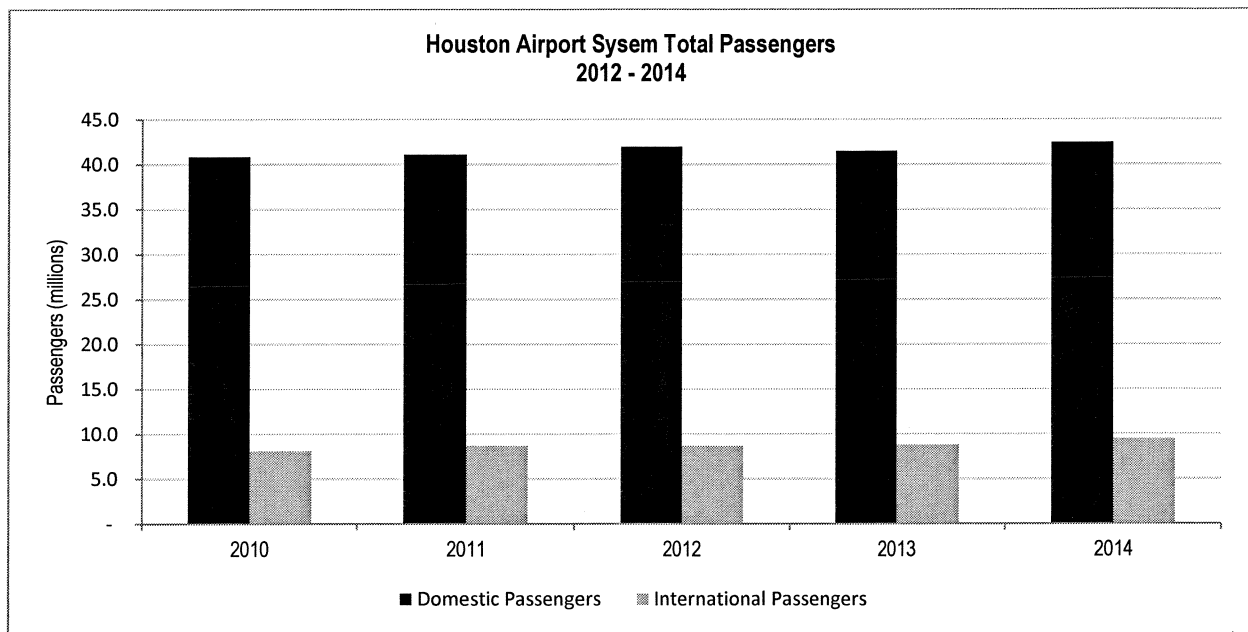
Houston claims 38.6% of the U.S. petrochemical production capacity and the heavy concentration of downstream energy processing industrial facilities along the Houston Ship Channel. It is largely responsible for the volume of trade entering and leaving the Port. The Port is also a major container handling facility and an entry and exit point for a wide variety of domestically produced and consumed goods. It is the largest Gulf Coast container port, handling 67% of U.S. Gulf Coast container traffic in 2014.

Always looking ahead, the Port is nearing approval for dredging operations that will deepen the channel from 40 to 45 feet. Once completed, this will open the ship channel to larger container ship traffic that is expected to increase with the scheduled completion of the Panama Canal expansion project in 2016. The Houston Ship Channel connects Houston to the world and the Port remains the nation's leading Port in terms of foreign tonnage and 2nd in overall tonnage.

The **Houston Airport System (HAS)** ranks as one of the largest multi-airport systems in the world. The system includes George Bush Intercontinental Airport (IAH), William P. Hobby Airport (HOU) and Ellington Airport (EFD). Chartered passenger and cargo carriers fly directly to approximately 124 domestic and 74 international destinations in 39 countries from Houston.

George Bush Intercontinental Airport (IAH), Houston's largest airport and the largest hub for United Airlines, offers daily nonstop and direct flights to major cities in Africa, Asia, Canada, Europe, Latin America, Mexico, and the Middle East. IAH is ranked as the 12th busiest U.S. airport for total passenger traffic. Since 2014, IAH has welcomed direct international flights provided by four new carriers: Korean Air to South Korea, Scandinavian Airlines to Norway, and Interjet and Volaris to Mexico. In 2015, IAH will further welcome new service by All Nippon Airways to Japan (June 2015), EVA Air to Taiwan (June 2015), WestJet to Canada (September 2015), and Air New Zealand to New Zealand (Dec. 2015), and will see the first international operations by Spirit Airlines (starting seven international destinations in May 2015).

William P. Hobby (HOU), Houston's original municipal airport, will open a five gate international terminal facility in October 2015, providing service options primarily to Mexico and Latin America. Southwest Airlines has announced plans to begin operating six international routes from HOU when the facility opens. HOU currently handles domestic passengers for five airlines and is a focus market for Southwest Airlines. HOU ranks as the nation's 36th-busiest airport for passenger traffic, nearly 12 million passengers in 2014. Ellington Airport (EFD)—a joint military and civilian airport—serves as a base of operations for the National Aeronautics and Space Administration (NASA) and general aviation operations. HAS is in the process of obtaining licensing for EFD to become the nation's ninth spaceport, opening it to use for horizontal-takeoff spacecraft that are owned by private carriers.



Source: Houston Airport System

Known worldwide as the place for NASA mission control, **Johnson Space Center (JSC)** is a \$1.5-billion complex which was established as the Manned Spacecraft Center in 1961 and renamed in 1973 to honor the late President and Texas native Lyndon B. Johnson. NASA JSC occupies 1,620 acres 24 miles southeast of downtown Houston. While the NASA workforce continues a global reputation for achievement in space exploration, JSC is an economic powerhouse paying for salaries, contracts and grants that create jobs and strengthen business in the Clear Lake and Houston regions and across Texas. JSC is one of NASA's largest Research & Development facilities and a source of the nation's best high-tech professionals in science and engineering. The Space Center welcomes over 800 thousand visitors annually. Houston's aviation community also includes more than 150 companies involved in aircraft or space vehicle manufacturing, space research and technology.

HEALTH

The Houston region's health care system provides quality care, from specialized to routine care, for patients that come from around the world. The Houston MSA has over 14,700 physicians and 130 hospitals with over 20,500 beds. Houston is also home to the **Texas Medical Center (TMC)**, the largest medical center in the world. TMC is comprised of 54 non-profit and government institutions, including six general hospitals and 11 specialized hospitals, three medical schools, five schools of nursing, two schools of pharmacy, a dental school, and a health sciences-focused community college. The TMC provides over 7.2 million patient visits per year, and employs 106,000 healthcare workers, including 25,700 physicians, researchers and advanced degree professionals.

EDUCATION

The **Houston Independent School District (HISD)** is the largest school district in the Houston area. Ranked as the nation's seventh largest district, HISD serves 301 square miles with 276 schools, 11,500 teachers and more than 215,000 students. HISD serves a dynamic, highly diversified community and is one of Houston's largest business enterprises.

Houston boasts more than 100 colleges, universities, technical and trade schools – offering higher education options in more than 500 degrees and certification programs.

SELECTED HOUSTON AREA UNIVERSITIES AND COLLEGES	
Community Colleges	Houston Area Universities
Alvin Community College Brazosport College College of the Mainland Galveston College Houston Community College System Lee College Lone Star College System San Jacinto College District Wharton County Junior College	Baylor College of Medicine Houston Baptist University Lamar University Prairie View A&M University Rice University Sam Houston State University South Texas College of Law Texas A&M University Texas A&M University at Galveston Texas A&M University Health Science Center Texas Southern University Texas Woman's University University of Houston – University Park University of Houston – Clear Lake University of Houston – Downtown University of Phoenix – Houston Campus University of St. Thomas University of Texas – M.D. Anderson Cancer Center University of Texas Health Science Center University of Texas Medical Branch at Galveston

ARTS AND ENTERTAINMENT

Houston provides a wide variety of arts and entertainment including theater arts, museums and sports. The City is home to the Houston Livestock Show and Rodeo, which is the largest rodeo in the world, attracting 2.48 million visitors and committing to \$24 million in academic scholarships in 2015. With the nation's fifth largest ballet and opera companies, Houston is also one of only five cities in the United States with permanent professional resident companies in all of the major performing arts disciplines of opera, ballet, music, and theater. Home to nine world-class performing arts organizations, Houston Theater District is second only to New York in the number of theater seats in a concentrated area. The Houston Grand Opera is the only opera company in the U.S. to win a Grammy, a Tony and an Emmy while the Alley Theatre is the only regional theatre in Texas to win a Tony award. Other performing arts companies such as Broadway in Houston, Da Camera of Houston, Houston Symphony, Society for the Performing Arts, Theatre Under the Stars (TUTS), Ensemble Theater and Uniquely Houston also serve to enrich the lives of Houston area residents.

The distinctive Houston Museum district is one of the best in the country. It entertained over 8 million visitors in 2012. It offers a range of museums, galleries, art and cultural institutions. With its nineteen members within a 1.5 mile radius, the district offers a wide array of exhibits featuring themes of art, history, culture, nature, and science. Among the country's best are The Children's Museum of Houston, the Health Museum and the Museum of Fine Arts. Houston has more than 500 cultural, visual and performing arts organizations, 90 of which are devoted to multicultural and minority arts.

MEMBERS OF HOUSTON MUSEUM DISTRICT	
Asia Society Texas Center Buffalo Soldiers National Museum Children's Museum of Houston Czech Center Museum Houston Houston Center for Contemporary Craft Houston Museum of Natural Science The John C. Freeman Weather Museum The Jung Center of Houston The Menil Collection Rice University Art Gallery	Contemporary Arts Museum Houston Holocaust Museum Houston Houston Center for Photography Houston Zoo, Inc. The Health Museum Lawndale Art Center Houston Museum of African American Culture Museum of Fine Arts, Houston The Rothko Chapel Diverse Works

SPORTS AND RECREATION

Houston has professional sports teams representing football, baseball, basketball and soccer. With four stadiums all less than 15 years old, they are a sports lover's paradise. The Houston Dash Woman Professional Soccer Team was founded in 2013 and joined the National Women Soccer League in the 2014 season. The City boasts an array of championship teams such as the Houston Texans, Houston Dynamo, Houston Rockets, and Houston Astros.

Houston has established itself as a destination for hosting major sporting events such as: Super Bowl XXXVIII in 2004, Major League Baseball and National Basketball Association All-Star Games, 2005 World Series, 2005 Big 12 Conference Football Championship, USA Gymnastics 2008 Men's Visa Championships, 2010 NCAA Men's Basketball South Region Tournament, 2010 Major League Soccer All-Star Game, 2011 NCAA Men's Final Four, as well as the annual Shell Houston Open. Additionally, Houston hosted the 2011 Summer National Senior Games, the 2012 Amateur Athletic Union Junior Olympic games, and the 2013 NBA All Star Games. The City also looks forward to the 2015 Major League Lacrosse all Star Game, 2016 NCAA Men's Final Four and 2017 Super Bowl LI. Houston's racing facilities include Sam Houston Race Park, a Class 1 thoroughbred/quarter horse race track, Gulf Greyhound Park, and a dog race track.

HOUSTON AREA SPORTS TEAMS		
Professional Teams		Collegiate Teams/Mascots
Astros	Major League Baseball – American League	Houston Baptist University – Huskies
Dynamo	Major League Soccer	Rice University – Owls
Energy	Women's Independent Football League	Texas Southern University – Tigers
Rockets	National Basketball Association	University of Houston – Cougars
Texans	National Football League – American Conference	Prairie View A&M – Panthers

Sources:

- Houston Facts – The Greater Houston Partnership
- Houston Association of Realtors
- National Association of Realtors Quarterly Report
- City of Houston
- The Port of Houston Authority
- Houston Economics – University of Houston Center for Public Policy
- Facts and Figures about the Texas Medical Center – Texas Medical Center
- The Official Guide to Houston – Greater Houston Convention and Visitors Bureau
- Downtown Houston Association
- Harris County – Houston Sports Authority
- Harris County Appraisal District
- US Bureau of Labor Statistics
- US Census Bureau
- US Bureau of Economic Analysis
- Houston Independent School District
- Federal Reserve Economic Data (FRED)
- US Government Energy Information Administration
- Houston Business Journal
- Fly-2-Houston – The Houston Airport System
- Forbes Magazine
- US Environmental Protection Agency (EPA)
- Office of the Governor/Economic Development and Tourism
- American Chamber of Commerce Research Association (ACCRA)

II. GENERAL FUND

GENERAL FUND

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FISCAL YEAR 2016 BUDGET

GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No. : 1000

	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Beginning Fund Balance - Unassigned	\$ 202,839,447	222,619,951	222,619,951	239,723,078
Revenue and Other Sources				
General Property Taxes	976,239,619	1,067,337,998	1,073,550,766	1,114,028,980
Industrial Assessment	16,533,599	15,000,000	16,000,000	18,200,000
Sales Taxes	629,440,810	666,968,000	676,666,000	688,837,000
Other Tax	14,055,888	14,167,900	15,815,260	16,678,981
Electric Franchise	101,054,213	100,669,603	100,571,831	101,141,850
Telephone Franchise	43,913,216	42,225,000	42,707,976	40,865,000
Gas Franchise	16,492,563	14,538,332	14,538,332	14,839,561
Other Franchise	28,528,675	27,665,610	30,317,337	30,945,026
Licenses and Permits	35,757,492	34,503,849	37,140,516	37,870,062
Intergovernmental	20,897,269	21,618,731	24,923,547	26,470,476
Charges for Services	56,058,226	53,069,987	58,771,457	53,207,496
Direct Interfund Services	43,256,737	48,452,778	49,003,632	50,705,238
Indirect Interfund Services	18,557,939	23,724,824	23,419,648	26,750,414
Municipal Courts Fines and Forfeits	30,493,701	31,308,006	27,143,175	28,698,175
Other Fines and Forfeits	4,683,165	4,673,365	4,460,959	4,155,722
Interest	2,406,699	2,400,650	3,000,000	3,000,000
Miscellaneous/Other	15,431,830	9,170,075	14,744,534	12,756,750
Total Revenue and Other Sources	2,053,801,641	2,177,494,708	2,212,774,970	2,269,150,731
Other Resources				
Sale of Capital Assets	1,017,215	2,500,000	28,419,287	5,500,000
Transfers From Other Funds	26,639,456	30,139,211	30,343,198	30,724,961
Total Other Resources	27,656,671	32,639,211	58,762,485	36,224,961
Total Available Resources	2,284,297,759	2,432,753,870	2,494,157,406	2,545,098,770
Expenditures and Other Uses				
Public Safety				
Fire Department	452,316,248	505,365,077	505,187,077	509,589,903
Houston Emergency Center	12,171,236	12,517,759	12,517,759	12,363,637
Municipal Courts Department	24,616,576	27,929,496	27,929,496	29,440,764
Police Department	723,066,281	748,020,492	748,020,492	806,991,579
Public Safety	1,212,170,341	1,293,832,824	1,293,654,824	1,358,385,883
Development & Maintenance Services				
General Services	49,874,377	41,610,226	41,610,226	41,245,863
Planning & Development	7,505,571	8,462,112	8,062,112	8,464,080
Public Works & Engineering	33,890,572	34,247,183	34,247,183	35,286,100
Solid Waste Management	73,556,426	74,792,133	74,792,133	76,657,664
Development & Maintenance Services	164,826,946	159,111,654	158,711,654	161,653,707

FISCAL YEAR 2016 BUDGET

GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No. : 1000

	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Human & Cultural Services				
Department of Neighborhoods	11,153,982	12,221,274	12,151,274	12,238,144
Health and Human Services	52,984,931	60,132,254	60,132,254	61,763,483
Housing & Community Development	1,284,936	662,658	662,658	688,519
Library	37,905,630	39,833,624	39,383,624	40,002,998
Parks and Recreation	65,875,608	70,505,573	69,905,573	70,676,267
Human & Cultural Services	169,205,087	183,355,383	182,235,383	185,369,411
Administrative Services				
Administration and Regulatory Affairs	25,068,924	30,103,841	30,103,841	29,525,674
City Controller	8,133,858	8,589,610	8,589,610	8,665,049
City Council ⁽¹⁾	6,208,287	11,958,208	11,958,208	18,346,872
City Secretary	754,863	893,091	893,091	888,982
Finance Department	16,387,797	19,804,357	19,633,157	20,524,721
Houston Information Technology Services	23,696,056	24,565,390	23,565,000	24,164,483
Human Resources	3,300,463	3,589,695	3,530,121	3,589,025
Legal	14,931,228	16,317,657	15,566,373	16,181,210
Mayor's Office	7,073,111	8,068,713	8,068,713	8,123,662
Office of Business Opportunity	2,549,604	2,894,931	2,894,931	2,931,901
Administrative Services	108,104,191	126,785,493	124,803,045	132,941,579
General Government				
General Government	167,280,972	231,008,206	230,529,422	206,902,551
Total Expenditures Other than Debt / PAYGO	1,821,587,537	1,994,093,560	1,989,934,328	2,045,253,131
Debt Service and PAYGO Capital Projects ⁽²⁾				
Transfers to Special Revenues	0	0	0	27,771,000
Captured Revenue Transfer to DDSRF	0	0	0	22,275,000
Trans to PIB Bonds Debt Service	243,813,000	264,500,000	264,500,000	295,954,000
Debt Service and PAYGO Capital Projects	243,813,000	264,500,000	264,500,000	346,000,000
Total Expenditures and Other Uses	2,065,400,537	2,258,593,560	2,254,434,328	2,391,253,131
Fund Balance - Unassigned	218,897,222	174,160,310	239,723,078	153,845,639
Total Budget	2,284,297,759	2,432,753,870	2,494,157,406	2,545,098,770
Changes to Unassigned Fund Balance	2,720,000	0	0	(452,531)
Prepaid Items and Imprest Cash	1,002,729	0	0	0
Ending Fund Balance - Unassigned	222,619,951	174,160,310	239,723,078	153,393,108
Amount Assigned for:				
Budget Stabilization Fund ⁽³⁾	20,000,000	20,000,000	20,000,000	20,452,531
Ending Fund Balance - Unassigned	222,619,951	174,160,310	239,723,078	153,393,108
Total Ending Fund Balance	\$ 242,619,951	194,160,310	259,723,078	173,845,639

(1) FY2015 and FY2016 City Council budget includes \$5.5M funding for Council District Service Project Program.

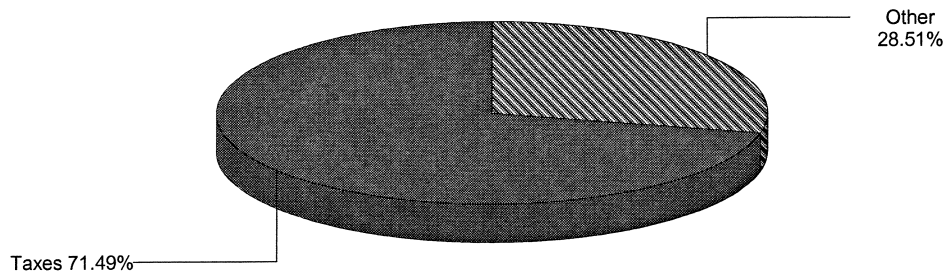
(2) Pay-As-You-Go (PAYGO) Capital Expenditures that were historically debt funded.

(3) An amount not less than the greater of (a) 1% of expenditures (excluding debt service and PAYGO payment) or (b) \$20M.
The General Fund Summary in some cases may not agree with some of the departmental totals due to prior year restatements.

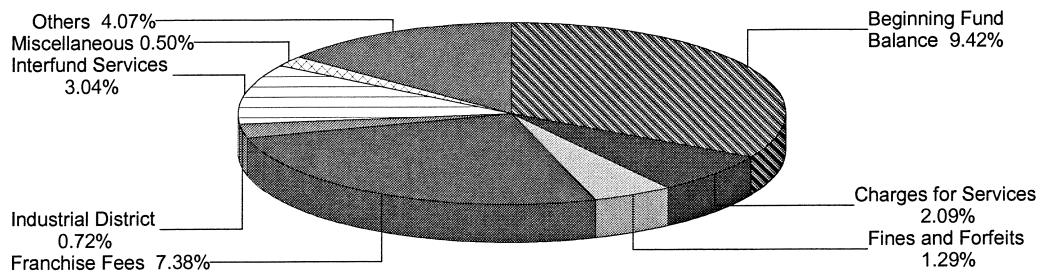
GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of \$2.5 billion budgeted in FY2016, this fund relies heavily on various forms of revenue to finance its operations. As illustrated below, approximately 71.5% percent of the total resources in the General Fund are from taxes, mainly property and sales taxes.

GENERAL FUND RESOURCES FY2016 BUDGET



COMPOSITION OF OTHER (ABOVE)



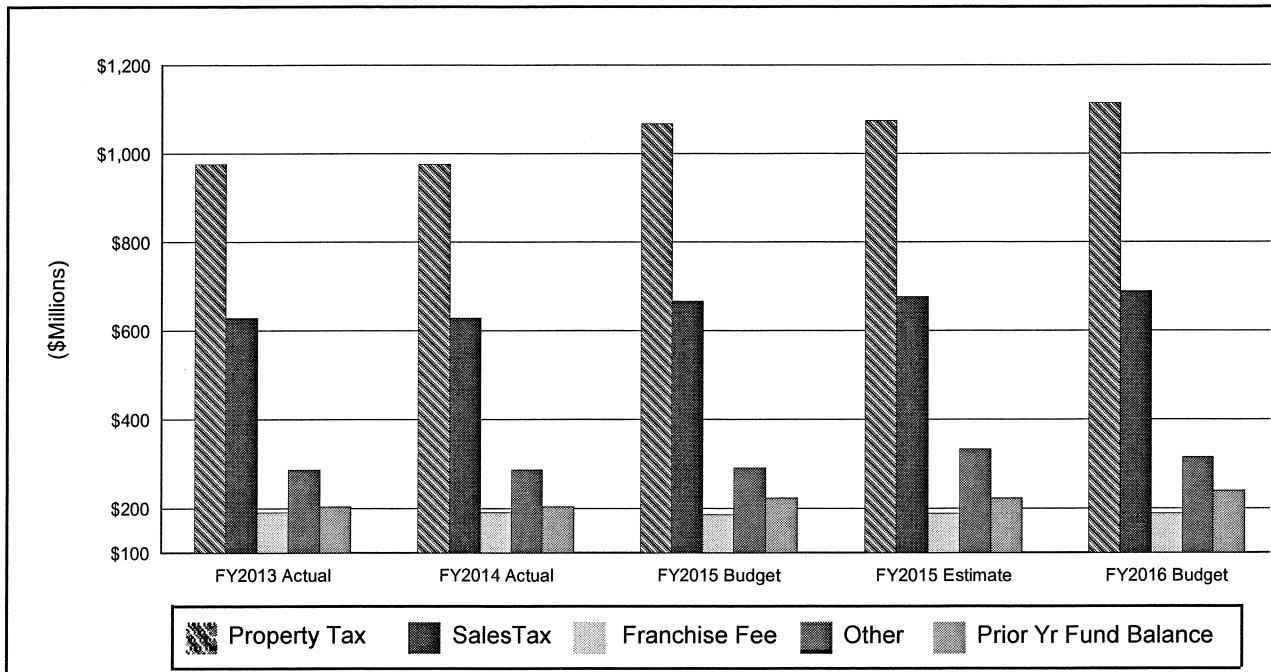
FISCAL YEAR 2016 BUDGET

The composition of the FY2016 General Fund resources is listed below:

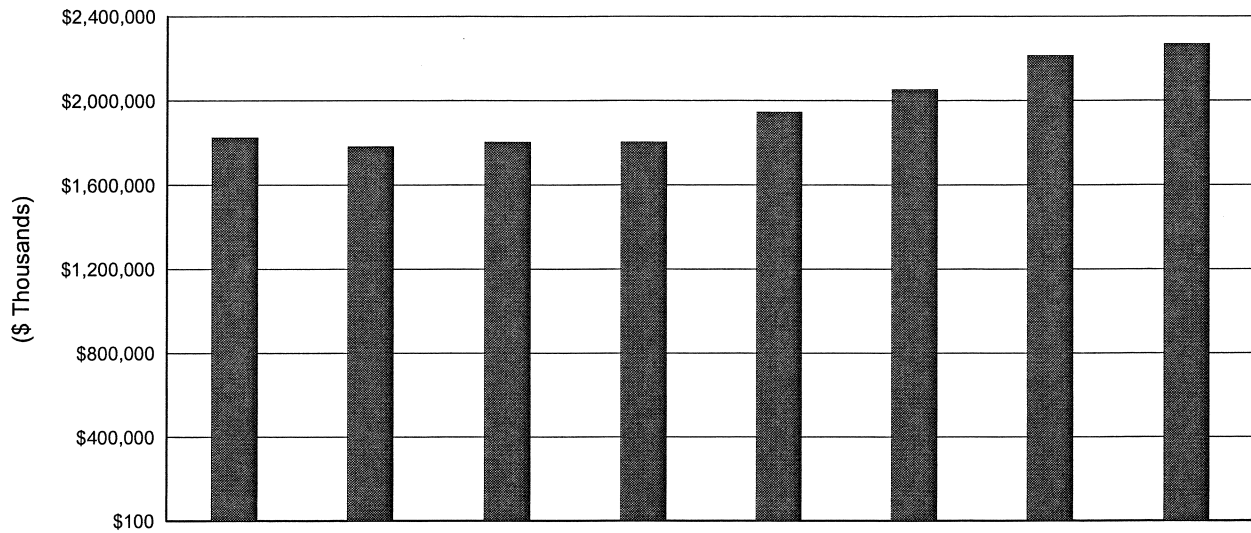
RESOURCE CATEGORIES	RESOURCE FY2016 BUDGET*	% OF TOTAL BUDGET
Taxes:		
Property Taxes	1,114,029	43.77%
Sales Taxes	688,837	27.07%
Other Tax	16,679	0.66%
Franchise Fees	187,791	7.38%
Industrial District	18,200	0.72%
Licenses and Permits	37,870	1.49%
Intergovernmental	26,470	1.04%
Charges for Services	53,207	2.09%
Interfund Services	77,456	3.04%
Fines and Forfeits	32,854	1.29%
Interest	3,000	0.12%
Miscellaneous/Other	12,757	0.50%
Total Revenue	2,269,150	89.17%
Sale of Capital Assets	5,500	0.22%
Transfers In	30,725	1.21%
Beginning FY2016 Fund Balance	239,723	9.42%
TOTAL RESOURCES	2,545,098	100.00%
* Dollars in Thousands		
Total may reflect slight variances due to rounding		

The graph below provides a four-year comparison of the City's resources in millions of dollars.

**RELATIONSHIP OF GENERAL FUND RESOURCES
FY2013 THROUGH FY2016**



Total General Fund Revenue



FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Estimate	FY2016 Budget
\$1,824,272	\$1,782,147	\$1,802,727	\$1,802,694	\$1,944,446	\$2,053,802	\$2,212,775	\$2,269,151

Table I below provides the FY2016 General Fund revenue budget by categories. As shown, the total revenue is expected to be \$2.3 billion or \$56.4 million higher than the projected FY2015 revenue.

Table I
FY2016 Revenue Budget
Compared with FY2015 Estimate

Projected Revenue (\$ Thousands)

Category	FY2015 Estimate	FY2016 Budget	Increase / (Decrease)
General Property Taxes	1,073,551	1,114,029	40,478
Industrial Assessment	16,000	18,200	2,200
Sales Taxes	676,666	688,837	12,171
Other Tax	15,815	16,680	865
Electric Franchise	100,572	101,142	570
Telephone Franchise	42,708	40,865	(1,843)
Gas Franchise	14,538	14,840	302
Other Franchise	30,317	30,945	628
Licenses and Permits	37,140	37,870	730
Intergovernmental	24,924	26,470	1,546
Charges for Services	58,771	53,207	(5,564)
Direct Interfund Services	49,004	50,705	1,701
Indirect Interfund Services	23,420	26,750	3,330
Municipal Courts Fines and Forfeits	27,143	28,698	1,555
Other Fines and Forfeits	4,461	4,156	(305)
Interest	3,000	3,000	0
Miscellaneous/Other	14,745	12,757	(1,988)
Total	2,212,775	2,269,151	56,376

FISCAL YEAR 2016 BUDGET

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least \$3 million in FY2016. The remainder of this document describes the projection logic that has been used for each of these items.

Table II

**Revenue Estimates for
Revenue Sources over \$3 Million**

Item	Projected Revenue (\$ Thousands)		
	FY2015 Estimate	FY2016 Budget	Increase/ (Decrease)
Property Tax	1,073,551	1,114,029	40,478
Sales Tax	676,666	688,837	12,171
Industrial Assessments	16,000	18,200	2,200
Mixed Beverage Tax	15,601	16,397	796
Electric Franchise	99,172	99,752	580
Telephone Franchise	42,700	41,165	(1,535)
Gas Franchise Fees	14,538	14,840	302
Cable TV Franchise Fees	23,400	23,900	500
Solid Waste Hauler Franchise Fee	6,750	6,980	230
Licenses and Permits	37,140	37,870	730
TIRZ Funding	11,443	12,224	781
Intergovernmental Revenue - 1115 Waiver	13,281	14,050	769
Ambulance Fees	41,400	37,175	(4,225)
Platting Fees	6,850	5,058	(1,792)
Other Charges for Services	10,521	10,975	454
Interfund Police Protection	25,186	26,039	853
Interfund Fire Protection	18,083	18,814	731
Other Direct Interfund	5,735	5,852	117
Indirect Cost Recovery	23,420	26,750	3,330
Moving Violations	14,600	15,810	1,210
Other Municipal Courts Fines and Forfeitures	12,543	12,888	345
Interest	3,000	3,000	0
Miscellaneous/Other	14,745	12,757	(1,988)
All Other Revenues	6,450	5,789	(661)
Total	2,212,775	2,269,151	56,376

Taxes

Property Taxes

General property taxes are ad valorem taxes levied on the assessed valuation of real and personal property. Taxable values for all real and personal property within the City, depending on their locations, are established by the Harris County Appraisal District (HCAD), Montgomery County Appraisal District (MCAD) or Fort Bend County Appraisal District (FBCAD), collectively County Appraisal Districts (CAD), based upon market values as of January 1st. City Council approves exemptions such as homestead, 65 and over, disabled as well as Freeport exemptions and then sets a tax rate according to the state law. The current tax rate for the City of Houston is 63.108 cents per \$100 of taxable value.

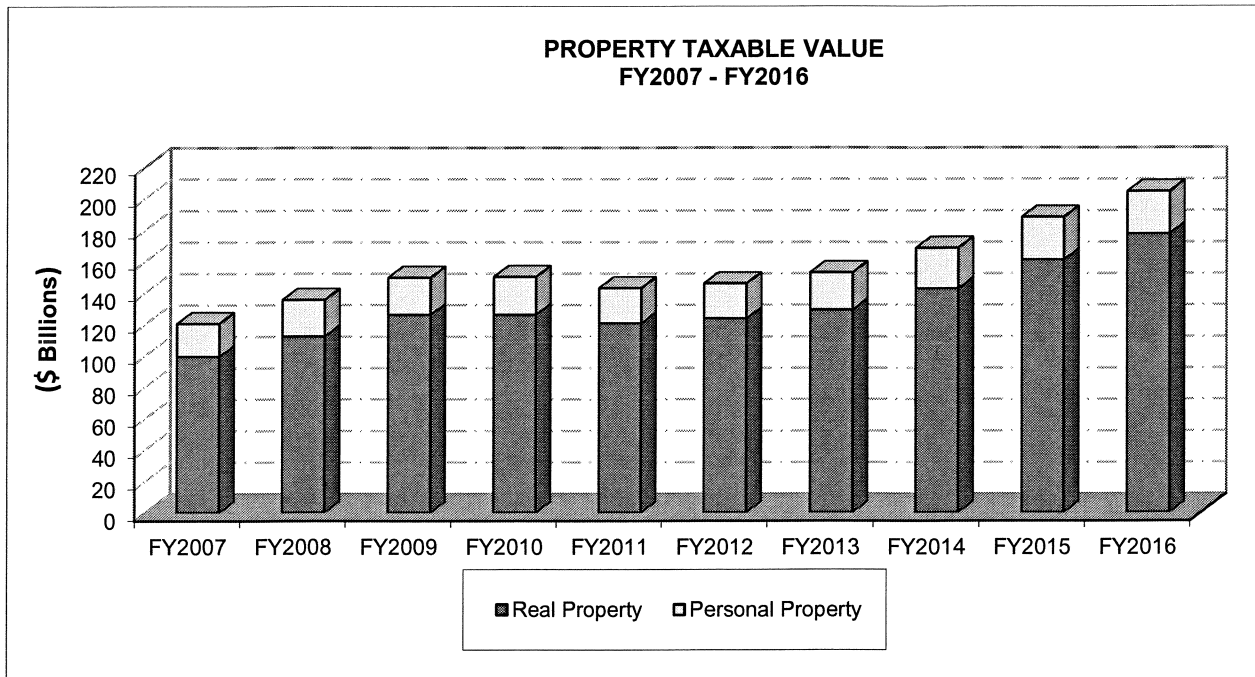
CAD notifies taxpayers of appraised values by May 15th of each year or as soon thereafter as practicable. Taxpayers may protest appraised values or the exemption status of their properties. Hearings of protests are conducted by the Appraisal Review Board of CAD. Chief Appraiser of CAD certifies appraisal rolls to the Tax Assessor of the City. The Harris County Tax Office acts as Tax Assessor on behalf of the City.

Based upon the adopted tax rate set by Council and taxable value as assessed by CAD, tax bills are generated and sent to taxpayers by Harris County Tax Office around mid-November. Payment is due by January 31st of the following year. Taxes not paid by the due date are delinquent and subject to penalties and interest charges. Taxpayers who wish to appeal values set by CAD may do so if taxes on the uncontested value are paid timely.

Occasionally, taxes are overpaid as a result of errors in appraisal or an overpayment by a taxpayer. Harris County Tax Office refunds such payments based upon the Texas Property Tax Code and documentation supplied by the taxpayers. Fluctuations in collections reflect changes in assessed property values, collection efforts, and tax rate.

The FY2016 property tax value certified estimate provided by CAD to the City in April 2015 is \$204.3 billion, which is net of the current senior/disabled exemption of \$80,000. The FY2016 Budget includes an increase in the senior/disabled exemption to \$160,000. This is projected to exempt \$4.4 billion in additional taxable value from the tax rolls. The estimated taxable value is then reduced by the estimated incremental value of properties within the Tax Increment Reinvestment Zones (TIRZ). The net of TIRZ taxable value is estimated at \$177.0 billion.

Below is a graph showing the ten-year history of property taxable values in Houston, with the \$204.3 billion estimate shown for FY2016.



FISCAL YEAR 2016 BUDGET

**CITY OF HOUSTON APPRAISED VALUE
(\$ Millions)**

<u>Fiscal Year</u>	<u>Tax Year</u>	<u>Real Property</u>	<u>Personal Property</u>	<u>Total Value</u>
2005	2004	86,433	19,467	105,900
2006	2005	91,827	19,293	111,120
2007	2006	99,483	20,858	120,341
2008	2007	112,241	23,214	135,455
2009	2008	125,982	23,645	149,627
2010	2009	125,999	24,094	150,093
2011	2010	120,546	22,360	142,906
2012	2011	123,292	22,381	145,673
2013	2012	129,096	23,692	152,788
2014	2013	142,599	25,810	168,409
2015	2014	160,919	27,031	187,950
2016	2015	177,485	26,819	204,304*

*County Appraisal District Certified Estimates, as of April 2015.

Property Tax Collections

In November 2004, Proposition No. 1 was passed amending the City Charter to limit the annual increase in total ad valorem tax revenues. The increase is capped at the lower of the increase in Consumer Price Indexes (CPI) plus the growth in population or 4.5% over the prior fiscal year. In addition, in November 2006, Proposition H was passed to further increase the applicable revenue limitations by \$90 million.

The FY2016 property tax revenue estimate is derived according to Proposition 1 and Proposition H. The Finance Department applied the 2014 inflation rate of 2.79% and population estimate as of 7/1/2014 of 2.0% to arrive at a net revenue estimate of \$1.11 billion. This revenue is approximately 3.8% higher than the estimated FY2015 revenue of \$1.07 billion. The property tax rate will be adjusted accordingly to levy revenues no higher than the Proposition 1 and Proposition H limitation.

The Proposition 1 and Proposition H revenue limitation is calculated with the following assumptions.

<u>Population</u>	<u>CPI (2)</u>
July 1, 2003 (1) 2,009,669	2003 163.7
July 1, 2004 (1) 2,012,626 + 0.1471%	2004 169.5 + 3.5431%
July 1, 2005 (1) 2,076,189 + 3.1582%	2005 175.6 + 3.5988%
July 1, 2006 (1) 2,144,491 + 3.2898%	2006 180.6 + 2.8474%
July 1, 2007 (1) 2,208,180 + 2.9699%	2007 183.8 + 1.7929%
July 1, 2008 (1) 2,244,615 + 1.6500%	2008 189.967 + 3.3339%
July 1, 2009 (1) 2,257,926 + 0.5930%	2009 190.495 + 0.2779%
July 1, 2010 (1) 2,099,451 + 0.0000%	2010 194.172 + 1.9302%
July 1, 2011 (1) 2,145,146 + 2.1765%	2011 200.495 + 3.2564%
July 1, 2012 (1) 2,160,821 + 0.7307%	2012 204.213 + 1.8544%
July 1, 2013 (1) 2,195,914 + 1.6241%	2013 207.574 + 1.6458%
July 1, 2014 (1) 2,239,558 + 1.9875%	2014 213.365 + 2.7898%

	<u>(\$ In Thousand)</u>
FY2005 Actual	\$671,294
Population Increase 2004	0.1471%
CPI Increase 2004	3.5431%
FY2006 CAP	\$696,066
Population Increase 2005	3.1582%
CPI Increase 2005	3.5988%
FY2007 CAP	\$743,100

FISCAL YEAR 2016 BUDGET

Population Increase 2006	3.2898%
CPI Increase 2006	<u>2.8474%</u>
FY2008 CAP	\$788,705
Population Increase 2007	2.9699%
CPI Increase 2007	<u>1.7929%</u>
FY2009 CAP	\$826,269
Population Increase 2008	1.6500%
CPI Increase 2008	<u>3.3339%</u>
FY2010 CAP	\$867,450
Population Increase 2009	0.5930%
CPI Increase 2009	<u>0.2779%</u>
FY2011 CAP	\$875,005
Population Increase 2010	-7.0186%
CPI Increase 2010	<u>1.9302%</u>
FY2012 CAP	\$875,005
Population Increase 2011	2.1765%
CPI Increase 2011	<u>3.2564%</u>
FY2013 CAP	\$922,543
Population Increase 2012	0.7307%
CPI Increase 2012	<u>1.8544%</u>
FY2014 CAP	\$946,392
Population increase 2013	1.6241%
CPI Increase 2013	<u>1.6458%</u>
FY215 CAP	\$977,338
Population Increase 2014	1.9875%
CPI Increase 2014	<u>2.7898%</u>
	\$1,024,029
Proposition H	<u>\$90,000</u>
FY2016 CAP	\$1,114,029
FY2015 Estimate	\$1,073,551
FY2016 CAP (Based on 4.5% Increase from FY2015 Estimate)	\$1,128,965
Final FY2016 CAP (the Lower FY2016 CAP)	\$1,114,029

- (1) Population numbers based upon the US Census Bureau estimate most recently published when deciding limits of each respective year's property tax revenue budget increase.
- (2) CPI increase based on the change in the CPI-U for Houston-Galveston-Brazoria, Texas as published by the Bureau of Labor Statistics, for the preceding calendar year.
- (3) In accordance with Proposition H, to increase the applicable revenue limitation by \$90 million.

Sales Tax

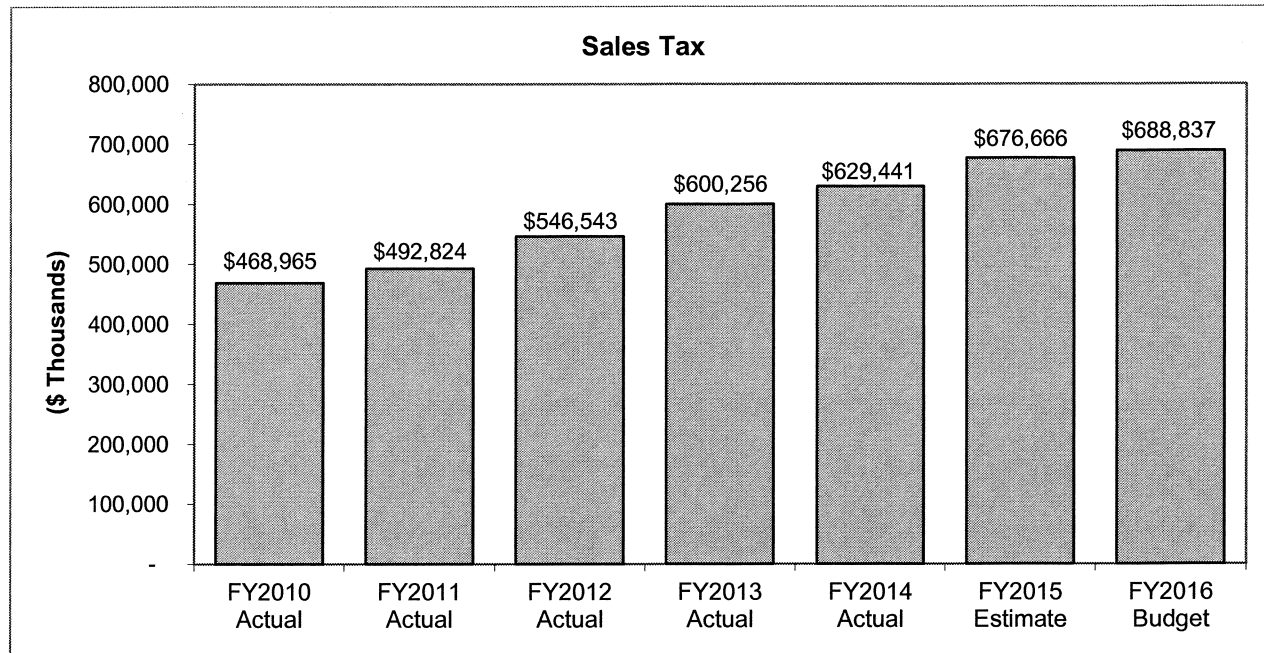
General sales and use taxes are imposed upon the sale or consumption of certain goods and services at the point of sale. In the City of Houston, a \$0.0825 sales and use tax is applied for every dollar of sales. The Metropolitan Transit Authority (METRO) receives \$0.01, and the State of Texas receives \$0.0625. The State Comptroller remits a \$0.01 share to the City, after withholding a 2% service charge.

The sales tax projections are derived from econometric models which take into account the sectors of the Houston economy and estimates of income, prices, population, and Primary Metropolitan Statistical Area (PMSA) retail sales.

The FY2016 budget amount of \$688.8 million is approximately \$12.2 million or 1.8%, higher than FY2015 estimate amount of \$676.7 million. This estimate is supported by the uncertainty regarding the path of oil prices, the ongoing decline in exploration and drilling, and the fracking industry. Employment is the key driver of sales tax revenue, including consumer sales and business to business sales. Historically, the sales tax has responded in an immediate manner to changes in our employment growth and/or decline. The year over year growth rate has slowed from its torrid pace of 2010-2013 to a sustainable more historical employment growth rate of 2%-3%. The national economy is continuing to recover with housing prices returning to prior levels and employment now in its fifth year of steady growth which should provide some stability. The energy exploration and drilling boom has slowed significantly though, and while Houston's economy has diversified, it is still

strongly tied to energy. With worldwide demand for energy softening, the City will monitor oil and gas prices to see if low prices further impact the local economy.

The following graph provides a seven-year comparison of the City's Sales Tax revenue.



Industrial District Assessments

The City of Houston has Industrial District Contract Agreements having a term of fifteen years with more than 100 companies that are located within the Houston Extra-Territorial Jurisdiction (ETJ). A contractually reduced ad valorem assessed valuation fee is calculated and billed annually to each company in lieu of the property being annexed and subject to City of Houston property taxes. Industrial District Assessments are based on current year property values provided by HCAD. The City expects to collect \$18.2 million in FY2016.

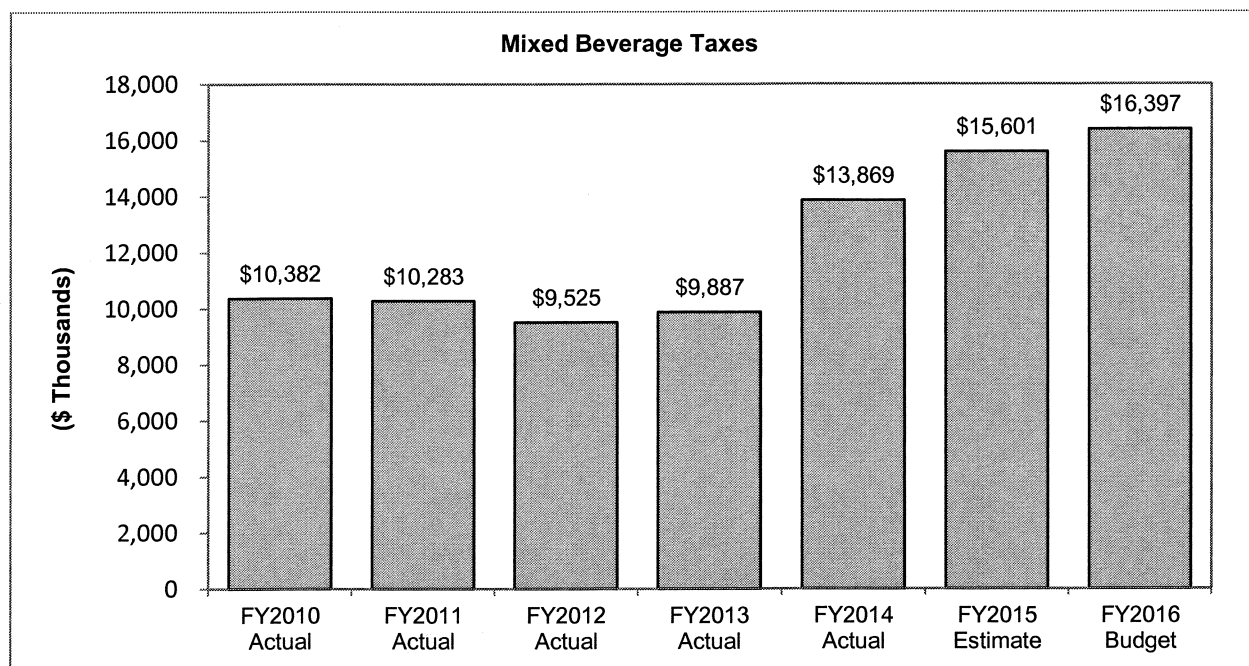
Mixed Beverage Tax

Prior to January 1, 2014, all mixed beverage and private club permit holders were required to remit to the State Comptroller a 14% gross receipts tax on their mixed beverage sales each month. Effective January 1, 2014 the gross receipts tax was lowered to 6.7% and 8.25% mixed beverage sales tax was added to the price of each mixed beverage sold. Following the end of each calendar quarter, the State Comptroller allocates a portion of the tax paid to the county where each business is located.

Prior to the October 2011 allocation, the State Comptroller allocated 10.7143% of the mixed beverage gross receipts to the counties and cities. From October 2011 through July 2013 the allocation rate was reduced to 8.3065%. Beginning October 2013, the allocation has been increased to the previous 10.7143% rate.

For any business located within an incorporated city, another 10.7143% of the tax paid is allocated to the city where it is located. The remaining tax is distributed to the State's General Revenue Fund. Mixed Beverage Tax allocation amounts are dependent upon the timing and accuracy of taxpayer's returns and payments, but generally represent taxes remitted to the Comptroller's Office during the calendar quarter immediately preceding the month the allocation is distributed.

For the FY2016 projection, we are anticipating the revenue estimate of \$16.4 million reflecting the trend in recent years. The following graph shows the seven-year comparison of the City's mixed beverage tax revenue.



Franchise Fees

Franchise fees are paid by companies, entities, or persons for the privilege of using public property for private purposes. Franchise agreements have been granted to numerous utilities and other enterprises, either directly by the City of Houston or by the State of Texas, including CenterPoint Energy, AT&T, several cable television firms, and others.

Changes in franchise revenue depend on many factors including economic fluctuations, rate charges, customer usage, franchise agreement changes and legislative actions.

Electric Franchise

Electric franchise fees are paid to the City for the right to conduct an electric light and power business and to use the City's rights-of-way for that business.

There are two companies in Houston that pay electric franchise fees: CenterPoint Energy Houston Electric ("CenterPoint") and Entergy. CenterPoint pays approximately 99% of the electric franchise fees paid to the City, which represents approximately \$99 million per year.

Prior to electric deregulation, which became effective on January 1, 2002, electricity franchise payments were calculated as a percentage of the electric company's gross revenues from sales to customers located within the City limits. Under this payment formula, electric franchise fees to the City fluctuated from \$80 million to as much as \$90 million per year.

From January 2002 through June 2005, franchise payments were no longer calculated based on a percentage of gross revenues, but instead were based on kilowatt hour consumption by customers within the City limits. During this period, electric franchise revenues dropped significantly, averaging \$75 million each year.

In July 2005, the City and CenterPoint entered into a new franchise agreement for a term of 30 years. The new agreement establishes a base franchise fee to the City of approximately \$96 million per fiscal year, payable monthly, which is adjusted annually based on kilowatt hours delivered in the City.

The FY2015 electric franchise fee estimate is \$99.2 million. The FY2016 electric franchise fee estimate of \$99.8 million is approximately 0.6% higher than the FY2015 estimate. Kilowatt hour consumption for calendar year 2014 was up 0.58% from 2013.

The City of Houston exercises original jurisdiction over the rates, operations and services of these electric utilities for the Houston area.

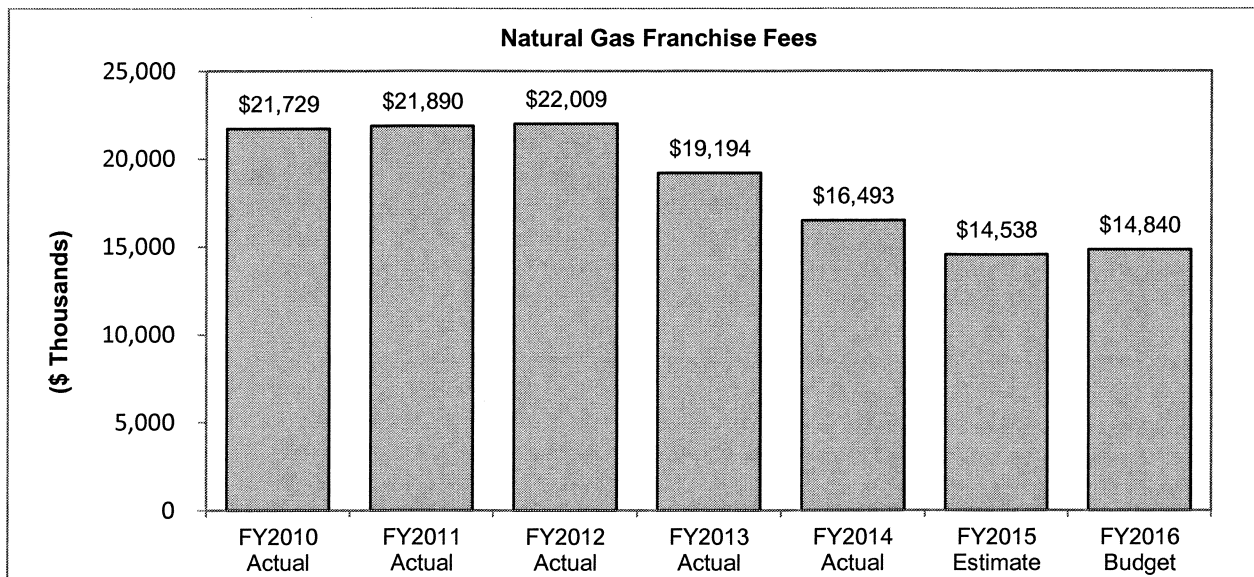
Natural Gas Franchise

Like electric franchise fees, natural gas franchise fees are paid by utilities that use the City's rights-of-way for the transportation, delivery, sale and distribution of natural gas to customers in the City.

There is one company in Houston that pays natural gas franchise fees to the City of Houston: CenterPoint Energy Resources Corporation ("CenterPoint" – formerly Entex). These fees are paid monthly and are based on 5% of gross receipts on a rolling 3-year average. For FY2016, franchise fees are based on CenterPoint's 2012, 2013 and 2014 gross revenues.

The estimate for FY2015 natural gas franchise fees from CenterPoint is approximately \$14.5 million. The FY2016 natural gas franchise fee estimate is \$14.8 million, an increase of 2.1% from FY2015. CenterPoint's calendar year 2014 revenues were \$323.8 million compared to calendar year 2011's revenues of \$305.8 million, an increase of 5.9%. While 2011's winter weather was average for the Houston area, 2014's winter weather was colder than average, leading to an increase in natural gas consumption and increased revenues for CenterPoint.

The graph below provides a seven-year comparison of the City's natural gas franchise fee revenue.



The City of Houston exercises original jurisdiction over the rates, operations and services of these natural gas utilities for the Houston area.

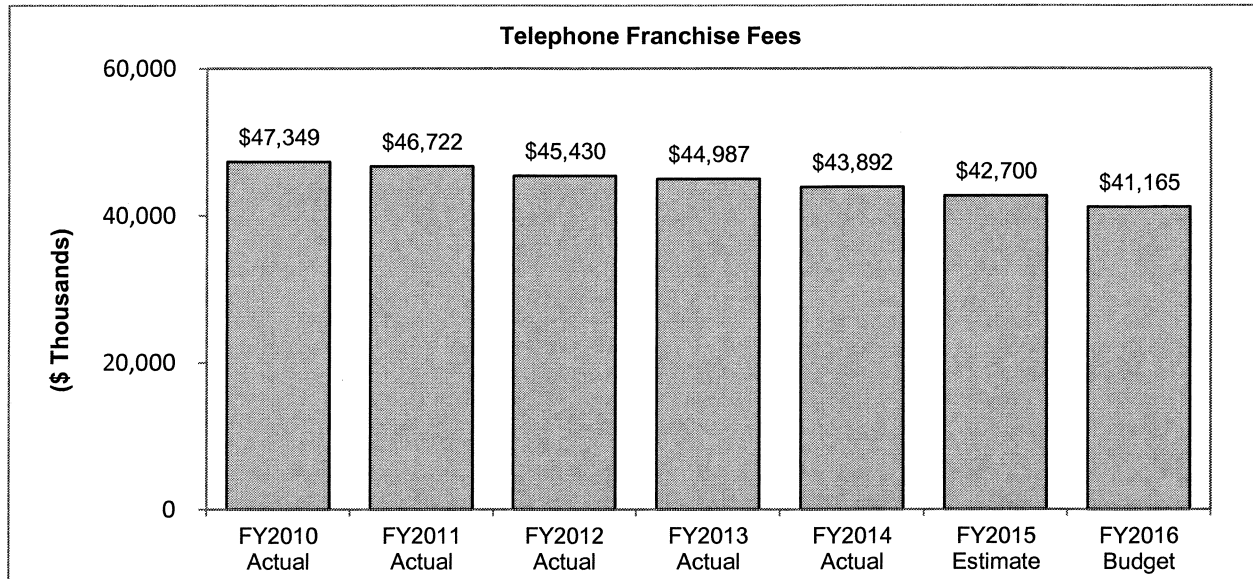
Telephone Franchise

Since deregulation of this industry in 2000, the telephone franchise fee paid to municipalities in Texas has been determined by applying an "access line rate," assigned by the Public Utilities Commission of Texas (PUCT) and adjusted annually for inflation, to the number of access lines in the municipality reported quarterly by each Certificated Telecommunications Provider ("CTP") doing business in that municipality. The access line rates

that will be in effect during the fiscal year are as follows: residential - \$1.81; non-residential - \$6.10; and point-to-point - \$17.27.

The FY2015 estimate for telephone franchise fee is \$42.7 million, exclusive of audit recoveries. The FY2016 projection of \$41.2 million is a 3.6% decrease from FY2015's estimate, and is reflective of the continued decrease in the number of access lines being reported by CTPs.

The following graph below provides a seven-year comparison of the City's telephone franchise fee revenue.



Cable TV Franchise Fees

The City of Houston currently has two active cable franchises with the following cable companies: SuddenLink Communications and Phonoscope. The cable franchises expire in 2017 and 2018, respectively. Pursuant to the terms of their franchise agreements, these companies pay franchise fees in the amount of 5% of their gross revenues from sales to Houston customers. In addition, there are two cable television/video service-providers operating in Houston under state-issued certificates of franchise authority: Comcast Cable and AT&T UVerse. Under the terms of the state franchise, these operators also pay the City of Houston 5% of their gross revenues from sales to Houston customers. The largest of either type of franchise is Comcast, which accounts for approximately 51.6% of the total cable franchise revenue projection for FY2016. The projection for FY2016 is \$23.9 million, which is 2.1% higher than the FY2015 estimate of \$23.4 million.

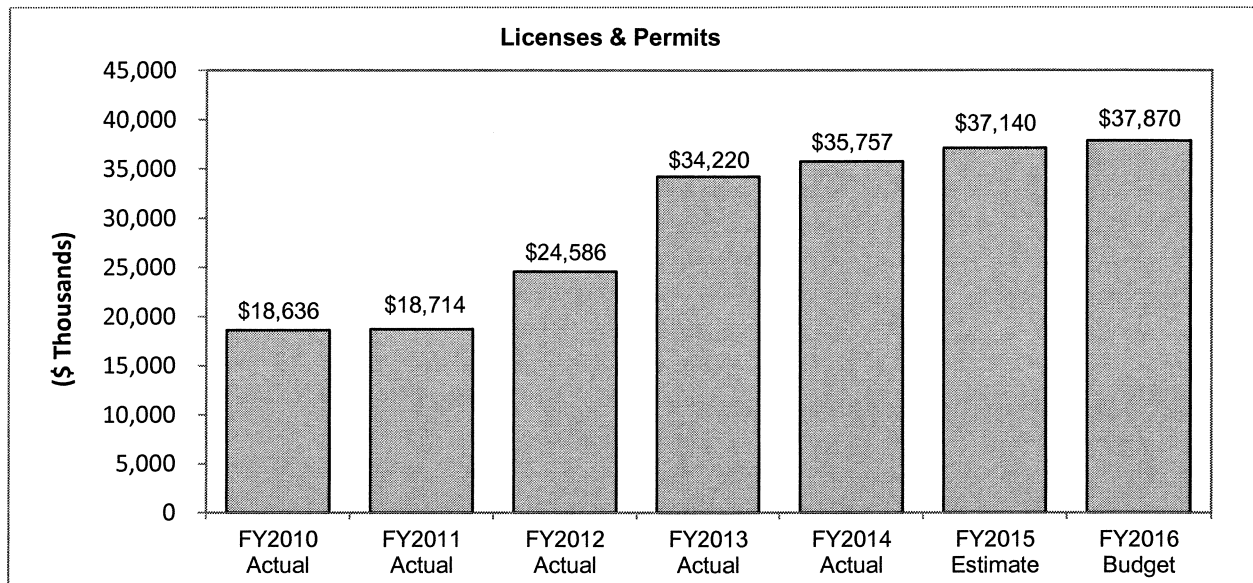
Solid Waste Hauler Franchise Fees

Solid waste haulers pay fees to compensate the City for the use of City streets. Approximately 100 active solid waste hauler franchises pay 4% of gross revenues from transporting commercial solid and industrial wastes that originate within the City limits. The FY2015 estimate for solid waste hauler franchise fees is \$6.8 million, exclusive of audit recoveries. The FY2016 estimate of \$7 million assumes slight industry growth, as well as continuing compliance efforts.

Other Revenues

Licenses and Permits

The Licenses and Permits category includes such items as special fire, food dealer, burglar alarm, dumpster permits, and many other permits. The FY2016 revenue is estimated at \$37.9 million, which is approximately \$730,000 higher than FY2015 estimate of \$37.1 million.



Ambulance Fees

City of Houston Code of Ordinance Chapter 4 permits the City to provide Emergency Medical Services including ambulance transport to the public and permits the City to partially recover the cost of providing those services. The base and variable fee structure is addressed under Section 4.13.

The City contracts with a third-party vendor for the billing and collection of Emergency Medical Services. The present contract is with Digitech Computers, Inc. At the end of the four-year contract term (August 2017), the City can opt to renew the contract for up to four successive one-year terms.

The revenue projection for Emergency Medical Services provided by the City of Houston for FY2016 is \$37.2 million, a decrease of \$4.2 million or 10.2% lower than the FY2015 estimate of \$41.4 million. This is mainly due to the adjustment in FY2016 to reflect gross revenue collection.

Platting Fees

City of Houston Code of Ordinance Chapter 42 permits the City to collect processing fees that shall be paid by an applicant for a subdivision plat, development plat, general plan and street dedication plat. The FY2016 revenues are estimated at \$5.1 million, approximately \$1.8 million or 26.2% lower than the FY2015 estimates of \$6.9 million.

Other Charges for Services

Other charges for services include miscellaneous copy fees, public safety report fees, vending machine concessions, vehicle storage, hazardous material response, and others. For FY2016, revenues of \$11 million are projected, an increase of \$453,000 or 4.3% higher than the FY2015 estimate of \$10.5 million.

Interfund Direct Charges

The General Fund charges the Houston Airport System for airport police service, which is the responsibility of Houston Police Department (HPD). The FY2016 projection of \$26 million is \$853,000 or approximately 3.4% higher than the FY2015 estimates of \$25.2 million.

The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2016 projection of \$18.8 million reflects an increase of \$731,000 over the FY2015 estimate of \$18.1 million.

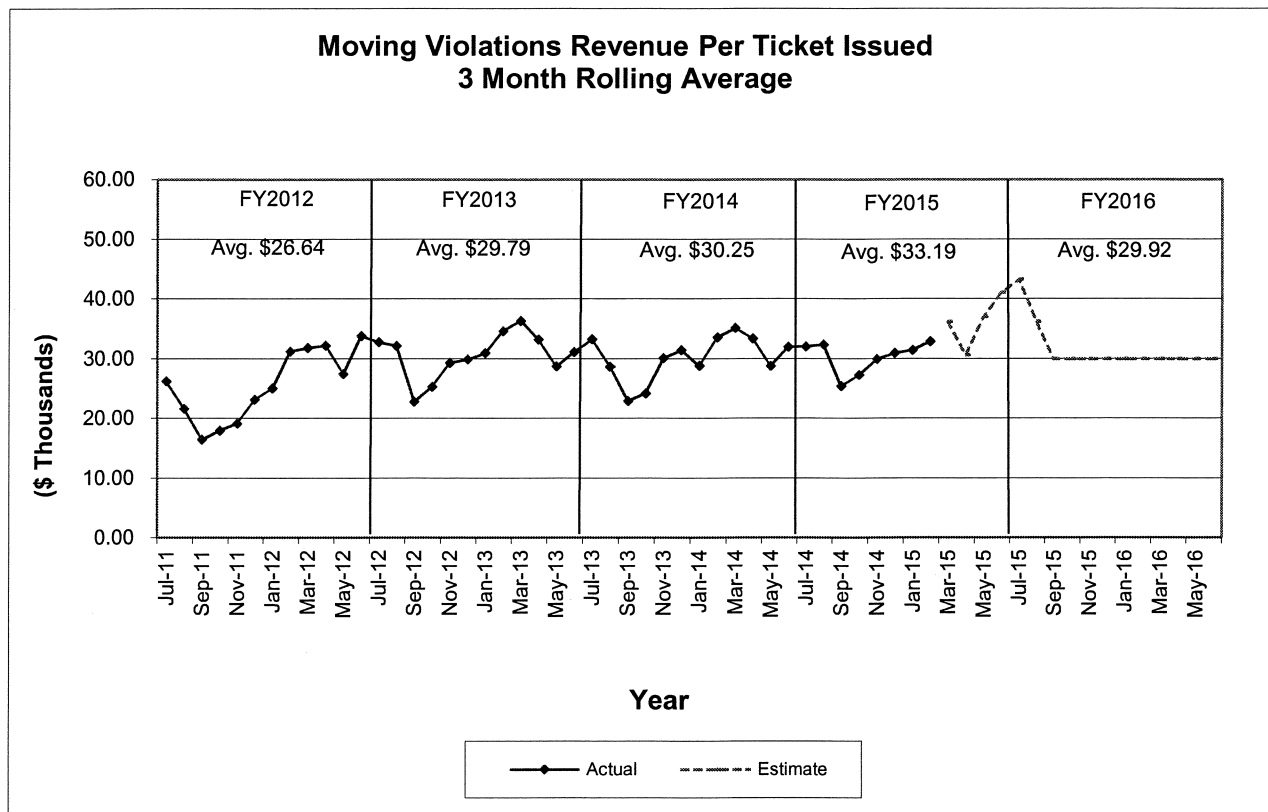
Payments received for other direct services performed by the General Fund are recovered throughout the year. The FY2016 projection of \$5.9 million is approximately \$117,000 higher than the FY2015 estimate of \$5.7 million.

Indirect Cost Recovery

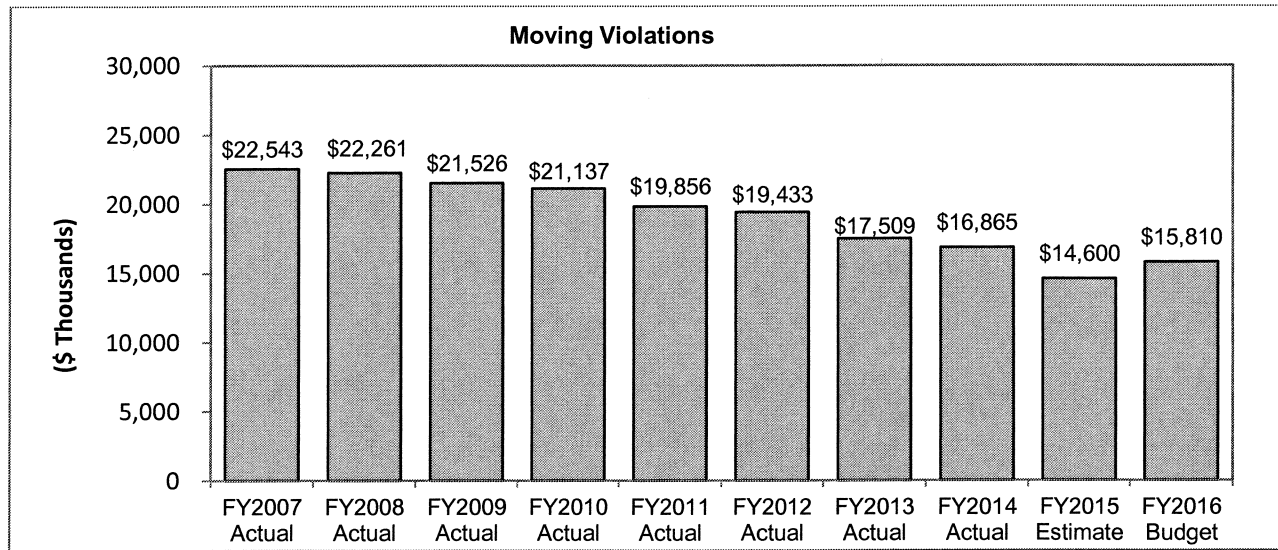
The General Fund provides citywide central support services and recovers the cost of these services through allocation of indirect costs. These amounts are determined through the preparation of an annual cost allocation plan, which distributes administrative overhead costs to General Fund operating departments and to other funds. For FY2016, the proposed plan calls for cost recoveries totaling \$26.7 million, an increase of \$3.3 million in indirect interfund revenue from the FY2015 estimate of \$23.4 million.

Moving Violations

In FY2016, we expect 528,464 tickets to be issued and 150,141 tickets paid at an average of \$105.23 per ticket. Moving violations revenue in FY2016 is projected at \$15.8 million.



The graph below provides a ten-year comparison of the City's Moving Violations revenue.



Other Municipal Courts Fines and Forfeitures

The FY2016 Municipal Court Fines and Forfeitures are projected at \$12.9 million.

Miscellaneous/Other

The FY2016 revenue is estimated at \$12.8 million, which is approximately \$1.9 million lower than FY2015 estimate of \$14.7 million.

All Other Revenues

Estimated revenues in remaining categories have been calculated using simple trend analysis, as well as operational and collections information from the collecting department. These revenues are estimated at \$5.8 million in FY2016.

A detailed listing of General Fund revenues by category are presented on the following pages showing the FY2014 Actual, FY2015 Current Budget and Estimate, and the FY2016 Budget amounts.

FISCAL YEAR 2016 BUDGET

General Fund Revenues by Category

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Taxes					
General Property Taxes					
411020	Current Property Tax	894,360,890	978,268,258	980,778,026	1,016,225,510
411030	Current Year Delinquent Property Tax	57,002,510	63,861,740	69,192,230	73,404,910
411040	Delinquent Property Tax - Prior Years	707,123	738,164	713,826	715,996
411041	Prior Year Delinquent Property Tax-2014	0	0	0	4,534,966
411150	Prior Year Delinquent Property Tax-2002	17,289	0	0	0
411160	Prior Year Delinquent Property Tax-2003	147,707	19,467	17,289	0
411170	Prior Year Delinquent Property Tax-2004	150,964	166,312	149,107	56,295
411171	Prior Year Delinquent Property Tax-2005	210,640	164,630	152,395	149,560
411172	Prior Year Delinquent Property Tax-2006	110,728	201,489	212,637	152,859
411173	Prior Year Delinquent Property Tax-2007	454,338	284,130	111,777	213,284
411174	Prior Year Delinquent Property Tax-2008	927,916	319,846	458,645	112,117
411175	Prior Year Delinquent Property Tax-2009	1,123,416	625,825	936,712	460,039
411176	Prior Year Delinquent Property Tax-2010	1,493,036	1,215,343	1,134,065	939,560
411177	Prior Year Delinquent Property Tax-2011	2,560,222	2,109,478	1,507,189	1,137,512
411178	Prior Year Delinquent Property Tax-2012	4,974,546	3,056,929	2,294,491	1,511,770
411179	Prior Year Delinquent Property Tax-2013	0	4,806,387	4,519,702	2,302,348
411180	Current Delinquent - P & I	4,892,946	5,312,828	4,694,005	5,005,071
411190	Penalty&Interest-Delinq. Property Tax	7,615,635	6,687,172	7,305,995	7,790,153
411210	Property Tax Rebates	(510,287)	(500,000)	(627,325)	(682,970)
Subtotal	General Property Taxes	976,239,619	1,067,337,998	1,073,550,766	1,114,028,980
412010	Sales Tax	629,440,810	666,968,000	676,666,000	688,837,000
Other Tax					
413010	Mixed Beverage Tax	13,868,517	13,977,900	15,600,760	16,397,311
414010	Bingo Tax	187,371	190,000	214,500	281,670
Subtotal	Other Tax	14,055,888	14,167,900	15,815,260	16,678,981
Total Taxes		1,619,736,317	1,748,473,898	1,766,032,026	1,819,544,961
Industrial District Assessment					
415010	Industrial District Assessment	16,533,599	15,000,000	16,000,000	18,200,000
Total Industrial District Assessment		16,533,599	15,000,000	16,000,000	18,200,000
Franchise Fees					
Electric Franchise					
416010	Electricity Franchise Tax	99,535,309	99,169,603	99,171,777	99,751,844
416020	Miscellaneous Franchise Fee	1,518,904	1,500,000	1,400,054	1,390,006
Subtotal	Electric Franchise	101,054,213	100,669,603	100,571,831	101,141,850
Telephone Franchise					
417010	Telephone Franchise Tax	43,891,689	42,225,000	42,700,000	41,165,000
419090	Telecomm Franchise Fees - Prior Year	21,527	0	7,976	(300,000)
Subtotal	Telephone Franchise	43,913,216	42,225,000	42,707,976	40,865,000
Gas Franchise					
418010	Natural Gas Franchise Tax	16,492,563	14,538,332	14,538,332	14,839,561
Other Franchise					
419010	Cable TV Franchise Tax	21,938,022	21,200,000	23,400,000	23,900,000
419040	Solid Waste Hauler Franchise Fee	6,703,065	6,400,000	6,750,000	6,980,000
419050	Spur Track Franchise Fee	21,551	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	45,831	45,184	45,184	44,600
419110	Cable TV Franchise Fees-Prior Year	(274,368)	0	0	0
419120	Solid Waste Franchise Fees-Prior Year	94,574	0	101,727	0
Subtotal	Other Franchise	28,528,675	27,665,610	30,317,337	30,945,026
Total Franchise Fees		189,988,667	185,098,545	188,135,476	187,791,437
Licenses and Permits					
421010	Special Food Permits	1,327,716	1,299,200	1,351,700	1,387,300
421020	Food Dealers Permits	3,677,782	3,748,200	3,743,700	4,017,000
421030	Food Managers Permits	455,719	483,700	450,900	486,900
421040	Mobile Food Vendor Licenses	491,118	473,200	515,200	528,800
421060	Miscellaneous Health Permits	1,221,792	1,150,000	1,300,000	1,214,200
421100	Occupation Licenses	184,052	209,616	186,365	185,947

FISCAL YEAR 2016 BUDGET

General Fund Revenues by Category

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
421110	Sexually Oriented Business Permits	26,890	25,497	23,499	23,158
421130	Decals for Coin-Op.Amusement Machines	399,870	376,673	392,351	374,329
421140	Dance Licenses	56,331	57,440	51,744	57,710
421150	Liquor Licenses	1,325,353	1,516,968	1,402,728	1,358,208
421170	Burglar Alarm Permits	8,801,282	8,400,000	9,215,452	9,139,245
421180	Special Fire Permits	6,895,434	6,800,000	6,800,000	7,000,000
421200	Other Building & Construction Permits	8,196	2,000	4,590	2,000
421210	Fire Alarm Permits	560,980	500,000	520,000	550,000
421220	School Bus Licenses & Permits	36,818	32,425	44,218	39,401
421230	Taxicab Licenses & Permits	1,326,885	1,327,420	1,332,848	1,375,160
421250	Valet Parking Operator Permits	46	0	0	0
421270	City Election Fees	33,750	0	0	35,000
421280	Other Licenses & Permits	320,339	287,870	817,534	1,044,065
421290	Tower Application Review Fee	1,406	707	2,900	2,180
421320	Dumpster Permits	2,532,703	2,520,000	2,600,000	2,684,000
421410	Permit Preparation Fees	27,183	0	0	0
421490	Plan Review Fees	1,886,972	1,600,000	2,200,000	2,200,000
421570	Limousine Permits	1,016,232	870,958	1,094,124	1,027,653
421580	Charter Bus Permits	207,216	142,323	189,947	234,771
421590	Right-of-way Permits	296,383	290,742	290,742	287,000
421600	Jitney Permit & Inspection Fees	5,011	4,881	4,881	5,020
421610	Low Speed Shuttle Permit/Inspection Fees	3,996	1,852	1,852	2,543
421620	Pedicab Permits & Inspection Fees	17,294	9,067	11,547	9,864
421630	Administrative Fee - Licenses & Permits	2,612,743	2,373,110	2,591,694	2,598,608
Total Licenses and Permits		35,757,492	34,503,849	37,140,516	37,870,062
Intergovernmental					
422010	Medicaid Title XIX	379,045	450,000	200,000	196,000
422122	Municipal Service Fees - TIRZ	5,533,200	5,354,000	5,354,000	5,550,000
422141	Intergovernmental Revenue - TIRZ	5,028,123	5,750,193	6,088,747	6,674,276
422153	Intergovernmental Revenue - 1115 Waiver	8,456,901	10,064,538	13,280,800	14,050,200
423010	Other Grant Awards	1,500,000	0	0	0
Total Intergovernmental		20,897,269	21,618,731	24,923,547	26,470,476
Charges for Services					
Direct Interfund Services					
424040	Interfund 311	373,571	373,376	373,376	373,376
424050	Interfund Fire Protection Services	16,581,924	18,082,666	18,082,666	18,814,049
424060	Interfund Airport Police Services	22,025,690	24,686,257	25,186,257	26,039,447
424070	Interfund Legal Services	1,212,684	1,220,282	1,127,659	1,209,491
424080	Interfund Payroll Services	626,722	673,310	657,632	664,570
424110	Other Interfund Services	2,102,104	2,684,595	2,838,882	2,870,956
424140	Interfund Inventory	(301,262)	0	0	0
424160	Interfund Affirmative Action Services	317,936	386,692	386,692	392,749
451040	Interfund Postage	1,068	1,000	10,868	1,000
457010	Interfund Land Acquisition	316,300	339,600	339,600	339,600
457020	Interfund Communication Equip Repair	0	5,000	0	0
Subtotal Direct Interfund Services		43,256,737	48,452,778	49,003,632	50,705,238
Indirect Interfund Services					
425010	Indirect Cost Recovery-Aviation	2,651,941	2,838,374	2,838,374	3,258,744
425020	Indirect Cost Recovery - Civic Center	0	233,181	0	0
425030	Indirect Cost-CUS Fund	6,173,346	8,441,300	8,441,300	9,810,103
425040	Indirect Cost-HALAN	99,000	99,000	99,000	99,000
425050	Indirect Cost Recovery-Auto Dealers	892,675	1,042,065	1,042,065	1,099,039
425060	Indirect Cost Recover -Public TV	40,528	108,499	108,499	121,463
425070	Indirect Cost-Building Inspection	1,438,831	1,454,707	1,454,316	1,595,671
425080	Indirect Cost Recovery-Street & Drainage	1,120,158	1,015,054	1,015,850	1,101,460
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	3,603,341	6,260,244	6,260,244	7,504,934
425110	Indirect Cost Recovery-Grants	2,428,119	2,122,400	2,050,000	2,050,000
Subtotal Indirect Interfund Services		18,557,939	23,724,824	23,419,648	26,750,414

FISCAL YEAR 2016 BUDGET

General Fund Revenues by Category

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Charges for Services					
424210	Interfund Radio Parts & Labor	0	1,440	1,440	1,440
424215	Interfund Radio System Access	48,240	48,240	48,240	90,048
426010	Hazardous Materials Response	93,115	56,100	175,000	108,000
426020	Hazardous Materials Permit	28,632	36,999	29,500	30,651
426030	Ambulance Fees	38,744,142	37,699,704	41,400,000	37,174,830
426040	Library Service Charges	9,432	10,000	10,000	10,000
426055	External Radio Parts & Labor	23,310	28,800	80,000	28,800
426070	Hotel & Motel Ordinance	4,261	3,315	5,187	3,858
426090	Demolition Fees	630,667	520,435	520,435	520,435
426100	Non-Resident Garbage Fee	539,579	505,000	570,000	588,000
426110	Extra Container Garbage Fee	1,531,169	1,466,000	1,542,000	1,542,000
426120	Weed Cutting Fees	518,528	438,039	438,039	438,039
426130	Dental Fees	12,588	11,000	7,000	6,000
426151	Passport Service Fee	555,675	400,000	450,000	450,000
426240	Limousine Inspection Fees	115,160	90,716	122,922	106,668
426250	Platting Fees	6,016,317	5,261,675	6,850,000	5,057,929
426260	Police Services	1,170,718	165,000	342,000	165,000
426280	Legal Fees	6	0	0	0
426290	Other Service Charges	94,713	90,270	98,202	87,168
426300	Certified Copies Fees	1,793,245	1,800,000	1,800,000	1,800,000
426320	City Maps & Related Items	707	450	450	450
426330	Miscellaneous Copies Fees	120,531	90,390	160,841	156,362
426340	Public Safety Reports Fees	935,545	913,490	962,500	964,505
426350	Fire Fighting Services	743,218	638,015	720,000	740,000
426370	Training Services	15,856	26,000	26,000	26,000
426420	Building Space Rental Fees	1,146,892	1,217,304	1,031,094	1,285,980
426430	Facility Rental Fees	138,876	136,374	147,176	146,406
426480	Securing/Boarding - Nuisance Abatement	40,081	11,665	11,665	11,665
426485	Visual Blight - Nuisance Abatement	1,316	1,366	1,366	1,366
426520	External Radio System Fees	73,911	342,000	350,000	738,864
426525	Chapter 125 - Nuisance Abatement	(100,600)	0	0	0
443120	Photocopier Concessions	973	1,100	1,100	1,000
443130	Pay Phone Concessions	209,987	200,000	110,000	110,000
443150	Telecommunications Revenue	0	100	100	0
443160	Vending Machine Concessions	249,647	304,000	189,885	254,497
445050	Cell Tower Revenue	298,875	315,000	334,267	327,435
447020	Garage Parking Revenue	252,914	240,000	235,000	234,100
456250	Sewage Disposal	0	0	48	0
Subtotal Charges for Services		56,058,226	53,069,987	58,771,457	53,207,496
Total Charges for Services		117,872,902	125,247,589	131,194,737	130,663,148
Fines and Forfeits					
Municipal Courts Fines and Forfeits					
427010	Moving Violations	16,865,131	17,200,000	14,600,000	15,810,000
427030	MCTP Monthly Time Payment	374,662	432,000	350,000	350,000
427040	Non-Traffic Fines	2,020,362	2,338,450	1,550,000	1,900,000
427050	Failure to Appear Fines	2,121,987	2,050,000	2,050,000	2,050,000
427060	Scire Facias Forfeitures	624,269	644,199	575,000	575,000
427070	Bond Handling Fees	463	769	769	769
427100	Local Court Costs	537,161	564,859	500,000	500,000
427110	Driver Safety Administration Fees	1,460,425	1,481,729	1,375,000	1,375,000
427120	Cash Bond Forfeiture Fees	3,574	3,250	3,250	3,250
427130	Local Arrest Fees	1,284,653	1,377,422	1,150,000	1,150,000
427140	State Arrest Fees	0	2	2	2
427160	Warrant Fees	90,500	127,864	90,000	90,000
427170	HPD Overtime Fee	0	19	19	19
427180	Capias Pro Fine	1,900	3,032	3,032	3,032
427200	Unclaimed Fines & Forfeitures	6,643	786	5,786	786
427210	Court Costs/Jury Costs	1,281	706	706	706
427220	Suspended Sentence Fees	4,015,509	3,972,528	3,850,000	3,850,000

FISCAL YEAR 2016 BUDGET

General Fund Revenues by Category

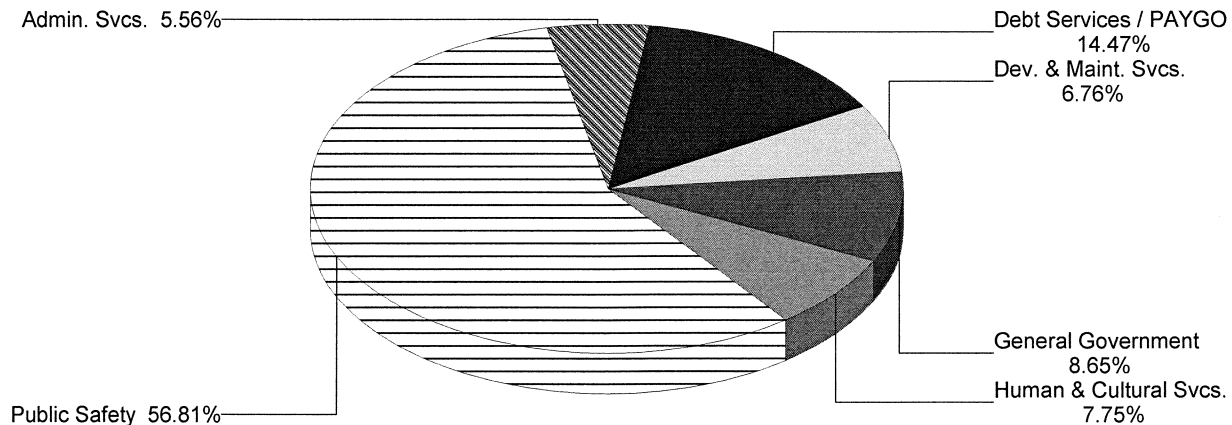
Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
427250	Registration Denial Fee	258,333	274,290	274,290	274,290
427260	Dismissal Fees	635,170	680,780	610,000	610,000
427280	In-House Collection Fee	191,678	155,321	155,321	155,321
Subtotal Municipal Courts Fines and Forfeits		30,493,701	31,308,006	27,143,175	28,698,175
Other Fines and Forfeits					
428020	Library Fines	564,578	550,000	450,000	400,000
428030	Release of Liens	159,027	121,759	121,759	122,759
428040	Vehicle Tow-Away Fees	1,572	2,200	2,200	2,200
428050	False Alarm Penalties	2,592,960	2,508,467	2,591,326	2,567,480
428060	Other Interest Income	303,971	311,000	312,644	312,644
428080	Returned Check Charges	9,565	8,220	9,342	8,920
428090	Miscellaneous Fines & Forfeitures	342,838	100,000	228,360	100,000
428095	Red Light Enforcement	0	465,000	150,000	50,000
428100	Interest on Liens-COH	54,597	60,000	48,609	45,000
428105	Interest on Liens-Contract	654,057	546,719	546,719	546,719
Subtotal Other Fines and Forfeits		4,683,165	4,673,365	4,460,959	4,155,722
Total Fines and Forfeits		35,176,866	35,981,371	31,604,134	32,853,897
Interest					
432010	Interest on Pooled Investments	2,406,699	2,400,650	3,000,000	3,000,000
Total Interest		2,406,699	2,400,650	3,000,000	3,000,000
Miscellaneous/Other					
431020	Contributions from Others	0	0	259,268	125,000
434150	Streets & Bridges Assessments	111,365	59,300	91,962	60,000
434205	Sale of Scrap Metal	52,464	2,000	2,020	2,000
434225	Sale of Non-Capital Equip. & Merchandise	418,491	360,000	363,000	360,000
434305	Judgments & Claims	2,830,598	130,000	223,237	130,000
434315	Reimbursement of Court Costs	(1,924)	0	0	0
434330	Subrogations	0	10,000	0	110,000
434340	Cashier Overages	1,780	100	2,400	2,100
434505	Prior Year Expenditure Recovery	(153,163)	50,000	(3,621)	50,000
434510	Prior Year Revenue	797,844	50,000	0	50,050
444010	Private Contributions	8,685	0	0	0
452010	Release of Special Deposits	0	0	187	0
452020	Recoveries & Refunds	6,991,945	6,373,600	8,916,398	7,846,000
452030	Miscellaneous Revenue	3,251,471	2,135,075	2,892,410	2,021,600
452040	Payment in Lieu of Taxes	2,049,214	0	1,997,273	2,000,000
456255	Misc Operating Revenue	(926,940)	0	0	0
Total Miscellaneous/Other		15,431,830	9,170,075	14,744,534	12,756,750
Other Resources					
434235	Sale of Capital Assets	39,557	0	55,627	175,000
434240	Sale of Capital Assets-Land/Streets	977,658	2,500,000	28,363,660	5,325,000
490020	Transfer from Special Revenue Fund	1,532,950	1,500,000	1,557,500	1,550,000
490060	Transfer from Civic Center	1,380,000	1,380,000	1,380,000	1,380,000
490120	Transfer from Component Unit	14,323,369	20,259,211	20,405,698	20,794,961
490140	Transfer from Parking Management	9,403,137	7,000,000	7,000,000	7,000,000
Total Other Resources		27,656,671	32,639,211	58,762,485	36,224,961
Grand Total		2,081,458,312	2,210,133,919	2,271,537,455	2,305,375,692

GENERAL FUND EXPENDITURES/OTHER USER SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2016 Budget. These expenditures and other uses are funded by revenues from property and sales taxes, franchise fees, licenses and permits, charges for services, miscellaneous categories and other sources. (For a detailed explanation, see the General Fund Resources Summary).

FY2016 General Fund expenditures and other uses are allocated among twenty-four (24) departments and five (5) functional areas, the functional areas include: Public Safety, Development and Maintenance Services, Human and Cultural Services, Administrative Services, and General Government. The following graph illustrates the allocation of these expenditures and other uses. Please note that the Public Safety and Human and Cultural Services categories are supported by expenditures in all other categories.

GENERAL FUND EXPENDITURES/OTHER USES FY2016 BUDGET



Total=\$2,391,253,131

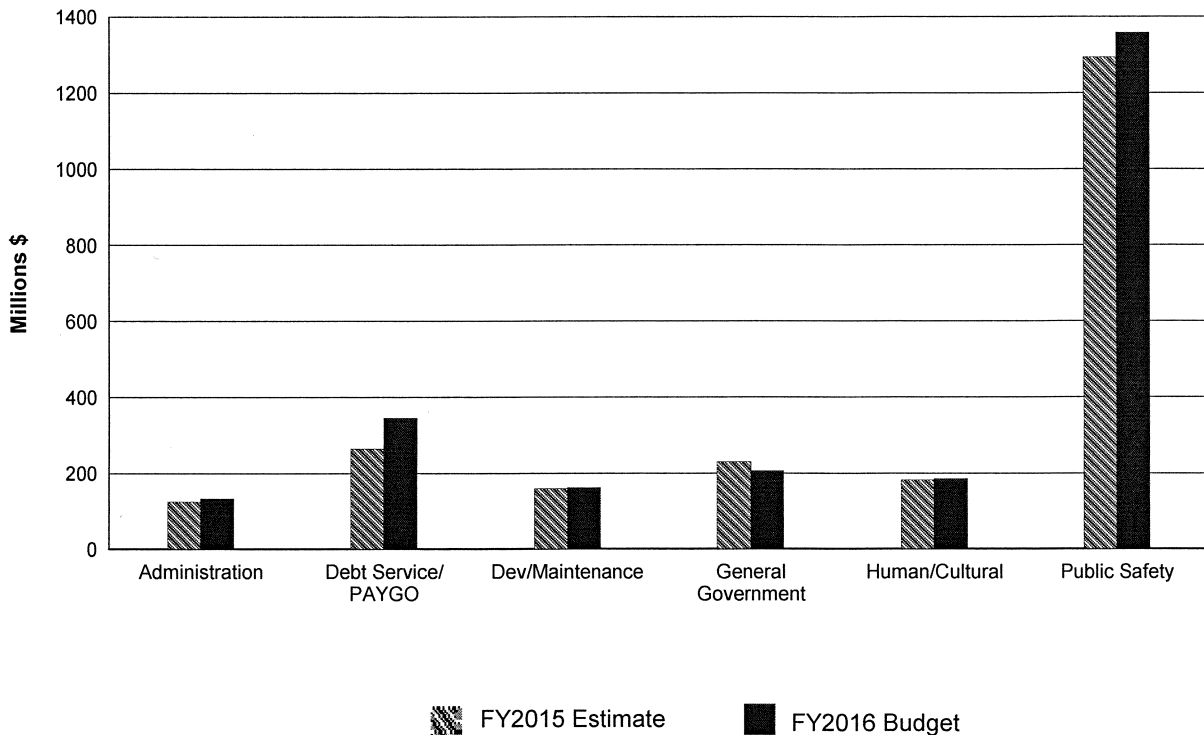
OVERVIEW

The largest single category of expenditures and other uses in FY2016 is Public Safety with (56.81%) of the total, followed by Debt Service (14.47%), Human and Cultural Services (7.75%), General Government (8.65%), Development and Maintenance Services (6.76%), and Administrative Services (5.56%).

The General Fund is dominated by public safety costs. While the public safety category makes up a majority of the total costs, it is important to note that other expenditure categories such as debt, general government, maintenance, and administrative services provide support for public safety activities. Those public safety activities could not operate without that support. Further, it is widely recognized that many of the human and cultural services the city provides indirectly reduce crime by actively engaging at-risk groups. In many ways those services are public safety costs as well.

The following graph compares the FY2015 Estimate and FY2016 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

General Fund Expenditures/Other Uses FY2015 Estimate vs. FY2016 Budget



The FY2016 budget for General Fund expenditures/other uses of \$2,391 million is \$137 million higher than the FY2015 estimate of \$2,254 million.

The following section provides highlights of FY2016 General Fund expenditures/other uses by functional category and department.

Public Safety

The Public Safety functional category includes: Fire, Houston Emergency Center, Municipal Courts, and Police Departments.

- The Fire Department's FY2016 budget provides for: (1) five new cadet classes that include two non-certified and three certified classes (2) three new paramedic training classes (3) hands on continuing education training and (4) the continuation of Fire Ground Survival Training.
- The Houston Emergency Center Department will continue its mission of providing the citizens of Houston with the most efficient, accurate, and professional service when processing life-threatening calls.
- Municipal Courts FY2016 budget includes staffing to support fifteen day courts and eight night courts, the continuation of fee-based weddings and alcohol and tobacco classes along with newly implemented fee-based initiatives such as Notary service and Driving Record printing services. Funding has also been provided to maintain and support the operations of the Court System for Management of Resources and Technology (CSMART).
- The Police Department's FY2016 Budget includes funding to meet the department's goals of enhancing safety throughout the city, continuing positive relations with the community, ensuring the department's accountability to the public, maintaining and increasing productivity, and increasing professionalism of department employees. It also includes funding for four new cadet classes.

Development and Maintenance Services

The Development and Maintenance Services functional category includes: the General Services, Planning and Development, Public Works and Engineering, and Solid Waste Management Departments.

- The General Services Department continues to provide best practices in managing facilities, design, construction, security and resource conservation in core civic buildings to optimize the life of City buildings. Funding for preventive and corrective maintenance costs for facilities managed by the department are being reported in Maintenance Renewal and Replacement Fund.
- The Department of Planning and Development provides leadership & support in making Houston a vibrant city in which to live, learn, work and play by: (1) administering regulatory and other tools affecting development and growth (2) developing plans to meet future citywide needs (3) administering tools that enhance and protect neighborhood character & stability (4) and providing reliable data, mapping and analysis to decision-makers.
- The Public Works and Engineering Department's FY2016 Budget includes the Resource Management, Traffic Operations and Planning Divisions. The Planning Division will continue to process Joint Referral Committee transaction activities assigned to the department timely. The Traffic Operations Division will continue to work to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents and other mobility issues throughout the City during peak periods.
- The Solid Waste Management Department provides solid waste services to the citizens of Houston through the collection, disposal and recycling of discarded material in a manner that is safe, efficient, environmentally sound and cost-effective. In FY2016, the department will continue to refine its major work program performance measures.

Human and Cultural Services

The Human and Cultural Services functional category includes: the departments of Health and Human Services, Housing & Community Development, Library, Parks and Recreation, and the Department of Neighborhoods.

- The Health and Human Services Department works with the community to promote and protect the health and social well-being of Houstonians. The FY2016 budget includes funding for the Texas Medicaid Transformation 1115 Waiver Intergovernmental Transfer.
- The Housing and Community Development Department continues to provide services principally to low and moderate income persons. The Department manages and administers both federal and non-federal funds that are earmarked for the development of viable urban communities. FY2016 General Fund budget includes funding to support personnel costs of individuals who have been assigned in part and/or whole to two citywide initiatives: (1) Land Assemblage Redevelopment Authority (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program.
- The Houston Public Library (HPL) remains committed to its role as a leader in the state and in the nation. The FY2016 budget allows HPL to focus on our five customer-driven organizational priorities which are Lifelong Learning, Literacy Learning, Life Skills Learning, Laboratory Learning, and Lifestyle Learning.
- The Parks and Recreation Department continues to enhance urban life by providing safe, well-maintained parks and offering affordable programs for the community. The Department partners with other departments such as Library, Health, Planning and Development as well as Public Works and Engineering to offer the best family experience they City has to offer.
- The Department of Neighborhoods' FY2016 budget includes funding to continue the department's focus of increasing awareness of the City's blight ordinances, signs code enforcement activities and other activities such as citizens assistance, gang prevention outreach, addressing the concerns of people with disabilities, international communities, volunteerism, and education programs in an effort to improve neighborhoods and help make Houston a better place to live.

Administrative Services

The Administrative Services functional category includes: the departments of Administration and Regulatory Affairs, City Controller's Office, City Council, City Secretary, Finance, Houston Information Technology Services, Human Resources, Legal, Mayor's Office, and Office of Business Opportunity.

- The Administration and Regulatory Affairs (ARA) Department applies efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement in operational efficiency and service excellence. We employ these improvement principles in the administration of our various divisions, from our public-facing functions such as administering the City's 3-1-1 information line, animal control, on-street parking management, and business permitting; to our administrative and regulatory functions such as utility regulation, franchise administration, Citywide policy administration, and management of the City's risk and exposure through commercial insurance.
- The Controller's Office continues to protect the financial integrity of Houston's City government. In FY2016 the department will continue ensuring accurate and timely reporting on the City's current financial condition. Also, assessing the City's future financial condition, and certifying to City Council that funds are available for all appropriations.
- The Finance Department promotes fiscal responsibility, provides high-quality financial services and information to public officials and citizens, strives to improve process execution internally and citywide and assists managers and employees in professional development by providing the resources needed to get the job done. The FY2016 Budget includes the citywide Enterprise Risk Management (ERM) process to evaluate Internal Controls and Process Documentation for various departments in the City.

- The Houston Information Technology Services (HITS) continues to engage to become a partner of choice; to create a resilient, scalable and agile IT infrastructure; to transform our IT workforce; to improve the overall management of IT services; protect city information and data; and enhance citizen engagement. The FY2016 budget includes funding for all citywide technology initiatives.
- The Legal Department continues to provide core legal services, bond issue representation, preparation of ordinances and resolutions, utility regulation, and revenue collection. The FY2016 budget will continue to focus on the citywide debt collection program, assisting civic groups and individuals in the protection of their neighborhoods, handling deed restriction violations, moving to demolish blighted multi-family complexes, closing unlawfully operated sexually oriented businesses, and evolve into a more technology oriented law office environment.
- The Office of Business Opportunity continues to create a competitive and diverse business environment in the City of Houston by promoting the growth and success of local small businesses. The FY2016 budget includes funding for the continued implementation of the Department's program priorities, initiatives, and major core services which includes the Minority, Women, Small, and Persons with Disabilities Business Enterprises (MWSBE and PDBE) and Disadvantaged Business Enterprises (DBE) Programs, the Hire Houston First Program, as well as a suite of services for small businesses and entrepreneurs through the Department's Business Solutions Center.

General Government

General Government includes citywide costs that are not attributable to any single Department. The FY2016 budget includes limited purpose annexation payments which are offset by revenues, general and run – off elections, health insurance for retired civilians and citywide membership fees.

FISCAL YEAR 2016 BUDGET

General Fund Expenditure Summary

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	219,351,677	229,335,047	225,802,956	232,458,211
500020	Salary Base Pay - Classified	541,028,501	557,870,224	557,620,225	580,061,587
500030	Salary Part Time - Civilian	5,116,853	6,138,415	5,954,383	6,307,594
500040	Salary Assignment Pay - Classified	6,816,992	6,809,476	7,157,392	7,509,654
500045	Patrol Incentive Pay	2,421,746	2,499,487	2,499,487	2,842,000
500050	Sal-Edu/Incen-Classfd	16,101,566	16,398,670	16,427,286	16,673,324
500060	Overtime - Civilian	5,024,506	4,586,577	4,908,822	4,541,249
500070	Overtime - Classified	36,014,106	37,690,624	37,690,624	33,726,850
500090	Premium Pay - Civilian	742,437	706,023	703,833	804,814
500110	Bilingual Pay - Civilian	525,939	556,502	544,590	533,022
500120	Bilingual Pay - Classified	3,131,270	3,200,143	3,238,940	3,210,378
500130	Equipment Allowance-Classified	10,679,136	10,406,236	10,406,236	10,693,228
500150	Shift Differential Pay-Classified	4,143,333	3,986,523	3,986,523	4,377,073
500160	Training Incent.-Classified	30,526,123	30,563,098	30,563,098	30,881,396
500170	Weekend Prem Pay-Classified	3,463,746	3,419,164	3,419,164	3,760,504
500180	Temporary Employees	1,306,001	1,133,649	1,133,649	979,748
500190	Temporary Higher Class Pay	1,728,558	1,769,563	1,505,079	1,500,805
500210	Pay for Performance-Municipal	80,850	218,541	238,941	232,841
500240	HOPE Community Service Usage	966	2,000	2,000	2,000
500250	HOPE Union Business Usage	10,551	18,322	18,629	13,373
501020	Clothing Allowance - Classified	1,302,825	1,291,200	1,292,700	1,349,000
501040	Earned Leave - Classified	1,498,261	1,500,000	1,406,232	1,500,000
501050	Employee Awards	7,159	9,200	9,200	9,200
501060	Moving Expenses	1,189	17,943	17,943	0
501070	Pension - Civilian	51,105,887	58,116,542	57,166,978	63,603,745
501080	Pension - Fire	63,757,651	91,232,217	92,436,055	92,624,950
501090	Pension - Police	100,614,334	111,370,600	111,370,600	146,379,380
501100	Phase Down Classified	13,582,957	15,802,189	15,802,189	16,361,451
501110	Strategic Staffing-Classified	572,953	600,000	600,000	1,000,000
501120	Termination Pay - Civilian	3,687,106	2,056,025	3,243,419	2,051,695
501130	Termination Pay - Classified	9,000,686	12,927,620	12,112,895	12,752,672
501140	Third Party Disability B-Classified	3,603,394	3,788,023	3,788,023	3,826,461
501150	Trainees for Classified Service - Cadets	6,353,361	8,416,045	7,907,797	9,189,308
501160	Vehicle Allowance - Civilian	77,386	77,261	77,261	77,242
501170	Vehicle Allowance - Classified	208,250	225,985	225,985	220,000
502010	FICA - Civilian	17,603,436	18,856,977	18,318,033	19,246,031
502020	FICA - Classified	7,613,129	8,035,463	8,009,719	8,054,019
503010	Health Ins-Act Civilian	37,898,532	38,056,866	38,003,084	37,071,276
503015	Basic Life Insurance - Active Civilian	130,825	136,553	137,171	137,256
503020	Health Ins.Act-Classified	103,505,490	101,200,799	101,200,799	101,639,478
503025	Basic Life Insurance - Active Classified	318,982	334,461	334,461	349,140
503040	Health/Life Ins.Ret-Classified	18,148,843	19,649,613	19,649,613	18,550,394
503050	Health/Life Insurance - Retiree Civilian	10,917,213	13,675,162	13,675,162	12,789,776
503060	Long Term Disability-Civilian	388,781	408,387	406,187	423,716
503061	Long Term Disability-Classified	277,624	330,882	330,882	342,191
503070	Municipal Pension-Other Classified	247,676	225,717	225,717	257,000
503080	Workers Compensation-Classified-Admin	1,974,282	2,537,336	2,583,660	2,925,445
503090	Workers Compensation-Civilian-Admin	1,082,043	1,363,580	1,377,034	1,745,275
503100	Workers Compensation-Civilian-Claim	2,738,577	1,797,020	1,832,084	1,903,120
503110	Workers Compensation-Classified-Claim	12,962,317	10,116,135	9,918,135	9,862,568
504020	Compensation Contingency	0	3,653,686	3,667,771	1,509,760
504030	Unemployment Claims - Administration	289,262	438,965	438,058	373,740

FISCAL YEAR 2016 BUDGET

General Fund Expenditure Summary

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
504040	Res For Police Enhanc.-Classified	165,000	975,000	975,000	1,275,000
504060	Health Benefits-Fire	648,930	670,000	630,000	650,000
Total	Personnel Services	1,360,499,198	1,447,201,736	1,442,991,704	1,511,159,940
511010	Chemical Gases & Special Fluids	275,897	267,167	297,205	306,922
511015	Cleaning & Sanitary Supplies	841,172	787,306	796,477	833,342
511020	Construction Materials	372,410	344,422	359,960	311,689
511025	Electrical Hardware & Parts	688,095	528,492	493,554	520,361
511030	Mechanical Hardware & Parts	121,606	125,503	122,150	76,782
511035	Meters Hydrants & Plumbing Supplies	142,367	128,089	137,589	136,789
511040	Audiovisual Supplies	177,475	57,361	56,439	94,738
511045	Computer Supplies	1,172,454	1,168,443	1,091,878	1,131,559
511050	Paper & Printing Supplies	456,276	515,496	484,753	499,878
511055	Publications & Printed Materials	292,285	308,106	300,450	318,446
511060	Postage	460,914	491,136	481,303	517,922
511070	Miscellaneous Office Supplies	1,773,997	1,482,895	1,517,015	1,511,765
511075	Library Circulation Supplies	29,790	30,000	29,300	30,000
511080	General Laboratory Supplies	399,615	357,221	357,221	247,817
511085	Drugs & Medical Chemicals	549,255	580,060	540,060	671,744
511090	Medical & Surgical Supplies	1,506,657	1,438,825	1,544,601	1,443,828
511095	Small Technical & Scientific Equipment	79,732	327,480	515,236	299,908
511100	Veterinary & Animal Supplies	152,423	337,786	337,786	110,000
511110	Fuel	26,542,393	25,279,322	25,251,647	25,370,407
511115	Vehicle Repair & Maintenance Supplies	93,758	207,504	232,028	376,042
511120	Clothing	4,559,114	3,108,328	3,221,956	3,415,112
511125	Food Supplies	142,517	225,710	226,388	291,467
511130	Weapons Munitions & Supplies	675,599	929,909	929,909	404,500
511135	Recreational Supplies	290,072	223,063	224,164	206,540
511140	Landscaping & Gardening Supplies	104,616	148,900	125,400	145,700
511145	Small Tools & Minor Equipment	664,509	528,656	555,280	568,746
511150	Miscellaneous Parts & Supplies	2,082,348	1,206,510	1,278,705	1,363,773
511155	Inventory Sales	0	5,000	5,000	5,000
511160	Protective Gear	665,827	560,132	650,000	659,364
511164	Breathing Apparatus Repair Supplies	390,507	452,198	475,000	459,395
511165	Fire Fighting Equipment	280,942	348,200	267,200	289,639
Total	Supplies	45,984,622	42,499,220	42,905,654	42,619,175
520100	Temporary Personnel Services	3,539,009	3,178,380	3,180,273	2,927,831
520101	Janitorial Services	3,300,682	4,019,967	3,960,103	4,317,300
520102	Security Services	3,881,668	4,378,390	4,646,930	4,798,430
520103	Subrecipient Contract Services	190,031	335,083	335,083	466,783
520105	Accounting & Auditing Services	3,690,511	3,040,342	3,040,552	3,147,588
520106	Architectural Services	12,034	167,200	167,200	0
520107	Computer Info/Contr	4,430,364	4,904,580	4,902,368	5,509,752
520108	Information Resource Services	1,005,948	415,978	424,653	336,136
520109	Medical Dental & Laboratory Services	1,037,019	685,476	708,679	990,205
520110	Management Consulting Services	3,974,912	4,800,093	4,871,745	6,662,629
520111	Real Estate Services	125,404	139,024	139,024	135,493
520112	Banking Services	281,739	405,832	406,696	398,348
520113	Photographic Services	14,413	8,568	8,568	13,400
520114	Miscellaneous Support Services	3,267,956	3,855,334	3,664,151	3,298,133
520115	Real Estate Lease/Office Rental	8,020,735	8,820,005	8,812,673	9,188,480

FISCAL YEAR 2016 BUDGET

General Fund Expenditure Summary

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520116	Parking Services Contract	30,213	44,461	44,461	47,652
520118	Refuse Disposal	13,242,193	13,405,537	13,384,473	13,837,445
520119	Computer Eq/SW Mnt	803,231	996,697	1,216,889	1,209,542
520120	Communications Equipment Services	382,163	380,884	380,370	413,915
520121	IT Application Svcs	9,699,335	8,438,345	8,440,645	9,327,797
520122	Office Equipment Services	187,370	203,132	202,822	201,922
520123	Vehicle & Motor Equipment Services	536,461	892,975	892,975	744,770
520124	Other Equipment Services	509,659	542,544	553,377	654,195
520126	Construction Site Work Services	194,127	127,655	116,355	32,000
520127	Structural Construction Work Services	0	112,500	120,000	10,000
520128	Other Construction Work Services	16,642	12,000	19,500	12,000
520132	Contracts/Sponsorships	5,212,964	5,204,856	5,204,856	3,525,365
520133	Private Investigative Services	3,382	14,700	14,700	11,760
520136	Billing & Collection Services	1,100,515	4,230,413	4,230,413	4,699,210
520138	Zoo Contract	8,950,947	9,290,310	9,290,310	9,513,994
520139	Motor Pool Charges	249	4,200	3,650	3,650
520141	Engineering Services	49,444	83,568	83,568	99,500
520142	Classified C.S. Arbitration Cost	90,829	84,714	84,714	100,000
520144	Limited Purpose Annexation Payment	47,190,651	51,973,682	51,973,682	54,195,685
520145	Criminal Intelligence Services	1,569,618	50,819	50,819	1,750
520146	Contract Instructor Sports	189,691	71,500	71,500	94,000
520149	Internship Program	4,000	0	0	0
520152	Telemetry Services	2,081,645	2,100,000	2,100,000	2,100,000
520153	Protective Gear Cleaning Services	826,272	790,596	820,600	812,800
520157	Computer Software Maintenance Services	106,123	1,760,622	1,760,622	2,067,924
520158	Computer Equipment Maintenance Services	1,571	0	0	0
520159	Non-Sub-Recipient Grant Contract	275,011	200,700	200,700	152,700
520510	Mail/Delivery Services	276,707	483,841	484,251	516,175
520515	Print Shop Services	362,241	360,492	331,214	319,642
520520	Printing & Reproduction Services	247,042	293,115	281,403	282,194
520605	Advertising Services	606,422	746,603	742,410	698,507
520705	Insurance Fees	2,184,930	2,785,523	2,687,660	2,522,383
520710	State/Federal Inspection Fees	7,105	935	935	24,075
520725	Assessments - Other Governments	456,915	538,334	530,655	534,755
520730	Tax Appraisal Fees	7,788,238	8,800,000	8,800,000	8,963,403
520735	Tax Refunds	584,257	0	0	0
520739	Ambulance Refund	1,442	368,717	368,717	368,717
520740	Document Recording/Filing Fees	70,181	65,860	65,860	65,860
520745	Third Party Collection Fees	0	165,600	165,600	165,600
520750	Elections	2,268,264	0	0	2,500,000
520755	Contingency	12,119	1,847,664	1,397,273	2,620,815
520760	Contributions	15,644,211	16,972,910	16,972,910	17,853,660
520763	Intergov Contribution-1115 Waiver	8,456,901	12,892,778	12,892,778	13,650,174
520765	Membership & Professional Fees	1,913,600	2,270,828	2,267,069	1,823,326
520780	Juror Compensation	82,080	107,359	89,000	107,359
520805	Education & Training	799,740	1,214,743	1,196,273	2,069,012
520806	Paramedic/EMT Continuing Edu	34,200	59,000	59,000	1,089,195
520807	Initial/Recert EMS Training	582,534	595,438	595,438	777,120
520815	Tuition Reimbursement	980,992	1,000,000	1,000,000	1,000,000
520900	CIP-Capital Equipment Acquisition	0	7,400	7,400	0
520905	Travel - Training Related	605,343	619,454	621,736	663,223
520910	Travel - Non-Training Related	433,196	557,459	545,749	444,614

FISCAL YEAR 2016 BUDGET

General Fund Expenditure Summary

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521405	Building Maintenance Services	9,612,785	5,033,551	5,021,180	4,977,289
521410	Sewer Services	1,766,287	1,490,712	1,515,812	1,515,981
521415	Land and Grounds Maintenance	2,180,841	2,193,606	2,357,924	2,406,600
521420	Infrastructure Maintenance Service	0	6,353	6,353	0
521435	Water Services	24,921	9,804	17,087	48,156
521440	Steam/Chilled Water Services	256,900	467,507	204,305	204,305
521505	Electricity	43,828,809	45,932,763	45,932,763	46,204,613
521510	Natural Gas	809,979	724,723	730,735	711,456
521605	Data Services	3,578,836	4,873,767	4,811,270	5,270,196
521610	Voice Services	8,805,807	9,870,783	9,875,183	8,813,608
521620	Voice Equipment	293,685	278,000	261,400	83,343
521625	Voice Labor	260,846	387,558	467,964	541,727
521630	GIS Revolving Fund Services	1,051,540	1,811,170	1,811,220	1,727,176
521635	Voice Services -Wireless	1,121,437	980,656	980,702	1,119,441
521705	Vehicle/Equipment Rental/Lease	130,264	76,846	78,372	200,339
521715	Office Equipment Rental	1,331,299	1,253,865	1,240,065	1,339,589
521720	Computer Equipment Rental	49,347	26,000	26,000	26,000
521725	Other Rental	1,753,704	2,215,220	2,222,414	2,235,424
521730	Parking Space Rental	892,560	1,019,506	1,033,060	998,060
521735	Hobby Parking Space Rental	214,218	245,939	265,092	255,603
521905	Legal Services	1,144,450	1,820,063	1,817,063	1,687,500
521910	Legal Svcs - Crt Report	0	4,200	1,575	2,000
522205	Metro Commuter Passes	719,388	720,000	720,000	720,000
522305	Freight Charges	3,255	19,927	19,258	10,626
522405	Management Savings	(525)	0	0	0
522410	Cashier Shortages	452	700	722	400
522420	Petty Cash/Change Special Fund	278	1,500	578	1,500
522430	Misc Othr Svcs & Chrg	4,579,488	9,607,572	9,568,058	18,156,848
522431	EMS Equipment Maint	103,787	191,400	191,400	118,000
522432	Life Safety Equipment Maintenance	552,453	535,701	535,701	494,910
522435	Interest Charges Past Due Accounts	17,832	2,503	3,418	2,000
522620	Claims & Judgments	17,233,008	18,587,101	18,587,101	13,277,101
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	(10,145)	0	0	0
522721	Interfund HR Client Services	6,493,774	7,242,739	7,242,739	9,133,167
522722	KRONOS Service Chargeback	645,951	686,713	686,713	836,136
522723	Drainage Fee Service Chargeback	1,510,680	1,521,100	1,521,100	1,495,100
522730	Interfund Engineering Services	133,894	0	0	1,398
522735	Interfund Communication Equipment Repair	0	78,050	77,950	98,490
522740	Interfund Police Service	172,740	90,000	120,533	47,000
522760	Interfund Billing & Collection Service	17,163	48,091	44,272	43,772
522765	Interfund Legal Services	1,064	0	0	0
522780	Interfund Photo Copy Services	18,559	25,000	25,000	25,000
522790	Interfund Inventory Adjustments	0	1,200	1,200	1,200
522795	Other Interfund Services	2,276,011	4,722,789	4,722,789	4,646,950
522835	Scrapping of Inventory for Disposal	505	600	600	600
522840	Houston Permitting Center Rent Chargeback	858,231	1,089,918	1,089,918	1,011,645
522845	Interfund Vehicle Services	38,834,058	42,207,641	42,197,011	44,676,522
Total	Other Services and Charges	327,695,807	361,029,052	360,668,130	380,287,164
560120	Capital Exp-Building & Bldg Improvement	0	41,534	41,534	0
560210	Furniture Fixtures and Equipment	113,606	99,155	99,155	0

FISCAL YEAR 2016 BUDGET

General Fund Expenditure Summary

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
560220	Vehicles	1,798,577	326,352	326,352	0
560230	Computer HW and Developed SW	80,092	276,491	276,491	0
560240	Communication Equipment	15,289	0	0	0
560810	Cap Exp-Controlled Equipment	14,625	24,773	24,773	0
Total	Equipment	2,022,189	768,305	768,305	0
551005	Fixed Assets Restatement	0	1,000	1,000	1,000
551010	Non-Cap Office Furniture & Equipment	761,606	747,732	754,051	479,900
551015	Non-Capital Computer Equipment	955,663	197,662	196,662	71,900
551020	Non-Capital Communication Equipment	5,242	2,700	2,700	1,300
551025	Non-Capital Scientific/Medical Equipment	34,779	100	100	0
551030	Non-Capital Machinery & Equipment	7,555	3,200	3,169	0
551035	Non-Capital Library books	4,686,500	4,636,500	4,636,500	4,686,500
551040	Non-Capital Other	36,965	153,200	153,200	150,000
551045	Non-Capital Vehicles/Rolling Stock	2,350	0	0	0
Total	Non-Capital Equipment	6,490,660	5,742,094	5,747,382	5,390,600
531085	Other Interest	3,039,502	4,927,500	4,927,500	3,387,500
532020	Transfers to Capital Projects	6,817,756	7,223,406	7,223,406	6,730,862
532025	Transfers to Special Revenues	59,997,132	84,853,213	84,853,213	76,313,088
532040	Transfers to Component Unit	7,181,938	23,434,621	23,434,621	25,726,245
532050	Trans to PIB Bonds Debt Service	243,813,000	264,500,000	264,500,000	295,954,000
532120	Transfer to Fleet/Eq	1,858,733	1,858,733	1,858,733	1,375,877
532135	Ch.380 - Transfers to Other Funds	0	14,555,680	14,555,680	20,033,680
532140	Captured Revenue Transfer to DDSRF	0	0	0	22,275,000
Total	Debt Service and Other Uses	322,708,061	401,353,153	401,353,153	451,796,252
Grand Total Expenditures		2,065,400,537	2,258,593,560	2,254,434,328	2,391,253,131

Totals do not include interfund eliminations



PUBLIC SAFETY DEPARTMENTS

Fire	III - 2
Houston Emergency Center.....	III - 14
Municipal Courts.....	III - 18
Police General.....	III - 26

FIRE DEPARTMENT

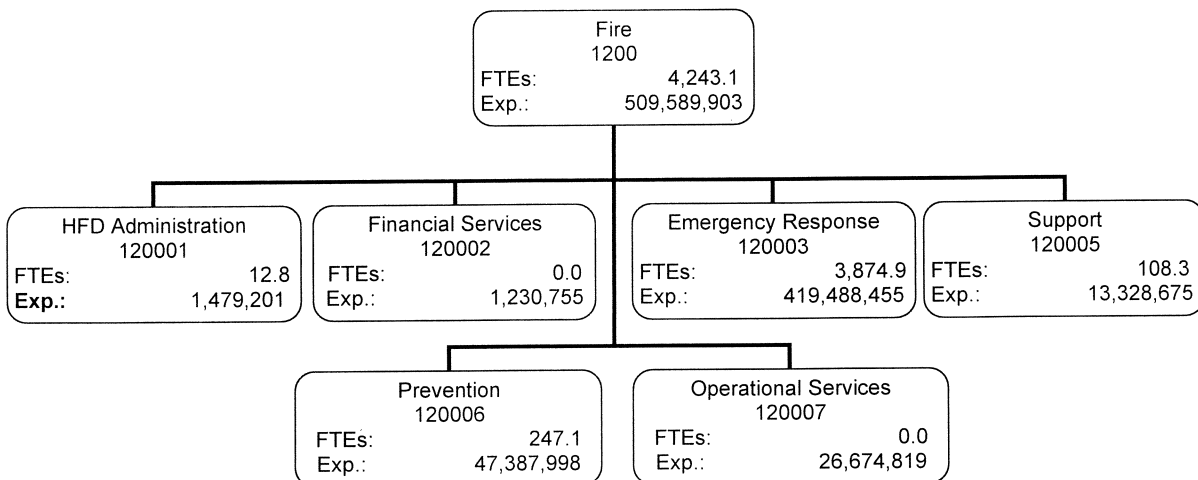
Department Description and Mission

The Fire Department's primary mission is to protect the lives and property of the citizens of Houston. This is accomplished through the delivery of emergency medical services, fire suppression operations, fire investigation services, and fire prevention through inspections and public education. Additionally, through the special operations division, the Fire Department provides emergency response services for hazardous materials, technical rescue and aircraft fire fighting, and rescue incidents at our airports.

The mission of the department is achieved through three operating commands: Deployment, Administration and Support, and Prevention and Homeland Security.

The Houston Fire Department (HFD) is the largest fire department in the United States to possess a class 1 rating from the Insurance Service Organization (ISO) and is the world's largest fire department to receive accreditation from the Commission on Fire Service International.

Department Organization



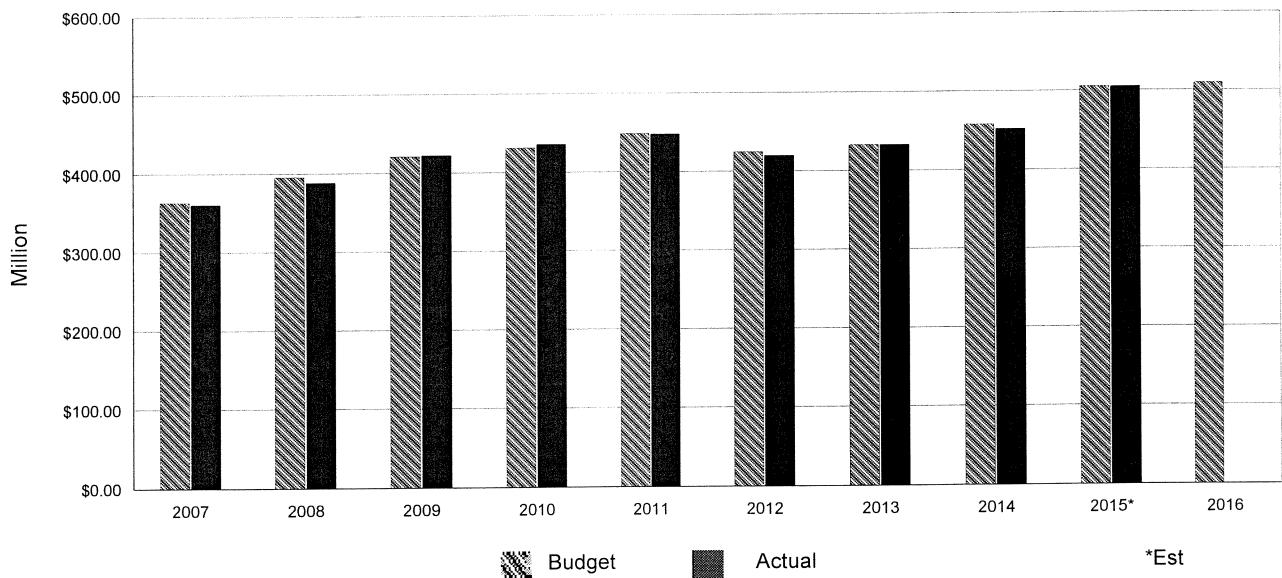
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No. /Bus. Area No. : 1000 / 1200

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	414,556,920	459,677,049	458,984,887	458,035,174
	Supplies	10,966,071	10,547,121	10,974,384	10,857,925
	Other Services and Charges	26,449,767	35,137,707	35,224,637	40,696,804
	Equipment	343,490	0	0	0
	Non-Capital Equipment	0	3,200	3,169	0
	Total M & O Expenditures	<u>452,316,248</u>	<u>505,365,077</u>	<u>505,187,077</u>	509,589,903
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	<u>452,316,248</u>	<u>505,365,077</u>	<u>505,187,077</u>	509,589,903
Revenues		69,833,217	69,333,895	75,011,166	71,704,906
Staffing	Full-Time Equivalents - Civilian	119.3	115.6	109.9	114.2
	Full-Time Equivalents - Classified	3,772.0	3,876.2	3,871.7	3,996.9
	Full-Time Equivalents - Cadets	<u>135.0</u>	<u>177.8</u>	<u>164.5</u>	132.0
	Total	<u>4,026.3</u>	<u>4,169.6</u>	<u>4,146.1</u>	4,243.1
	Full-Time Equivalents - Overtime	277.5	289.1	289.2	255.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Five new cadet classes and the annualization of three prior year cadet classes are funded in the budget resulting in 300 new fire fighters in FY2016. o Three new paramedic training classes for approximately 105 future paramedics. o The FY2016 Budget includes funding for new Fire Station 84 opened in April 2015. o The continuation of the Fire Ground Survival Training. o Ambulance Fees reflect a \$8 million Medicare recoupment due to overpayments in prior years. 				

**Fire Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Fire Department Fund No. /Bus. Area No. : 1000 / 1200					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Classified Attrition	J	152	140	140	140
Classified Headcount	P	3,818	4,037	3,941	4,101
First Unit EMS Call Type Response Time (minutes)	P	7.20	7.10	7.24	7.31
First Unit Fire Call Type Response Time (minutes)	P	7.22	7.35	7.26	7.33
First Unit Total HFD Response Time (minutes)	P	7.20	7.13	7.24	7.31
School Inspections	P	4,448	3,338	3,910	4,301
Total EMS Incidents	P	267,093	250,725	276,441	279,205
Total EMS Responses	P	326,363	316,220	342,131	345,552
Total Fire Incidents	P	41,169	45,436	41,794	42,212
Expenditures Budget vs Actual Utilization	F	99%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	112%	100%	108%	100%
<div> <div> <div>Mayor's Five Priorities:</div> <div> Jobs and Sustainable Development (J) Fiscal Responsibility (F) </div> </div> <div> <div>Public Safety (P) Quality of Life (Q)</div> </div> <div> <div>Infrastructure (I)</div> </div> </div>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Fire Department Fund No. /Bus Area No. : 1000 / 1200						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
HFD Administration 120001 Provides administration and direction for all aspects of the Houston Fire Department.	15.0	1,517,023	9.3	1,116,810	12.8	1,479,201
Financial Services 120002 Funding budgeted for the Finance Department's Service Chargeback Fund which performs accounting, budget, CIP and purchasing services for the Houston Fire Department.	12.0	1,104,226	0.0	1,189,519	0.0	1,230,755
Emergency Response 120003 Provides continuous firefighting and first responder emergency medical services, responds to hazardous materials and aircraft rescue incidents, provides immediate treatment to those in need of urgent medical care, and prepares new recruits to be entry-level fire fighters.	3,637.8	374,866,643	3,771.2	418,672,883	3,874.9	419,488,455
Support 120005 Provides support and services to the members of the Houston Fire Department including Risk Management, IT, HR and Classified Testing liaisons and department staff psychologists. HFD's Office of Emergency Communication (Dispatch) is also located in this command.	112.7	12,680,073	114.3	13,838,125	108.3	13,328,675
Prevention 120006 The Command will organize, support and coordinate the activities of Life Safety Bureau, Fire Investigation, Strategic Planning, Accreditation, Staff Services, Resource Management, Alternative Dispute Resolution, Grant Management, Legal and City Council Liaison.	248.8	45,598,026	251.3	48,597,683	247.1	47,387,998
Operational Services 120007 Provides the department with essential supplies and services including fuel, miscellaneous parts and supplies, office equipment rental and leases, and telephone and communication lines.	0.0	16,550,257	0.0	21,772,057	0.0	26,674,819

FISCAL YEAR 2016 BUDGET

Division Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No. /Bus Area No. : 1000 / 1200

Division	Name	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
120001	HFD Administration						
	Civilian	6.7		6.0		6.0	
	Classified	8.3		3.3		6.8	
	Cadets	0.0		0.0		0.0	
	Total	15.0	1,517,023	9.3	1,116,810	12.8	1,479,201
120002	Financial Services						
	Civilian	12.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	12.0	1,104,226	0.0	1,189,519	0.0	1,230,755
120003	Emergency Response						
	Civilian	33.4		33.1		34.8	
	Classified	3,469.4		3,573.6		3,708.1	
	Cadets	135.0		164.5		132.0	
	Total	3,637.8	374,866,643	3,771.2	418,672,883	3,874.9	419,488,455
120005	Support						
	Civilian	14.0		16.7		17.9	
	Classified	98.7		97.6		90.4	
	Cadets	0.0		0.0		0.0	
	Total	112.7	12,680,073	114.3	13,838,125	108.3	13,328,675
120006	Prevention						
	Civilian	53.2		54.1		55.5	
	Classified	195.6		197.2		191.6	
	Cadets	0.0		0.0		0.0	
	Total	248.8	45,598,026	251.3	48,597,683	247.1	47,387,998
120007	Operational Services						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	16,550,257	0.0	21,772,057	0.0	26,674,819
Grand Total							
	Civilian	119.3		109.9		114.2	
	Classified	3,772.0		3,871.7		3,996.9	
	Cadets	135.0		164.5		132.0	
	Grand Total	4,026.3	452,316,248	4,146.1	505,187,077	4,243.1	509,589,903

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No./Bus. Area No. : 1000 / 1200

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	2.0	1.0
ADMINISTRATIVE AIDE	10	3.0	3.0	0.0
ADMINISTRATIVE ASSISTANT	17	13.0	12.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	6.0	5.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	1.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	5.0	7.0	2.0
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	0.0
ARSON INVESTIGATOR	FE08	1.0	1.0	0.0
ASSISTANT ARSON INVESTIGATOR	FE07	5.0	6.0	1.0
ASSISTANT EMS PHYSICIAN DIRECTOR	33	4.0	5.0	1.0
ASSISTANT FIRE CHIEF	FD09	9.0	6.0	(3.0)
ASSISTANT FIRE MARSHAL	FE08	1.0	2.0	1.0
ASSISTANT SUPERINTENDENT	20	1.0	1.0	0.0
ASSOCIATE EMS PHYSICIAN DIRECTOR	35	1.0	1.0	0.0
CAPTAIN	FD05	425.0	421.0	(4.0)
CHIEF COMMUNICATIONS OFFICER	FF07	8.0	6.0	(2.0)
CHIEF INSPECTOR FIRE	FE07	7.0	6.0	(1.0)
COMMUNICATIONS CAPTAIN	FF05	60.0	56.0	(4.0)
COMMUNICATIONS SENIOR CAPTAIN	FF06	16.0	16.0	0.0
CUSTOMER SERVICE REP. I	13	1.0	1.0	0.0
CUSTOMER SERVICE REP. II	15	11.0	11.0	0.0
CUSTOMER SERVICE REP. III	16	1.0	1.0	0.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	0.0
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	0.0
DEPUTY CHIEF	FD08	8.0	9.0	1.0
DEPUTY CHIEF-COMM. OFFICER	FF08	0.0	1.0	1.0
DISTRICT CHIEF	FD07	100.0	104.0	4.0
DIVISION MANAGER	29	2.0	2.0	0.0
EMS EDUCATOR COORDINATOR	24	2.0	2.0	0.0
EMS PHYSICIAN DIRECTOR,MD (EXEC)	37	1.0	1.0	0.0
ENGINEER/OPERATOR	FD04	963.0	1,078.0	115.0
EXECUTIVE ASSISTANT FIRE CHIEF	FD10	2.0	3.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	0.0
FIRE CHIEF	37	1.0	1.0	0.0
FIRE FIGHTER	FD03	1,639.0	1,591.0	(48.0)
FIRE FIGHTER TRAINEE	10	177.8	132.0	(45.8)
FIRE FIGHTER,PROBATIONARY	FD02	317.8	375.5	57.7
FORENSIC PHOTOGRAPHER	14	1.0	1.0	0.0
HUMAN RESOURCES MANAGER	27	2.0	1.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	1.0	1.0	0.0
INSPECTOR FIRE	FE05	97.1	98.0	0.9
INVENTORY MANAGEMENT CLERK	9	2.0	2.0	0.0
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	2.0	1.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
INVESTIGATOR-FIRE	FE05	51.0	52.0	1.0
IT PROJECT MANAGER	28	1.0	1.0	0.0
MAINTENANCE MECHANIC II	12	1.0	1.0	0.0
MAINTENANCE MECHANIC III	14	4.0	5.0	1.0
MANAGEMENT ANALYST IV	25	4.0	2.0	(2.0)
MASTER MECHANIC	FG07	1.0	1.0	0.0
OFFICE ASSISTANT	9	3.0	3.0	0.0
OFFICE SUPERVISOR	17	2.0	2.0	0.0
PROGRAMMER ANALYST IV	25	2.0	2.0	0.0
PUBLIC INFORMATION OFFICER (EXEC)	26	1.0	1.0	0.0
RECEPTIONIST	7	3.0	2.0	(1.0)
REGULATORY COMPLIANCE COORDINATOR	17	1.0	1.0	0.0
REGULATORY SUPERVISOR	20	1.0	1.0	0.0
SENIOR CAPTAIN	FD06	182.1	182.0	(0.1)
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	0.0
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	0.0
SENIOR GRAPHIC DESIGNER	21	1.0	1.0	0.0
SENIOR INSPECTOR	FE06	15.0	16.0	1.0
SENIOR INVENTORY MANAGEMENT CLERK	12	13.0	12.0	(1.0)
SENIOR INVESTIGATOR	FE06	9.0	9.0	0.0
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	0.0
SENIOR OFFICE ASSISTANT	12	2.0	2.0	0.0
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	1.0	0.0
SHOP SUPERVISOR	FG06	1.0	1.0	0.0
STAFF ANALYST	26	1.0	2.0	1.0
STAFF PSYCHOLOGIST	27	1.8	2.0	0.2
SYSTEMS CONSULTANT	26	1.0	1.0	0.0
TELECOMMUNICATIONS SPECIALIST	18	1.0	1.0	0.0
Total FTEs		4,211.6	4,287.5	75.9
Less Adjustment for Civilian Vacancy Factor		0.2	0.8	0.6
Less Adjustment for Classified Vacancy Factor		41.8	43.6	1.8
Full-Time Equivalents		4,169.6	4,243.1	73.5

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
1200020004	HFD-Permits and Revenues			
421180	Special Fire Permits	6,800,000	6,800,000	7,000,000
421210	Fire Alarm Permits	500,000	520,000	550,000
421280	Other Licenses & Permits	36,000	36,000	36,000
421630	Administrative Fee - Licenses & Permits	265,000	280,000	300,000
426330	Miscellaneous Copies Fees	420	0	0
428050	False Alarm Penalties	550,000	615,000	615,000
1200030001	HFD-Fire Suppression			
426350	Fire Fighting Services	638,015	720,000	740,000
1200030003	HFD-EMS Administration			
426030	Ambulance Fees	37,699,704	41,400,000	37,174,830
1200040001	HFD-Life Safety Bureau			
421490	Plan Review Fees	1,600,000	2,200,000	2,200,000
452020	Recoveries & Refunds	2,200,000	3,100,000	3,150,000
1200040002	HFD-Fire Investigation			
426340	Public Safety Reports Fees	4,505	5,500	4,505
1200050005	HFD-Dispatch & Records Operations			
426340	Public Safety Reports Fees	65,985	44,000	47,000
1200060002	HFD-Hazardous Materials Team			
426010	Hazardous Materials Response	56,100	175,000	108,000
426020	Hazardous Materials Permit	35,500	29,000	29,000
1200060003	HFD-Airport Operations (AARF)			
424050	Interfund Fire Protection Services	18,082,666	18,082,666	18,814,049
1200070001	HFD-Operational Services			
445050	Cell Tower Revenue	50,000	59,000	61,522
1200070002	HFD - Central Services Operations			
421630	Administrative Fee - Licenses & Permits	650,000	720,000	750,000
434330	Subrogations	0	0	100,000
452030	Miscellaneous Revenue	100,000	225,000	25,000
Total	Fire Department	69,333,895	75,011,166	71,704,906

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	5,996,678	5,818,430	5,675,165	5,885,118
500020	Salary Base Pay - Classified	226,756,827	235,015,575	234,765,576	241,617,521
500030	Salary Part Time - Civilian	286,921	296,474	225,000	226,106
500040	Salary Assignment Pay - Classified	5,553,347	5,512,569	5,860,485	5,926,938
500050	Sal-Edu/Incen-Classfd	5,008,650	5,014,365	5,042,981	5,043,562
500060	Overtime - Civilian	29,394	31,000	36,502	28,300
500070	Overtime - Classified	25,345,437	25,214,806	25,214,806	22,475,713
500110	Bilingual Pay - Civilian	10,862	10,525	11,713	11,748
500120	Bilingual Pay - Classified	1,017,825	1,021,685	1,060,482	1,056,727
500190	Temporary Higher Class Pay	1,530,482	1,564,484	1,300,000	1,300,000
501020	Clothing Allowance - Classified	72,000	70,000	71,500	71,000
501040	Earned Leave - Classified	1,498,261	1,500,000	1,406,232	1,500,000
501070	Pension - Civilian	1,403,344	1,478,222	1,442,193	1,613,381
501080	Pension - Fire	63,757,651	91,232,217	92,436,055	92,624,950
501120	Termination Pay - Civilian	23,770	40,000	150,000	46,000
501130	Termination Pay - Classified	7,624,453	11,654,903	10,840,178	11,654,903
501150	Trainees for Classified Service - Cadets	3,631,486	4,933,248	4,425,000	3,552,020
502010	FICA - Civilian	704,481	830,872	780,000	720,694
502020	FICA - Classified	3,020,922	3,339,832	3,314,088	3,333,838
503010	Health Ins-Act Civilian	1,551,418	1,588,337	1,588,337	1,551,932
503015	Basic Life Insurance - Active Civilian	5,263	4,894	5,400	4,297
503020	Health Ins.Act-Classified	42,089,783	42,207,079	42,207,079	41,304,804
503025	Basic Life Insurance - Active Classified	132,150	133,399	133,399	136,870
503040	Health/Life Ins.Ret-Classified	9,549,890	10,439,960	10,439,960	9,577,565
503060	Long Term Disability-Civilian	20,091	25,531	25,531	20,865
503061	Long Term Disability-Classified	277,624	330,882	330,882	342,191
503080	Workers Compensation-Classified-Admin	778,700	1,027,868	1,074,192	1,159,454
503090	Workers Compensation-Civilian-Admin	51,249	80,966	75,966	72,411
503100	Workers Compensation-Civilian-Claim	94,733	141,000	152,174	108,503
503110	Workers Compensation-Classified-Claim	6,084,228	4,798,000	4,600,000	4,411,763
504020	Compensation Contingency	0	3,643,926	3,658,011	0
504030	Unemployment Claims - Administration	70	6,000	6,000	6,000
504060	Health Benefits-Fire	648,930	670,000	630,000	650,000
Total	Personnel Services	414,556,920	459,677,049	458,984,887	458,035,174
511010	Chemical Gases & Special Fluids	150,641	132,646	154,984	160,547
511015	Cleaning & Sanitary Supplies	331,101	286,206	297,793	303,565
511020	Construction Materials	32,676	48,635	41,049	41,469
511025	Electrical Hardware & Parts	141,930	90,298	140,510	126,456
511030	Mechanical Hardware & Parts	2,550	37,689	34,185	3,252
511035	Meters Hydrants & Plumbing Supplies	0	8,389	8,389	8,389
511040	Audiovisual Supplies	25	4,285	4,446	6,535
511045	Computer Supplies	100,008	217,764	139,714	174,970
511050	Paper & Printing Supplies	33,848	43,112	29,116	34,661
511055	Publications & Printed Materials	8,932	15,828	15,828	35,579
511060	Postage	39,411	35,193	35,168	34,737
511070	Miscellaneous Office Supplies	195,517	116,533	133,980	121,785
511080	General Laboratory Supplies	13,204	8,031	8,031	6,006
511085	Drugs & Medical Chemicals	417,997	438,760	398,760	395,344

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Fire Department
Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
511090	Medical & Surgical Supplies	1,373,543	1,277,944	1,390,452	1,174,028
511095	Small Technical & Scientific Equipment	0	199,530	304,446	166,908
511100	Veterinary & Animal Supplies	1,264	0	0	0
511110	Fuel	5,088,779	4,794,289	4,794,289	4,863,150
511115	Vehicle Repair & Maintenance Supplies	24,495	21,533	46,857	29,676
511120	Clothing	1,233,661	1,097,099	1,215,424	1,475,018
511125	Food Supplies	32,650	21,210	23,020	15,020
511130	Weapons Munitions & Supplies	0	2,150	2,150	0
511145	Small Tools & Minor Equipment	226,638	251,278	269,302	232,720
511150	Miscellaneous Parts & Supplies	182,897	38,189	94,291	39,712
511160	Protective Gear	665,300	560,132	650,000	659,364
511164	Breathing Apparatus Repair Supplies	390,507	452,198	475,000	459,395
511165	Fire Fighting Equipment	278,497	348,200	267,200	289,639
Total	Supplies	10,966,071	10,547,121	10,974,384	10,857,925
520100	Temporary Personnel Services	11,104	0	0	264,384
520102	Security Services	25,305	9,148	8,600	9,000
520105	Accounting & Auditing Services	17,932	0	0	0
520107	Computer Info/Contr	0	4,370	4,370	0
520108	Information Resource Services	466,677	0	0	0
520109	Medical Dental & Laboratory Services	77,834	111,510	128,503	125,640
520110	Management Consulting Services	45,229	400,000	400,000	0
520114	Miscellaneous Support Services	15,667	579,100	579,100	286,523
520116	Parking Services Contract	0	0	0	3,192
520118	Refuse Disposal	12,388	9,104	9,104	9,104
520119	Computer Eq/SW Mnt	216,770	305,205	305,205	297,055
520120	Communications Equipment Services	252,136	330,520	330,520	334,900
520121	IT Application Svcs	1,265,395	2,176,106	2,176,106	2,238,683
520123	Vehicle & Motor Equipment Services	65,101	93,000	93,000	89,000
520124	Other Equipment Services	770	32,717	27,000	25,100
520132	Contracts/Sponsorships	56,770	55,000	55,000	57,000
520133	Private Investigative Services	3,382	14,700	14,700	11,760
520136	Billing & Collection Services	0	2,949,736	2,949,736	3,449,736
520142	Classified C.S. Arbitration Cost	20,640	25,000	25,000	25,000
520152	Telemetry Services	2,081,645	2,100,000	2,100,000	2,100,000
520153	Protective Gear Cleaning Services	826,272	790,596	820,600	812,800
520510	Mail/Delivery Services	0	1,520	1,520	420
520515	Print Shop Services	7,254	23,350	20,000	15,370
520520	Printing & Reproduction Services	9,124	8,850	8,850	8,950
520705	Insurance Fees	243,339	303,007	303,007	277,738
520710	State/Federal Inspection Fees	7,105	935	935	24,075
520725	Assessments - Other Governments	367,617	413,855	413,855	419,555
520739	Ambulance Refund	1,442	368,717	368,717	368,717
520745	Third Party Collection Fees	0	165,600	165,600	165,600
520765	Membership & Professional Fees	34,431	21,352	21,296	25,197
520805	Education & Training	63,747	138,380	147,030	1,135,007
520806	Paramedic/EMT Continuing Edu	34,200	59,000	59,000	1,089,195
520807	Initial/Recert EMS Training	582,534	595,438	595,438	777,120
520905	Travel - Training Related	17,324	37,050	36,885	53,137

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520910	Travel - Non-Training Related	4,866	7,200	7,200	6,972
521405	Building Maintenance Services	277,551	327,350	327,350	328,000
521415	Land and Grounds Maintenance	4,169	1,190	1,268	1,000
521605	Data Services	965,867	1,154,778	1,154,778	2,118,803
521610	Voice Services	3,138,945	3,853,576	3,853,576	3,361,885
521620	Voice Equipment	6,360	23,994	23,994	7,213
521625	Voice Labor	1,214	30,419	30,419	46,887
521630	GIS Revolving Fund Services	157,005	222,984	222,984	230,064
521635	Voice Services -Wireless	192,050	138,079	138,079	209,727
521705	Vehicle/Equipment Rental/Lease	13,002	1,250	3,000	32,100
521715	Office Equipment Rental	90,919	100,000	100,000	100,000
521725	Other Rental	0	5,200	400	1,000
522430	Misc Othr Svcs & Chrg	103,299	131,121	175,212	78,188
522431	EMS Equipment Maint	103,787	191,400	191,400	118,000
522432	Life Safety Equipment Maintenance	552,453	535,701	535,701	494,910
522721	Interfund HR Client Services	3,369,560	2,446,350	2,446,350	4,422,555
522722	KRONOS Service Chargeback	169,876	186,635	186,635	227,283
522723	Drainage Fee Service Chargeback	98,954	99,000	99,000	99,000
522795	Other Interfund Services	0	1,720,936	1,720,936	1,763,372
522840	Houston Permitting Center Rent Chargeback	333,008	415,933	415,933	418,379
522845	Interfund Vehicle Services	10,037,748	11,421,745	11,421,745	12,132,508
Total	Other Services and Charges	26,449,767	35,137,707	35,224,637	40,696,804
560220	Vehicles	337,887	0	0	0
560230	Computer HW and Developed SW	3,053	0	0	0
560810	Cap Exp-Controlled Equipment	2,550	0	0	0
Total	Equipment	343,490	0	0	0
551030	Non-Capital Machinery & Equipment	0	3,200	3,169	0
Total	Non-Capital Equipment	0	3,200	3,169	0
Grand Total Expenditures		452,316,248	505,365,077	505,187,077	509,589,903



HOUSTON EMERGENCY CENTER

Department Description and Mission

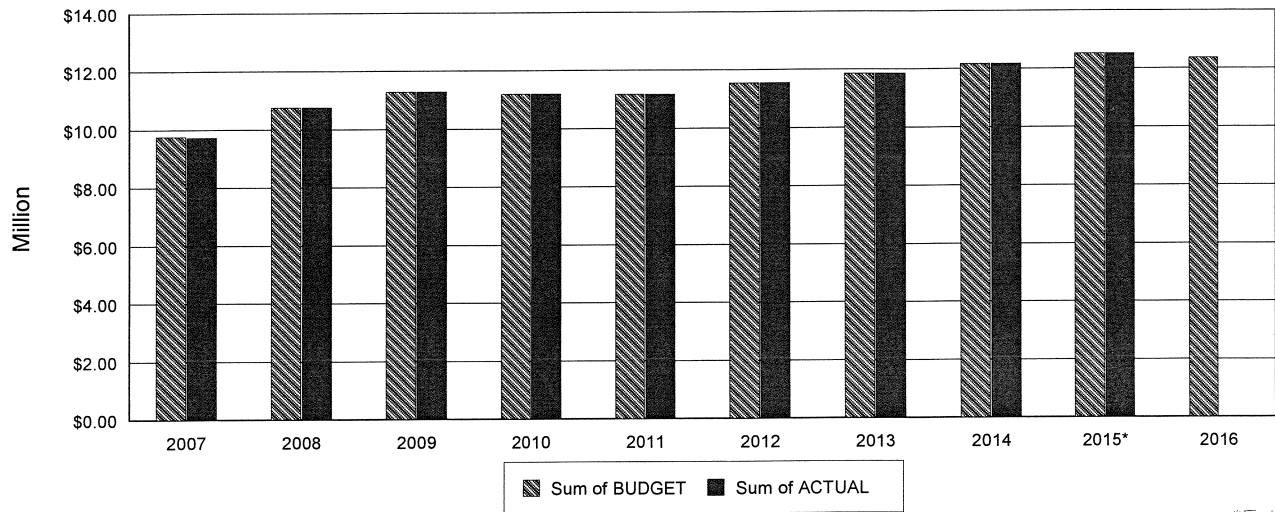
The mission of the Houston Emergency Center (HEC) is to provide the citizens of Houston with the most efficient, accurate and professional service when processing their life-threatening calls. HEC in coordination with the Office of Emergency Management (OEM), protects life and property by operating the public safety communications' system and by coordinating and managing emergency situations. The Information Technology division is responsible for the administration, maintenance and operations of the police, Fire/EMS Computer Aided Dispatch system, radio system and Records Management Systems.

FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name :		General Fund			
Business Area :		Houston Emergency Center			
Fund No. /Bus. Area No. :		1500 / 1000			
		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Debt Service & Other Uses	12,171,236	12,517,759	12,517,759	12,363,637
	Total Expenditure	<u>12,171,236</u>	<u>12,517,759</u>	<u>12,517,759</u>	<u>12,363,637</u>
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0	0	0	0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Provides funding to support the General Fund portion of Houston Emergency Center Special Fund (Fund 2205). 				

**Houston Emergency Center
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Houston Emergency Center
Fund No./Bus. Area No. : 1000 / 1500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
532025	Transfers to Special Revenues	12,171,236	12,517,759	12,517,759	12,363,637
Total	Debt Service and Other Uses	12,171,236	12,517,759	12,517,759	12,363,637
Grand Total Expenditures		12,171,236	12,517,759	12,517,759	12,363,637



MUNICIPAL COURTS DEPARTMENT

Department Description and Mission

The mission of the Municipal Courts Department (MCD) is to provide an accessible legal forum for individuals to have their court matters heard in a fair and efficient manner while holding to a high standard of integrity, professionalism and customer service. The Department represents the City of Houston's third branch of government and provides a legal venue for individuals charged with jurisdictional violations of State law and/or City Ordinance. The Houston Municipal Courts is the largest municipal court in Texas with the greatest number of cases filed annually.

There are four Divisions within the MCD: Administrative Services, Court Operations, Public Services, and Judicial Operations that work together to provide court services to the public. MCD provides magistrate services, executes blood search warrants for law enforcement, and oversees various specialized dockets including: Juvenile, Truancy, Teen Court, Property Disposition, High-volume Impact, and Homeless Outreach. Additionally, the Department oversees budgetary and operational functions of three Special Revenue Funds: Building Court Security Fund (2206), Court Technology Fund (2207), and Juvenile Case Manager Fund (2211).

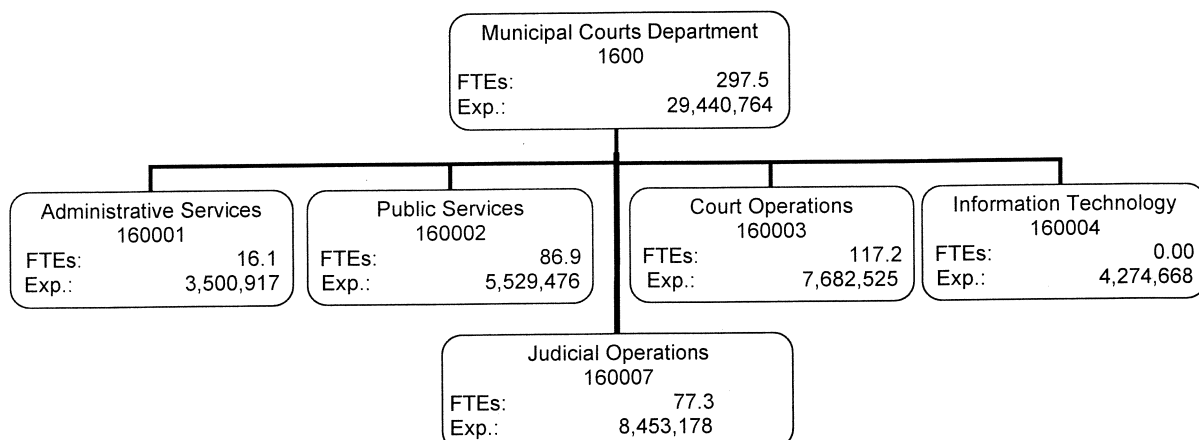
MCD is comprised of twenty-two full-time Judges, including the Presiding Judge, Associate Presiding Judge, and Administrative Judge, forty-six Associate Judges (part-time), and four full-time/seven part-time Adjudication Hearing Officers. MCD is administratively supported by two Deputy Directors, one serving as the Clerk of Court overseeing court operations, public services and in-house/vendor collections, and the other overseeing budget/finance, public information, building security, and other administrative areas.

Court operations include fifteen day courts and eight night courts. Full service courts are located at the Central Herbert W. Gee Courthouse, Southeast Command (Court 13/Court 14), Westside Command (Court 18), and North Command (Court 20). These courts handle arraignments, jury and bench trials, and function as Annex courts for off-docket (walk-in) matters. Jail arraignments and trials are held seven days per week at two court locations (Central/Southeast). There are nine jury courts operating Monday-Friday at the central location. Also, the Westside Command Court holds jury trials two days per week, and the North Command Court holds jury trials one day per week. Newly implemented revenue-generating initiatives include performing weddings and offering alcohol and tobacco awareness classes.

Finally, MCD oversees annex court operations at satellite locations at Kingwood and Clear Lake each operating one day per week. The annex courts located at the Southeast, Westside and North Command locations operate Monday-Friday, and the Central location operates Monday-Saturday.

In partnership with the Administrative and Regulatory Affairs Department, MCD oversees parking citation hearings and other ordinance violation hearings. Parking citation hearings are held Monday-Saturday at the central location. MCD also partners with the Department of Neighborhoods to oversee the Civil Adjudication hearing process for ordinance violations related to dangerous buildings and building code violations.

Department Organization

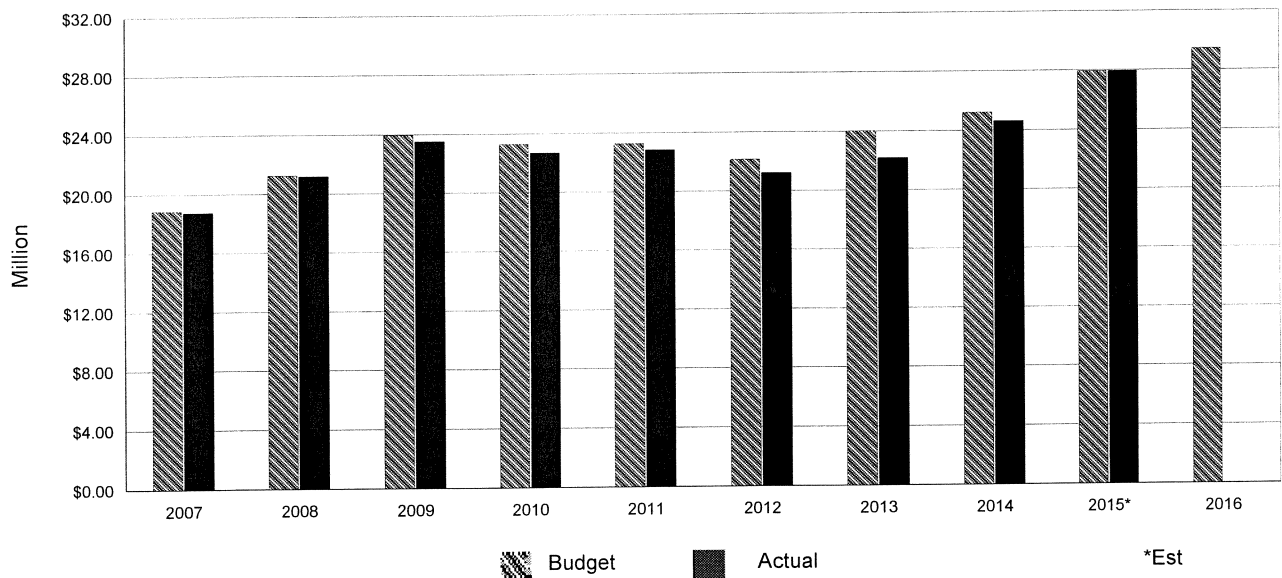


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund					
Business Area : Municipal Courts Department					
Fund No. /Bus. Area No. : 1000 / 1600		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	20,706,818	22,359,964	22,437,690	22,720,895
	Supplies	228,343	246,593	221,031	244,748
	Other Services and Charges	3,523,421	5,166,074	5,117,787	6,318,256
	Non-Capital Equipment	27,529	26,400	22,523	26,400
	Total M & O Expenditures	24,486,111	27,799,031	27,799,031	29,310,299
	Debt Service & Other Uses	130,465	130,465	130,465	130,465
	Total Expenditure	24,616,576	27,929,496	27,929,496	29,440,764
Revenues		31,158,178	31,814,301	27,694,470	29,264,745
Staffing	Full-Time Equivalents - Civilian	294.8	300.6	298.8	297.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	294.8	300.6	298.8	297.5
	Full-Time Equivalents - Overtime	0.1	0.1	1.2	0.2
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Funding to maintain and support the operations of the Court System Management and Resource Technology (CSMART) are included in the FY2016 Budget. o Continuation of fee-based weddings and alcohol/tobacco classes. o Continuation of newly implemented fee-based initiatives including Notary service and Driving Record printing services. o Continuation of the Clerk Certification/Career Track Program. 				

**Municipal Courts Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Municipal Courts Department Fund No. /Bus. Area No. : 1000 / 1600					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Average Defendant Wait Time: Trial by Judge (minutes)	F,P,Q	26	<30	26	<30
Average Defendant Wait Time: Trial by Jury (hours)	F,P,Q	2.03	<2.30	1.45	<2.00
Average Warrant Verification Time (minutes)	F,P	3	<8	3	<8
Customer Satisfaction Rating	F,P,Q	87%	>75%	89%	>80%
Deferred Payment Program Compliance	F,P	61%	60%	57%	60%
Deferred Payment Program Revenue	F,P	N/A	\$600,000	\$670,619	\$600,000
In-House Collection Revenue	F,P	\$1.7M	\$1.6M	\$1.3M	\$1.3M
Overall Cases Disposed to Cases Filed Ratio	F,I,J,P,Q	125%	>100%	102.6%	>100%
Overall Juror Yield	F,P,Q	26%	>25%	28%	>25%
Quality Control Review of Cases	F,P	63%	50%	64%	50%
Quality Control Review of Transactions	F,P	498,110	400,000	347,388	300,000
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	91%	100%	87%	100%
<div> <div> <div>Mayor's Five Priorities:</div> <div> Jobs and Sustainable Development (J) Fiscal Responsibility (F) </div> </div> <div> <div>Public Safety (P) Quality of Life (Q)</div> </div> <div> <div>Infrastructure (I)</div> </div> </div>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Municipal Courts Department Fund No. /Bus Area No. : 1000 / 1600						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Administrative Services 160001 Oversight of facilities, security, financial, contracts and administrative support. Public Information Office services to public including press releases, clearance letters, council liaison, dissemination of information via press releases, social media/website, and coordination of legislative efforts. Staff development/training and wellness initiatives. Indirect oversight of HR assigned staff.	19.2	3,197,115	18.2	3,587,226	16.1	3,500,917
Public Services 160002 Oversight of the collection of fines and fees and the processing of court actions. Preparation of court noticing. Oversight of Deferred Payment Compliance Program and the One Call Solution Center, which includes the pre-collection of delinquent citations, defendant direct and automated calls and reminder notifications. Quality control review of monetary transactions.	87.6	4,913,628	88.3	5,401,929	86.9	5,529,476
Court Operations 160003 Oversight of courtroom support including dockets, processing of judicial orders and coordinating alternative sentencing. Warrant verification service to law enforcement, support for the jail booking process and processes bond forfeitures, appeals, bankruptcies and expunctions. Retention of court records. Preparation of complaints/subpoenas and data entry of paper citations. Quality review of cases.	115.2	6,992,221	117.0	7,606,240	117.2	7,682,525
IT 160004 Funding for interdepartmentally billed IT-related chargebacks and equipment maintenance agreements and system maintenance costs for CSMART and Courtview.	0.0	1,940,098	0.0	3,228,357	0.0	4,274,668
Judicial Operations 160007 Oversight of regular dockets (arraignment/trials), jail arraignments/trials, parking adjudication and specialized dockets which include: Impact, Homeless, Juvenile and ordinance violations. Manages the jury summoning process and jury fee payments. Provides magistrate services for law enforcement, mandated court services (language, court appointed counsel, court reporters), fee-based wedding services, and alcohol/tobacco classes.	72.8	7,573,514	75.3	8,105,744	77.3	8,453,178
Total	294.8	24,616,576	298.8	27,929,496	297.5	29,440,764

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 1000 / 1600

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADJUDICATION HEARING OFFICER	27	5.5	5.5	0.0
ADMINISTRATION MANAGER	26	6.0	6.0	0.0
ADMINISTRATIVE AIDE	10	0.5	0.5	0.0
ADMINISTRATIVE ASSISTANT	17	8.0	8.0	0.0
ADMINISTRATIVE COORDINATOR	24	1.0	1.0	0.0
ADMINISTRATIVE JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	0.0
ADMINISTRATIVE SPECIALIST	20	3.0	3.0	0.0
ADMINISTRATIVE SUPERVISOR	22	15.0	16.0	1.0
ADMINISTRATIVE SUPERVISOR (EXEC)	22	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXEC)	32	4.0	4.0	0.0
ASSOC. PRESIDING JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	0.0
ASSOCIATE JUDGE OF MUNICIPAL COURTS	31	7.1	7.6	0.5
COURT INTERPRETER	17	5.5	4.0	(1.5)
COURT REPORTER	19	5.8	5.8	0.0
CUSTOMER SERVICE REP. I	13	126.1	124.1	(2.0)
CUSTOMER SERVICE REP. II	15	45.0	44.0	(1.0)
CUSTOMER SERVICE REP. III	16	17.0	18.0	1.0
DEPUTY ASSISTANT DIRECTOR (EXEC)	30	0.5	0.0	(0.5)
DEPUTY DIRECTOR (EXEC)	34	2.0	2.0	0.0
DIVISION MANAGER	29	3.0	3.0	0.0
DIVISION MANAGER (EXEC)	29	1.0	1.0	0.0
FINANCIAL ANALYST III	21	1.0	1.0	0.0
FINANCIAL ANALYST IV	25	2.0	2.0	0.0
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	0.0
JUDGE OF MUNICIPAL COURTS	31	19.0	19.0	0.0
MUNICIPAL COURTS ADMINISTRATOR	17	1.0	1.0	0.0
MUNICIPAL COURTS SECURITY OFFICER	12	19.5	20.0	0.5
MUNICIPAL COURTS SUPERVISOR	18	2.0	2.0	0.0
PRESIDING JUDGE OF MUNICIPAL COURTS	35	1.0	1.0	0.0
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	0.0
SENIOR INVENTORY MANAGEMENT CLERK	12	1.0	1.0	0.0
SENIOR STAFF ANALYST (EXEC)	28	1.0	1.0	0.0
SENIOR SUPERINTENDENT	27	1.0	1.0	0.0
STAFF ANALYST	26	3.0	4.0	1.0
STAFF ANALYST (EXEC)	26	1.0	0.0	(1.0)
Total FTEs		313.5	310.5	(3.0)
Less Adjustment for Civilian Vacancy Factor		12.9	13.0	0.1
Full-Time Equivalents		300.6	297.5	(3.1)

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 1000 / 1600

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
1600010001	MCD - Administrative Services			
426330	Miscellaneous Copies Fees	65,000	115,000	115,000
427010	Moving Violations	17,200,000	14,600,000	15,810,000
427030	MCTP Monthly Time Payment	432,000	350,000	350,000
427040	Non-Traffic Fines	2,338,450	1,550,000	1,900,000
427050	Failure to Appear Fines	2,050,000	2,050,000	2,050,000
427060	Scire Facias Forfeitures	644,199	575,000	575,000
427070	Bond Handling Fees	769	769	769
427100	Local Court Costs	564,859	500,000	500,000
427110	Driver Safety Administration Fees	1,481,729	1,375,000	1,375,000
427120	Cash Bond Forfeiture Fees	3,250	3,250	3,250
427130	Local Arrest Fees	1,377,422	1,150,000	1,150,000
427140	State Arrest Fees	2	2	2
427160	Warrant Fees	127,864	90,000	90,000
427170	HPD Overtime Fee	19	19	19
427180	Capias Pro Fine	3,032	3,032	3,032
427200	Unclaimed Fines & Forfeitures	786	786	786
427210	Court Costs/Jury Costs	706	706	706
427220	Suspended Sentence Fees	3,972,528	3,850,000	3,850,000
427250	Registration Denial Fee	274,290	274,290	274,290
427260	Dismissal Fees	680,780	610,000	610,000
427280	In-House Collection Fee	155,321	155,321	155,321
428080	Returned Check Charges	6,570	6,570	6,570
452030	Miscellaneous Revenue	434,725	434,725	445,000
Total	Municipal Courts Department	31,814,301	27,694,470	29,264,745

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Municipal Courts Department
Fund No./Bus. Area No. : 1000 / 1600

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	13,021,549	13,967,279	14,043,649	14,021,233
500030	Salary Part Time - Civilian	829,245	982,479	907,467	963,144
500060	Overtime - Civilian	3,012	7,500	64,300	10,000
500090	Premium Pay - Civilian	103,818	116,044	121,953	152,644
500110	Bilingual Pay - Civilian	78,303	86,994	78,394	81,013
500250	HOPE Union Business Usage	186	0	0	1,000
501070	Pension - Civilian	3,049,174	3,542,103	3,562,103	3,836,199
501120	Termination Pay - Civilian	131,452	114,875	94,038	114,875
502010	FICA - Civilian	1,040,239	1,153,049	1,158,060	1,158,171
503010	Health Ins-Act Civilian	2,155,652	2,206,834	2,206,834	2,188,864
503015	Basic Life Insurance - Active Civilian	7,846	8,061	8,466	8,121
503060	Long Term Disability-Civilian	22,949	24,111	23,602	23,976
503090	Workers Compensation-Civilian-Admin	71,152	79,040	91,133	88,001
503100	Workers Compensation-Civilian-Claim	188,427	55,866	70,452	57,925
504030	Unemployment Claims - Administration	3,814	15,729	7,239	15,729
Total	Personnel Services	20,706,818	22,359,964	22,437,690	22,720,895
511020	Construction Materials	1,165	0	0	0
511045	Computer Supplies	32,811	0	0	0
511050	Paper & Printing Supplies	43,759	85,533	73,586	85,533
511055	Publications & Printed Materials	4,908	4,650	4,650	4,650
511060	Postage	81,987	91,065	84,207	88,207
511070	Miscellaneous Office Supplies	26,397	36,750	33,168	36,750
511110	Fuel	4,577	6,095	3,420	3,608
511115	Vehicle Repair & Maintenance Supplies	74	500	0	500
511120	Clothing	16,101	22,000	22,000	25,500
511125	Food Supplies	307	0	0	0
511130	Weapons Munitions & Supplies	758	0	0	0
511150	Miscellaneous Parts & Supplies	15,499	0	0	0
Total	Supplies	228,343	246,593	221,031	244,748
520102	Security Services	0	68,797	68,797	68,797
520107	Computer Info/Contr	350,000	350,000	350,000	350,000
520108	Information Resource Services	50,000	17,034	17,034	111,750
520109	Medical Dental & Laboratory Services	1,771	1,300	1,300	1,300
520110	Management Consulting Services	105,675	0	0	0
520114	Miscellaneous Support Services	67,242	92,500	101,000	126,000
520119	Computer Eq/SW Mnt	9,000	11,008	11,008	11,008
520121	IT Application Svcs	1,136,875	699,460	699,460	1,377,012
520123	Vehicle & Motor Equipment Services	241	0	0	0
520124	Other Equipment Services	8,659	881	881	881
520126	Construction Site Work Services	4,262	7,500	0	7,500
520157	Computer Software Maintenance Services	0	1,666,002	1,666,002	2,000,004
520510	Mail/Delivery Services	268,105	469,177	469,177	502,914
520515	Print Shop Services	5,218	13,160	1,466	13,260
520520	Printing & Reproduction Services	91,369	100,000	94,863	100,000
520605	Advertising Services	155	40	0	40
520705	Insurance Fees	43,843	52,558	52,558	45,096
520765	Membership & Professional Fees	22,204	23,062	16,840	22,350

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area : Municipal Courts Department
 Fund No./Bus. Area No. : 1000 / 1600

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520780	Juror Compensation	82,080	107,359	89,000	107,359
520805	Education & Training	33,649	50,500	34,500	49,000
520905	Travel - Training Related	28,970	26,450	17,072	25,950
520910	Travel - Non-Training Related	8,362	11,605	10,477	11,105
521410	Sewer Services	18,221	20,000	20,000	20,000
521505	Electricity	308,960	322,737	322,737	326,429
521510	Natural Gas	7,917	3,811	3,811	6,772
521605	Data Services	161,767	236,922	236,922	209,218
521610	Voice Services	179,759	162,516	162,516	141,780
521620	Voice Equipment	1,758	10,326	10,326	3,104
521625	Voice Labor	8,988	13,091	13,091	20,178
521630	GIS Revolving Fund Services	11,826	16,305	16,305	16,205
521635	Voice Services -Wireless	41,538	53,812	53,812	42,528
521705	Vehicle/Equipment Rental/Lease	2,655	0	0	0
521715	Office Equipment Rental	79,786	83,448	83,448	83,448
521730	Parking Space Rental	48,923	35,119	63,320	74,086
521905	Legal Services	175	5,000	2,000	5,000
521910	Legal Svcs - Crt Report	0	4,200	1,200	2,000
522430	Misc Othr Svcs & Chrg	54,147	26,300	22,770	26,000
522721	Interfund HR Client Services	257,918	385,021	385,021	389,632
522722	KRONOS Service Chargeback	13,757	15,835	15,835	19,284
522845	Interfund Vehicle Services	7,646	3,238	3,238	1,266
Total	Other Services and Charges	3,523,421	5,166,074	5,117,787	6,318,256
551010	Non-Cap Office Furniture & Equipment	27,529	26,400	22,523	26,400
Total	Non-Capital Equipment	27,529	26,400	22,523	26,400
532020	Transfers to Capital Projects	130,465	130,465	130,465	130,465
Total	Debt Service and Other Uses	130,465	130,465	130,465	130,465
Grand Total Expenditures		24,616,576	27,929,496	27,929,496	29,440,764

POLICE DEPARTMENT

Department Description and Mission

The mission of the Houston Police Department is to enhance the quality of life in the City of Houston by working cooperatively with the public to prevent crime, enforce the laws, preserve the peace, and provide a safe environment.

The mission is obtained by upholding the following values:

- ☐ Preserve and Advance Democratic Values
- ☐ Improve the Quality of Community Life
- ☐ Improve the Quality of Work Life
- ☐ Demonstrate Professionalism by Embracing the Core Values: Honor, Integrity, and Respect

DEPARTMENT SHORT TERM GOALS

The major goals and short term objectives of the department are based on the current staffing of the department. Depending on the final approved budget, these goals may be modified to match the resources available.

1. ENHANCE COMMUNITY SAFETY AND SECURITY

1.1 Less crime:

Attain a Part 1 crime rate at or below the average for the prior five years.

1.2 Rapid response:

Maintain average response times to:

- a. Priority Code 1 calls in the 4-6 minute range.
- b. Priority Code 2 calls in the 8-12 minute range.

1.3 Rapid response:

Meet or exceed the percentage of calls in FY2015 handled within range for:

- a. Priority Code 1
- b. Priority Code 2

1.4 Safer roadways:

Reduce the number of traffic fatalities below the average for the prior five fiscal years.

1.5 Effective investigations:

Attain clearance rate for Uniform Crime Reporting (UCR) Part 1 crime that meets or exceeds the average for the prior five years.

1.6 Information Sharing:

Complete Phase II of the Resource Management System (RMS) implementation.

2. MAINTAIN PUBLIC CONFIDENCE AND SATISFACTION

2.1 Prompt service:

Maintain weighted response time at or below the FY2015 average.

2.2 Satisfied citizens:

Demonstrate improvement in citizen satisfaction in surveys of citizens (HPD annual survey, Kinder Houston Area Survey, and other surveys available) by exceeding three year averages.

2.3 Effective outreach:

- a. Enhance the Department's social media outreach by 10% versus FY2015.
- b. Enhance outreach to special needs populations.

3. INCREASE ACCOUNTABILITY TO THE COMMUNITY

3.1 Justice administration:

Reduce number of unexcused absences from Municipal Court below FY2015.

3.2 Process improvement:

Expand International Organization for Standardization (ISO) 9001 participation to three new work centers.

3.3 Fiscal stewardship:

Budget utilization rates demonstrate sound management of funds provided by City Council.

3.4 Professional standards:

Continue to reduce the number of Internal Affairs complaints from citizens below the average of the prior five years.

3.5 Professional standards:

Procure and deploy 1000 body-worn cameras.

4. MAINTAIN OR INCREASE PRODUCTIVITY

4.1 Sufficient capacity:

Increase classified staffing versus FY2015 average.

4.2 Sufficient capacity:

Deploy a workforce (classified and civilian) capable of responding to 1.1 million calls-for-service in FY2016.

4.3 Resource economy:

Maintain a positive disposal-intake ratio in the Property Room for property eligible for disposal.

4.5 Safe work environment:

Reduce the number of works days lost due to workplace injuries below FY2015 levels.

5. INCREASE PROFESSIONALISM

5.1 Training updates:

Deliver more roll call videos than in FY2015.

5.2 Training - Classified:

Deliver more training hours to classified employees than in FY2015.

5.3 Training - Civilian:

a. Deliver more training hours to civilian employees than in FY2015.

b. Deliver training that reinforces the Department's values of Honor, Integrity and Respect.

c. Deliver rank-relevant training to all supervisors and managers that includes either technical or leadership components.

DEPARTMENT LONG TERM GOALS

This longer-term plan consists of strategies with a horizon of greater than 12 months. It is more than a plan or to-do list for this year and the subsequent years, but the priorities were not intended to be objectives, with specific targets and timelines. The overall vision is to make the Houston Police Department the most professional law enforcement agency in the country.

1. ENHANCE COMMUNITY SAFETY AND SECURITY

Vision: Houston will be the safest major city in the nation.

- 1.1** Improve the transfer and sharing of information and data between criminal justice and law enforcement agencies in the region to reduce crime and expedite the judicial process.
- 1.2** Acquire proper equipment to enhance the department's response and capabilities for natural disaster and homeland security events.
- 1.3** Conduct initiatives to reduce traffic injuries and deaths.
- 1.4** Perform core services.

2. MAINTAIN PUBLIC CONFIDENCE AND SATISFACTION

Vision: HPD remains a trusted public sector organization that serves all Houstonians.

- 2.1** Implement strategies and programs to prevent crime, reduce calls for service, de-conflict potential violent situations, and reach people with special needs.
- 2.2** Improve citizen satisfaction rates, as measured by various community surveys.
- 2.3** Leverage new communications media to communicate with members of the public.

3. INCREASE ACCOUNTABILITY TO THE COMMUNITY

Vision: All HPD employees are held accountable for their actions.

- 3.1** Implement transparent practices to establish a high sense of legitimacy and promote the public's and government officials' confidence in the department.
- 3.2** Maintain a disciplinary process that increases credibility with internal and external customers.
- 3.3** Over the next several fiscal years, equip all officers in uniformed assignment with body-worn cameras.

4. MAINTAIN OR INCREASE PRODUCTIVITY

Vision: HPD is a respected steward of public funds, retaining and wisely investing limited public resources for efficient and effective service

- 4.1** Continue to effectively and efficiently use resources allocated or acquired by the department.
- 4.2** Acquire technology to improve efficiency and serve as a force multiplier as financial resources allow.
- 4.3** Utilize department personnel more effectively by merging the municipal jail with Harris County Sheriff's Office and utilizing diversion programs in the interim.
- 4.4** Continue reengineering processes such as the ISO certification, Project Improvement Efforts, and civilianization to increase efficiencies and to utilize personnel more effectively as funding allows.
- 4.5** Implement processes to expedite the transfer of case information, video and digital data to the Harris County District Attorney's Office.

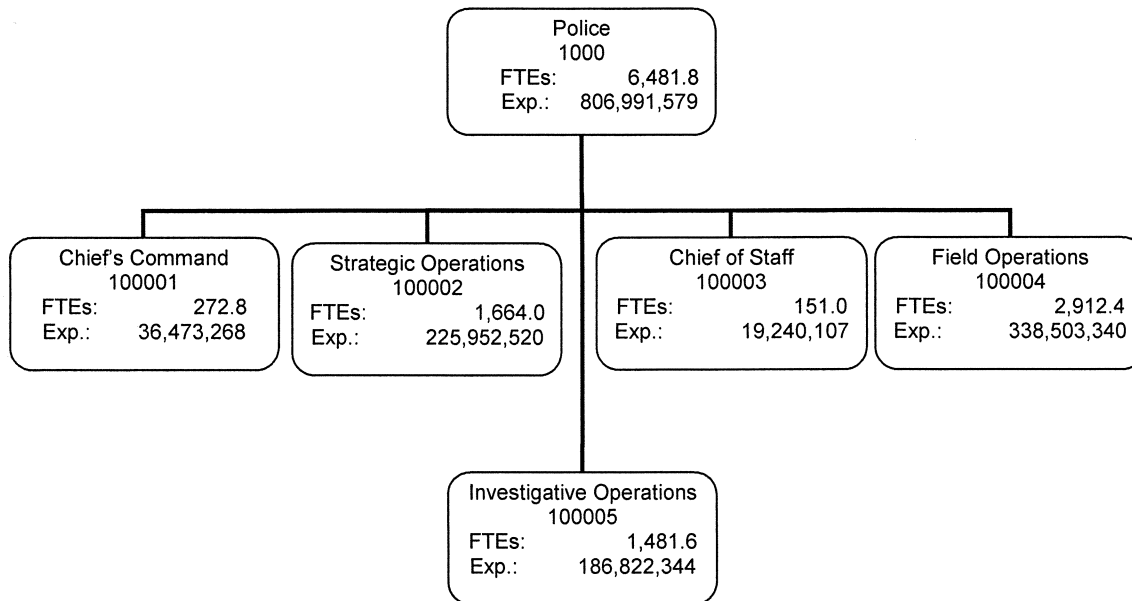
5. INCREASE PROFESSIONALISM

Vision: HPD is the most professional law enforcement agency in the country.

- 5.1** Reinforce the department's core values of Honor, Integrity and Respect.
- 5.2** Develop and implement a Command College for supervisors and managers, stressing both technical and leadership training.
- 5.3** Create opportunities where civilian employees, particularly supervisors and managers, achieve a higher level of recognition for their responsibilities and contributions.
- 5.4** Improve the quality and means of presenting training and expectations to improve leadership, tactics, employee safety, customer service, and discipline.

POLICE DEPARTMENT

Department Organization





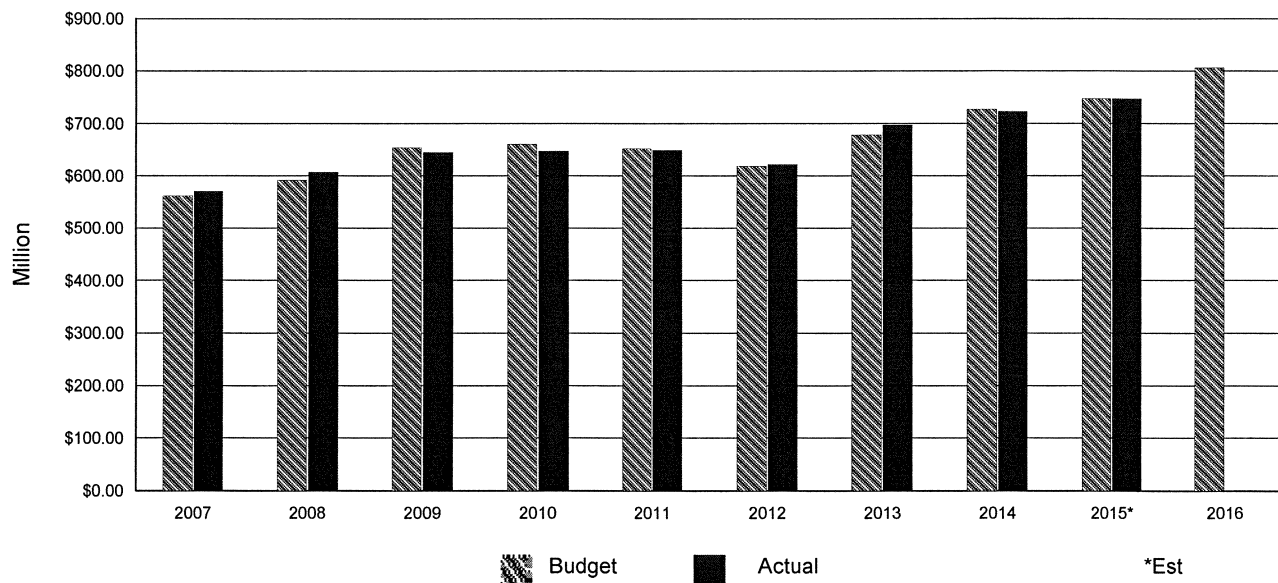
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Police Department
Fund No. /Bus. Area No. : 1000 / 1000

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	673,125,215	696,699,488	696,699,488	756,875,653
	Supplies	19,593,943	16,414,070	16,414,070	16,614,931
	Other Services and Charges	29,816,440	34,261,151	34,261,151	33,200,995
	Equipment	161,753	336,037	336,037	0
	Non-Capital Equipment	368,930	309,746	309,746	300,000
	Total M & O Expenditures	723,066,281	748,020,492	748,020,492	806,991,579
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	723,066,281	748,020,492	748,020,492	806,991,579
Revenues		31,027,118	30,971,872	31,742,376	32,413,440
Staffing	Full-Time Equivalents - Civilian	1,005.0	1,119.5	1,119.5	1,164.1
	Full-Time Equivalents - Classified	5,063.3	5,142.6	5,142.6	5,181.3
	Full-Time Equivalents - Cadets	88.1	101.5	101.5	136.4
	Total	6,156.4	6,363.6	6,363.6	6,481.8
	Full-Time Equivalents - Overtime	137.1	129.8	144.1	133.4
Significant Budget Changes and Highlights	<p>o FY2016 includes Meet & Confer mandated salary increase of 4% and other increases in classified cost.</p> <p>o FY2016 Budget provides funding for health benefits and pension contribution increases.</p> <p>o Funding for 277 new graduating cadets in FY2016.</p> <p>o FY2016 Budget includes funding for expenditure increases for classified pension contributions: \$25.5M deferral catchup and \$10M per Houston Police Officers Pension System (HPOPS) agreement.</p> <p>o \$1.6M decrease for the Houston Recovery Center, now budgeted in General Government.</p> <p>o FY2016 Budget includes funding for the operational cost of \$585,000 pertaining to the roll out of body cameras.</p>				

**Police Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Police Department Fund No. /Bus. Area No. : 1000 / 1000					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Classified Attrition	F,I,J,P,Q	226	200	225	225
Classified Overtime FTEs	F,J,P	109.8	101.0	120.8	108.5
Priority 1 Average Response Time (minutes)	P	5.0	4 to 6	5.0	4 to 6
Priority 1 Calls Responded to within 5 Minutes	P	60.2%	65.5%	59.4%	65.5%
Priority 2 Average Response Time (minutes)	P	9.7	8 to 12	9.6	8 to 12
Total Dispatched Calls	P	1,126,957	1,150,000	1,172,006	1,170,000
Traffic Fatalities	P	213	209	210	210
UCR Part 1 Clearance Rate	P	15.1%	17.3%	16.0%	17.3%
UCR Part 1 Crime Rate	P	6,005	6,118	5,945	5,945
Expenditures Budget vs Actual Utilization	F	99%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	107%	100%	102%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p> Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Police Department Fund No. /Bus Area No. : 1000 / 1000						
Division Description	FY2014 Actual FTEs Costs \$	FY2015 Estimate FTEs Costs \$	FY2016 Budget FTEs Costs \$			
Chief's Command 100001 Provides management and support to other commands. This command consists of groups such as the Chief's Office, Budget and Finance, Public Affairs, Internal Affairs, Inspections and Legal Services.	255.3 34,110,433	272.0 34,961,860	272.8 36,473,268			
Strategic Operations 100002 Provides support for homeland security, professional development, and staff services. Oversees employee hiring, development, training and other personnel activities. Oversees jail operations, emergency communications, and records. Directs intelligence, air support, airport patrols, special operations, and tactical operations.	1,475.3 201,005,450	1,610.8 214,762,922	1,664.0 225,952,520			
Chief of Staff 100003 Provides support to field operations, investigative operations, and strategic activities. Division includes: Crime Analysis, Planning, and Command Center.	108.4 19,565,703	150.0 18,474,365	151.0 19,240,107			
Field Operations 100004 Responds to calls for service, performs primary investigations, enforces traffic laws, provides assistance to citizens, targets street level criminal activities, and maintains a high degree of police visibility for prevention and reduction of crime.	2,890.7 303,977,018	2,885.4 308,151,839	2,912.4 338,503,340			
Investigative Operations 100005 Responsible for investigative operations of unique and special law enforcement areas. Areas include: vice, narcotics, major offenders, robberies, auto theft, homicides, assaults, rapes, family violence, burglary/theft, and juvenile crimes.	1,426.7 164,407,677	1,445.4 171,669,506	1,481.6 186,822,344			

FISCAL YEAR 2016 BUDGET

Division Summary

Fund Name : General Fund
Business Area : Police Department
Fund No. /Bus Area No. : 1000 / 1000

Division	Name	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100001	Chief's Command						
	Civilian	107.4		126.0		126.3	
	Classified	147.9		146.0		146.5	
	Cadets	0.0		0.0		0.0	
	Total	255.3	34,110,433	272.0	34,961,860	272.8	36,473,268
100002	Strategic Operations						
	Civilian	588.8		632.3		646.1	
	Classified	798.4		877.0		881.5	
	Cadets	88.1		101.5		136.4	
	Total	1,475.3	201,005,450	1,610.8	214,762,922	1,664.0	225,952,520
100003	Chief of Staff						
	Civilian	36.9		42.0		43.0	
	Classified	71.5		108.0		108.0	
	Cadets	0.0		0.0		0.0	
	Total	108.4	19,565,703	150.0	18,474,365	151.0	19,240,107
100004	Field Operations						
	Civilian	74.2		96.2		103.6	
	Classified	2,816.5		2,789.2		2,808.8	
	Cadets	0.0		0.0		0.0	
	Total	2,890.7	303,977,018	2,885.4	308,151,839	2,912.4	338,503,340
100005	Investigative Operations						
	Civilian	197.7		223.0		245.1	
	Classified	1,229.0		1,222.4		1,236.5	
	Cadets	0.0		0.0		0.0	
	Total	1,426.7	164,407,677	1,445.4	171,669,506	1,481.6	186,822,344
Grand Total							
	Civilian	1,005.0		1,119.5		1,164.1	
	Classified	5,063.3		5,142.6		5,181.3	
	Cadets	88.1		101.5		136.4	
	Grand Total	6,156.4	723,066,281	6,363.6	748,020,492	6,481.8	806,991,579

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNT CLERK	10	7.6	8.0	0.4
ACCOUNTANT ASSOCIATE	14	3.0	4.0	1.0
ADM., COMMUNICATIONS DIVISION	PC10	1.0	1.0	0.0
ADMINISTRATION MANAGER	26	13.0	13.0	0.0
ADMINISTRATION MANAGER (EXEC)	26	1.0	1.0	0.0
ADMINISTRATIVE AIDE	10	14.0	13.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	28.8	30.0	1.2
ADMINISTRATIVE ASSOCIATE	13	47.0	50.0	3.0
ADMINISTRATIVE COORDINATOR	24	6.0	6.0	0.0
ADMINISTRATIVE SPECIALIST	20	13.8	14.0	0.2
ADMINISTRATIVE SUPERVISOR	22	4.0	4.0	0.0
AIRCRAFT MECHANIC	18	1.0	1.0	0.0
ASSISTANT BUYER	12	1.0	1.0	0.0
ASSISTANT DIRECTOR (EXEC)	32	1.0	1.0	0.0
ASSISTANT OPERATIONS MANAGER	22	2.0	2.0	0.0
ASSISTANT POLICE ADMINISTRATOR (EXEC)	26	5.0	4.7	(0.3)
ASSISTANT POLICE CHIEF	PA12	10.0	10.0	0.0
BUYER	16	1.8	2.0	0.2
CAR ATTENDANT	4	9.0	9.0	0.0
CAR ATTENDANT SUPERVISOR	13	3.0	3.0	0.0
CLERK	5	1.0	1.0	0.0
CLERK TYPIST	6	14.0	14.0	0.0
COMMUNICATIONS SPECIALIST	15	1.0	1.0	0.0
COMMUNICATIONS SPECIALIST SUPERVISOR	23	1.0	1.0	0.0
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	1.0	1.0	0.0
COMMUNITY LIAISON	18	4.0	4.0	0.0
COMMUNITY SERVICE INSPECTOR	16	3.0	3.0	0.0
CONTRACT ADMINISTRATOR	22	1.0	1.0	0.0
COUNSELOR	20	11.9	12.0	0.1
CRIMINAL INTELLIGENCE ANALYST	21	19.0	20.0	1.0
CRIMINALIST	20	2.0	2.0	0.0
CUSTODIAN	4	1.0	1.0	0.0
CUSTOMER SERVICE CASHIER	12	1.0	0.0	(1.0)
CUSTOMER SERVICE CLERK	10	43.0	42.0	(1.0)
DATA ENTRY OPERATOR	8	61.0	62.0	1.0
DEPUTY DIRECTOR (EXEC)	34	3.0	3.0	0.0
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	2.0	2.0	0.0
DIVISION MANAGER	29	3.0	3.0	0.0
DIVISION MANAGER (EXEC)	29	1.0	0.0	(1.0)
DWI TECHNICIAN	13	0.0	10.0	10.0
EVIDENCE TECHNICIAN	11	29.0	21.0	(8.0)
EVIDENCE TECHNICIAN SUPERVISOR	22	7.0	7.0	0.0
EXECUTIVE ASSIST. POLICE CHIEF	PA13	4.0	4.0	0.0
EXECUTIVE OFFICE ASSISTANT	15	17.0	15.0	(2.0)
FINANCIAL ANALYST I	15	0.8	1.0	0.2
FINANCIAL ANALYST III	21	4.8	6.0	1.2
FINANCIAL ANALYST IV	25	2.0	3.0	1.0
FINGERPRINT TECHNICIAN	10	2.0	2.0	0.0
FIXED ASSET CLERK	10	1.0	1.0	0.0
FIXED ASSET SPECIALIST	13	2.0	2.0	0.0
FORENSIC PHOTOGRAPHER	14	3.0	3.0	0.0
FORENSIC PHOTOGRAPHER SUPERVISOR	19	1.0	1.0	0.0
GIS SUPERVISOR	26	0.0	1.0	1.0
HUMAN RESOURCES ASSISTANT	13	5.0	6.0	1.0
HUMAN RESOURCES SPECIALIST	17	1.0	1.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
HUMAN RESOURCES SUPERVISOR	24	1.0	1.0	0.0
HUMAN RESOURCES TECHNICIAN	12	1.0	1.0	0.0
IMAGING TECHNICIAN	5	2.0	2.0	0.0
INFORMATION SYSTEMS ADMIN. (EXEC)	30	0.0	1.0	1.0
INFORMATION SYSTEMS ADMINISTRATOR	30	2.0	2.0	0.0
INVENTORY MANAGEMENT CLERK	9	5.9	6.0	0.1
IRM MANAGER	29	2.0	3.0	1.0
IT PROJECT MANAGER	28	4.0	4.0	0.0
JAIL ATTENDANT	9	259.0	259.0	0.0
LAN SPECIALIST	26	1.0	1.0	0.0
LAUNDRY WORKER	5	2.0	2.0	0.0
MANAGEMENT ANALYST I	15	1.0	1.0	0.0
MANAGEMENT ANALYST III	21	0.0	1.0	1.0
MANAGEMENT ANALYST IV	25	2.0	2.0	0.0
MICROCOMPUTER ANALYST	20	5.0	6.0	1.0
MOBILITY SERVICE OFFICER	12	30.0	30.0	0.0
OFFICE ASSISTANT	9	1.0	1.0	0.0
OFFICE SERVICE MANAGER	23	7.0	7.0	0.0
OFFICE SUPERVISOR	17	20.0	20.0	0.0
OFFSET PRESS OPERATOR	10	2.0	2.0	0.0
OPERATIONS MANAGER	27	3.0	3.0	0.0
OPERATIONS SUPERVISOR	18	1.0	1.0	0.0
PAYROLL CLERK	9	3.0	3.0	0.0
PLANNER LEADER	24	1.0	1.0	0.0
POLICE ADMINISTRATOR (EXEC)	30	6.0	6.0	0.0
POLICE CAPTAIN	PA09	46.0	44.0	(2.0)
POLICE CHIEF	39	1.0	1.0	0.0
POLICE COMMUNICATIONS SPEC II	PC07	1.0	1.0	0.0
POLICE LIEUTENANT	PA07	196.0	207.0	11.0
POLICE OFFICER	PA03	2,183.4	2,231.0	47.6
POLICE OFFICER, PROBATIONARY	PA02	93.5	136.5	43.0
POLICE SERGEANT	PA06	944.0	926.0	(18.0)
POLICE SERVICE OFFICER	7	32.0	33.0	1.0
POLICE TELECOMMUNICATOR	14	1.0	1.0	0.0
POLICE TELECOMMUNICATOR SUPERVISOR	21	9.0	9.0	0.0
POLICE TRAINEE	10	112.1	138.4	26.3
PROCUREMENT SPECIALIST	24	2.0	2.0	0.0
PROGRAMMER ANALYST II	19	2.0	2.0	0.0
PROGRAMMER ANALYST III	22	1.0	1.0	0.0
PROGRAMMER ANALYST IV	25	5.0	5.0	0.0
PUBLIC INFORMATION OFFICER	26	4.0	4.0	0.0
RADIO INSTALLER	6	3.0	3.0	0.0
RECEPTIONIST	7	1.0	1.0	0.0
RECORDS TECHNICIAN	9	2.0	4.0	2.0
SEMI-SKILLED LABORER	6	1.0	1.0	0.0
SENIOR ACCOUNTANT	20	1.0	0.0	(1.0)
SENIOR AIRCRAFT MECHANIC	21	7.0	7.0	0.0
SENIOR BUYER	22	4.0	4.0	0.0
SENIOR CLERK	8	5.0	5.0	0.0
SENIOR COMMUNICATIONS SPECIALIST	20	3.0	3.0	0.0
SENIOR COMMUNICATIONS TECHNICIAN	19	10.0	10.0	0.0
SENIOR COMMUNITY LIAISON	23	6.0	6.0	0.0
SENIOR COMPUTER OPERATOR	14	7.0	7.0	0.0
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	0.0
SENIOR CUSTOMER SERVICE CLERK	12	18.0	18.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
SENIOR DATA ENTRY OPERATOR	12	9.0	12.0	3.0
SENIOR EVIDENCE TECHNICIAN	15	16.0	10.0	(6.0)
SENIOR FINGERPRINT TECHNICIAN	13	1.0	1.0	0.0
SENIOR FIXED ASSET SPECIALIST	17	2.0	2.0	0.0
SENIOR GIS TECHNICIAN	17	1.0	1.0	0.0
SENIOR HUMAN RESOURCES SPECIALIST	21	11.0	11.0	0.0
SENIOR IMAGING TECHNICIAN	13	1.0	1.0	0.0
SENIOR INSPECTOR	22	3.0	3.0	0.0
SENIOR INVENTORY MANAGEMENT CLERK	12	3.0	2.0	(1.0)
SENIOR JAIL ATTENDANT	13	8.0	8.0	0.0
SENIOR MICROCOMPUTER ANALYST	23	9.0	9.0	0.0
SENIOR OFFICE ASSISTANT	12	57.0	60.7	3.7
SENIOR OFFSET PRESS OPERATOR	13	1.0	1.0	0.0
SENIOR PAYROLL CLERK	13	1.0	1.0	0.0
SENIOR POLICE OFFICER	PA04	1,935.0	1,831.0	(104.0)
SENIOR POLICE SERVICE OFFICER	12	39.0	40.0	1.0
SENIOR POLICE TELECOMMUNICATOR	17	71.5	73.0	1.5
SENIOR POLICE TRAINEE	10	0.4	0.0	(0.4)
SENIOR STAFF ANALYST	28	1.0	1.0	0.0
SENIOR STAFF ANALYST (EXEC)	28	1.0	1.0	0.0
SENIOR TRAINER	21	3.0	3.0	0.0
SENIOR WORD PROCESSOR	12	4.0	5.0	1.0
STABLE ATTENDANT	8	3.0	3.0	0.0
STAFF ANALYST	26	2.2	4.0	1.8
STAFF PSYCHOLOGIST	27	5.9	6.0	0.1
SYSTEMS ACCOUNTANT II	23	1.0	1.0	0.0
SYSTEMS ACCOUNTANT IV	29	1.0	1.0	0.0
SYSTEMS CONSULTANT	26	6.0	6.0	0.0
SYSTEMS SUPPORT ANALYST I	16	1.0	1.0	0.0
SYSTEMS SUPPORT ANALYST IV	25	5.7	5.0	(0.7)
TECHNICAL HARDWARE ANALYST I	17	3.0	3.0	0.0
TECHNICAL HARDWARE ANALYST II	21	7.0	7.0	0.0
TECHNICAL HARDWARE ANALYST III	23	6.0	10.0	4.0
TELECOMMUNICATIONS SPECIALIST	18	2.0	2.0	0.0
TRAINING ADMINISTRATOR	24	1.0	1.0	0.0
TRUCK DRIVER	6	1.0	1.0	0.0
VACANCY POLICE CADETS		0.0	(2.0)	(2.0)
WEB DESIGNER	21	2.0	2.0	0.0
WEB PRODUCTION ASSISTANT	13	1.0	0.0	(1.0)
WORD PROCESSOR	10	14.0	13.0	(1.0)
Total FTEs		6,731.1	6,753.3	22.2
Less Adjustment for Civilian Vacancy Factor		148.2	64.7	(83.5)
Less Adjustment for Classified Vacancy Factor		219.3	206.8	(12.5)
Full-Time Equivalents		6,363.6	6,481.8	118.2

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
1000010002	HPD - Budget & Finance			
426430	Facility Rental Fees	46,000	46,554	46,554
452030	Miscellaneous Revenue	1,000	4,000	1,000
490020	Transfer from Special Revenue Fund	1,500,000	0	0
1000010004	HPD - Public Affairs			
426340	Public Safety Reports Fees	13,000	13,000	13,000
1000010015	HPD - Employee Services			
452030	Miscellaneous Revenue	150	1,000	1,000
1000010016	HPD - Training Academy			
426370	Training Services	26,000	26,000	26,000
1000010022	HPD - IAH Airport Patrol			
424060	Interfund Airport Police Services	17,894,281	18,194,281	18,643,890
426260	Police Services	0	177,000	0
1000010023	HPD - HOU Airport Patrol			
424060	Interfund Airport Police Services	6,791,976	6,991,976	7,395,557
1000010044	HPD - Auto Theft			
428040	Vehicle Tow-Away Fees	2,200	0	0
1000010053	HPD - Narcotics			
434505	Prior Year Expenditure Recovery	0	(6,000)	0
1000010061	HPD - Jail			
443130	Pay Phone Concessions	200,000	110,000	110,000
1000010062	HPD - Fleet Management			
452020	Recoveries & Refunds	2,000,000	2,000,000	2,000,000
1000010063	HPD - Records			
426340	Public Safety Reports Fees	830,000	900,000	900,000
428080	Returned Check Charges	200	200	200
1000010064	HPD - Property			
428040	Vehicle Tow-Away Fees	0	2,200	2,200
428090	Miscellaneous Fines & Forfeitures	90,000	200,000	90,000
434225	Sale of Non-Capital Equip. & Merchandise	60,000	60,000	60,000
1000010068	HPD - Vehicular Crimes			
426260	Police Services	165,000	165,000	165,000
426330	Miscellaneous Copies Fees	0	100	0
427200	Unclaimed Fines & Forfeitures	0	5,000	0
1000010071	HPD - Traffic			
428090	Miscellaneous Fines & Forfeitures	10,000	10,000	10,000
1000010072	HPD - Auto Dealers			
425050	Indirect Cost Recovery-Auto Dealers	1,042,065	1,042,065	1,099,039
490020	Transfer from Special Revenue Fund	0	1,557,500	1,550,000
1000010096	HPD - Special Victims			
452020	Recoveries & Refunds	300,000	242,500	300,000
Total Police Department		30,971,872	31,742,376	32,413,440

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	47,215,971	48,005,500	48,005,500	49,479,690
500020	Salary Base Pay - Classified	314,271,674	322,854,649	322,854,649	338,444,066
500030	Salary Part Time - Civilian	90,366	74,157	74,157	96,573
500040	Salary Assignment Pay - Classified	1,263,645	1,296,907	1,296,907	1,582,716
500045	Patrol Incentive Pay	2,421,746	2,499,487	2,499,487	2,842,000
500050	Sal-Edu/Incen-Classfd	11,092,916	11,384,305	11,384,305	11,629,762
500060	Overtime - Civilian	1,837,864	1,695,000	1,695,000	1,745,000
500070	Overtime - Classified	10,668,669	12,046,818	12,046,818	11,251,137
500090	Premium Pay - Civilian	494,610	496,718	496,718	555,159
500110	Bilingual Pay - Civilian	133,803	134,454	134,454	135,000
500120	Bilingual Pay - Classified	2,113,445	2,178,458	2,178,458	2,153,651
500130	Equipment Allowance-Classified	10,679,136	10,406,236	10,406,236	10,693,228
500150	Shift Differential Pay-Classified	4,143,333	3,986,523	3,986,523	4,377,073
500160	Training Incent.-Classified	30,526,123	30,563,098	30,563,098	30,881,396
500170	Weekend Prem Pay-Classified	3,463,746	3,419,164	3,419,164	3,760,504
500190	Temporary Higher Class Pay	198,076	205,079	205,079	200,805
500240	HOPE Community Service Usage	606	2,000	2,000	2,000
500250	HOPE Union Business Usage	6,578	12,499	12,499	8,000
501020	Clothing Allowance - Classified	1,230,825	1,221,200	1,221,200	1,278,000
501070	Pension - Civilian	11,035,437	12,182,398	12,182,398	13,537,654
501090	Pension - Police	100,614,334	111,370,600	111,370,600	146,379,380
501100	Phase Down Classified	13,582,957	15,802,189	15,802,189	16,361,451
501110	Strategic Staffing-Classified	572,953	600,000	600,000	1,000,000
501120	Termination Pay - Civilian	303,604	445,080	445,080	320,011
501130	Termination Pay - Classified	1,376,233	1,272,717	1,272,717	1,097,769
501140	Third Party Disability B-Classified	3,603,394	3,788,023	3,788,023	3,826,461
501150	Trainees for Classified Service - Cadets	2,721,875	3,482,797	3,482,797	5,637,288
501160	Vehicle Allowance - Civilian	4,216	4,219	4,219	4,200
501170	Vehicle Allowance - Classified	208,250	225,985	225,985	220,000
502010	FICA - Civilian	3,918,635	3,954,600	3,954,600	4,371,219
502020	FICA - Classified	4,592,207	4,695,631	4,695,631	4,720,181
503010	Health Ins-Act Civilian	9,109,806	9,115,169	9,115,169	8,754,473
503015	Basic Life Insurance - Active Civilian	28,808	29,478	29,478	30,165
503020	Health Ins.Act-Classified	61,415,707	58,993,720	58,993,720	60,334,674
503025	Basic Life Insurance - Active Classified	186,832	201,062	201,062	212,270
503040	Health/Life Ins.Ret-Classified	8,598,953	9,209,653	9,209,653	8,972,829
503060	Long Term Disability-Civilian	93,245	92,538	92,538	111,283
503070	Municipal Pension-Other Classified	247,676	225,717	225,717	257,000
503080	Workers Compensation-Classified-Admin	1,195,582	1,509,468	1,509,468	1,765,991
503090	Workers Compensation-Civilian-Admin	256,699	320,549	320,549	585,401
503100	Workers Compensation-Civilian-Claim	510,059	261,191	261,191	393,071
503110	Workers Compensation-Classified-Claim	6,878,089	5,318,135	5,318,135	5,450,805
504030	Unemployment Claims - Administration	51,532	141,317	141,317	141,317
504040	Res For Police Enhanc.-Classified	165,000	975,000	975,000	1,275,000
Total	Personnel Services	673,125,215	696,699,488	696,699,488	756,875,653
511010	Chemical Gases & Special Fluids	12,748	4,021	4,021	3,625
511015	Cleaning & Sanitary Supplies	29,933	43,592	43,592	58,985
511020	Construction Materials	2,592	4,737	4,737	8,820

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
511025	Electrical Hardware & Parts	1,196	5,444	5,444	66,005
511030	Mechanical Hardware & Parts	898	14,462	14,462	4,386
511040	Audiovisual Supplies	128,674	29,301	29,301	68,336
511045	Computer Supplies	541,620	494,166	494,166	539,605
511050	Paper & Printing Supplies	223,518	265,078	265,078	258,801
511055	Publications & Printed Materials	109,935	55,035	55,035	55,035
511060	Postage	48,495	129,319	129,319	128,186
511070	Miscellaneous Office Supplies	655,580	473,437	473,437	476,437
511080	General Laboratory Supplies	6,470	8,677	8,677	31,211
511090	Medical & Surgical Supplies	51,461	70,299	70,299	85,000
511095	Small Technical & Scientific Equipment	2,998	3,990	3,990	10,000
511100	Veterinary & Animal Supplies	151,159	77,786	77,786	110,000
511110	Fuel	13,285,585	11,477,072	11,477,072	11,726,233
511115	Vehicle Repair & Maintenance Supplies	49,685	143,459	143,459	303,154
511120	Clothing	3,035,580	1,595,901	1,595,901	1,523,000
511125	Food Supplies	40,835	65,681	65,681	166,354
511130	Weapons Munitions & Supplies	674,057	927,759	927,759	404,500
511135	Recreational Supplies	12,387	15,874	15,874	1,500
511145	Small Tools & Minor Equipment	50,912	32,861	32,861	78,629
511150	Miscellaneous Parts & Supplies	477,625	476,119	476,119	507,129
Total	Supplies	19,593,943	16,414,070	16,414,070	16,614,931
520100	Temporary Personnel Services	499,210	529,259	529,259	326,618
520107	Computer Info/Contr	2,686,964	3,073,824	3,073,824	3,652,660
520108	Information Resource Services	180,349	196,041	196,041	25,000
520109	Medical Dental & Laboratory Services	836,890	480,235	480,235	775,508
520110	Management Consulting Services	153,641	440,939	440,939	200,000
520112	Banking Services	16,758	14,532	14,532	16,000
520113	Photographic Services	14,396	8,168	8,168	13,000
520114	Miscellaneous Support Services	2,201,786	1,971,611	1,971,611	1,793,482
520118	Refuse Disposal	10,111	0	0	17,500
520119	Computer Eq/SW Mnt	143,764	100,038	100,038	290,800
520120	Communications Equipment Services	4,667	10,692	10,692	31,478
520121	IT Application Svcs	1,333,176	2,313,540	2,313,540	2,209,388
520122	Office Equipment Services	186,090	200,000	200,000	200,000
520123	Vehicle & Motor Equipment Services	193,516	799,675	799,675	655,270
520124	Other Equipment Services	58,970	115,165	115,165	204,974
520126	Construction Site Work Services	7,533	19,885	19,885	7,500
520132	Contracts/Sponsorships	1,646,624	1,646,624	1,646,624	0
520141	Engineering Services	19,300	24,068	24,068	40,000
520142	Classified C.S. Arbitration Cost	70,189	59,714	59,714	75,000
520145	Criminal Intelligence Services	75,000	49,069	49,069	0
520515	Print Shop Services	0	0	0	2,630
520520	Printing & Reproduction Services	7,428	30,791	30,791	28,700
520605	Advertising Services	80,761	37,189	37,189	42,000
520705	Insurance Fees	458,654	563,146	563,146	489,213
520765	Membership & Professional Fees	23,555	27,630	27,630	21,093
520805	Education & Training	153,756	189,624	189,624	211,515
520815	Tuition Reimbursement	979,190	1,000,000	1,000,000	1,000,000

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Police Department
Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520905	Travel - Training Related	129,037	117,656	117,656	133,091
520910	Travel - Non-Training Related	189,323	220,243	220,243	153,009
521405	Building Maintenance Services	1,071,096	1,027,702	1,027,702	766,252
521605	Data Services	826,340	1,184,537	1,184,537	1,176,520
521610	Voice Services	3,218,716	3,566,595	3,566,595	3,302,589
521620	Voice Equipment	160,938	113,169	113,169	34,022
521625	Voice Labor	138,120	180,110	180,110	221,143
521630	GIS Revolving Fund Services	440,082	505,404	505,404	687,777
521705	Vehicle/Equipment Rental/Lease	34,534	19,533	19,533	110,000
521715	Office Equipment Rental	499,786	387,156	387,156	493,032
521725	Other Rental	377,567	381,425	381,425	387,240
521730	Parking Space Rental	392,105	411,180	411,180	365,000
521905	Legal Services	2,210	2,210	2,210	17,000
522305	Freight Charges	2,536	16,558	16,558	9,026
522430	Misc Othr Svcs & Chrg	388,090	317,411	317,411	321,411
522435	Interest Charges Past Due Accounts	2,909	0	0	0
522720	Interfund Payroll Services	(7,150)	0	0	0
522721	Interfund HR Client Services	0	102,770	102,770	148,543
522722	KRONOS Service Chargeback	321,574	323,766	323,766	394,280
522723	Drainage Fee Service Chargeback	154,964	155,000	155,000	155,000
522730	Interfund Engineering Services	2,000	0	0	1,398
522735	Interfund Communication Equipment Repair	0	0	0	20,790
522795	Other Interfund Services	441,553	600,000	600,000	600,000
522840	Houston Permitting Center Rent Chargeback	109,227	123,681	123,681	111,107
522845	Interfund Vehicle Services	8,878,605	10,603,586	10,603,586	11,263,436
Total	Other Services and Charges	29,816,440	34,261,151	34,261,151	33,200,995
560120	Capital Exp-Building & Bldg Improvement	0	41,534	41,534	0
560210	Furniture Fixtures and Equipment	79,928	0	0	0
560220	Vehicles	26,388	42,431	42,431	0
560230	Computer HW and Developed SW	53,527	249,097	249,097	0
560810	Cap Exp-Controlled Equipment	1,910	2,975	2,975	0
Total	Equipment	161,753	336,037	336,037	0
551010	Non-Cap Office Furniture & Equipment	338,304	159,746	159,746	150,000
551030	Non-Capital Machinery & Equipment	7,998	0	0	0
551040	Non-Capital Other	20,278	150,000	150,000	150,000
551045	Non-Capital Vehicles/Rolling Stock	2,350	0	0	0
Total	Non-Capital Equipment	368,930	309,746	309,746	300,000
Grand Total Expenditures		723,066,281	748,020,492	748,020,492	806,991,579



**IV. DEVELOPMENT
& MAINTENANCE SERVICES**

DEVELOPMENT AND MAINTENANCE SERVICES DEPARTMENTS

General Services.....	IV - 2
Planning and Development	IV - 14
Public Works and Engineering	IV - 22
Solid Waste Management	IV - 30

GENERAL SERVICES

Department Description and Mission

General Services Department's (GSD) mission is to provide leadership and best practices in real estate, design, construction, property management, security, and resource conservation to City departments and residents in a safe, reliable, and fiscally responsible manner.

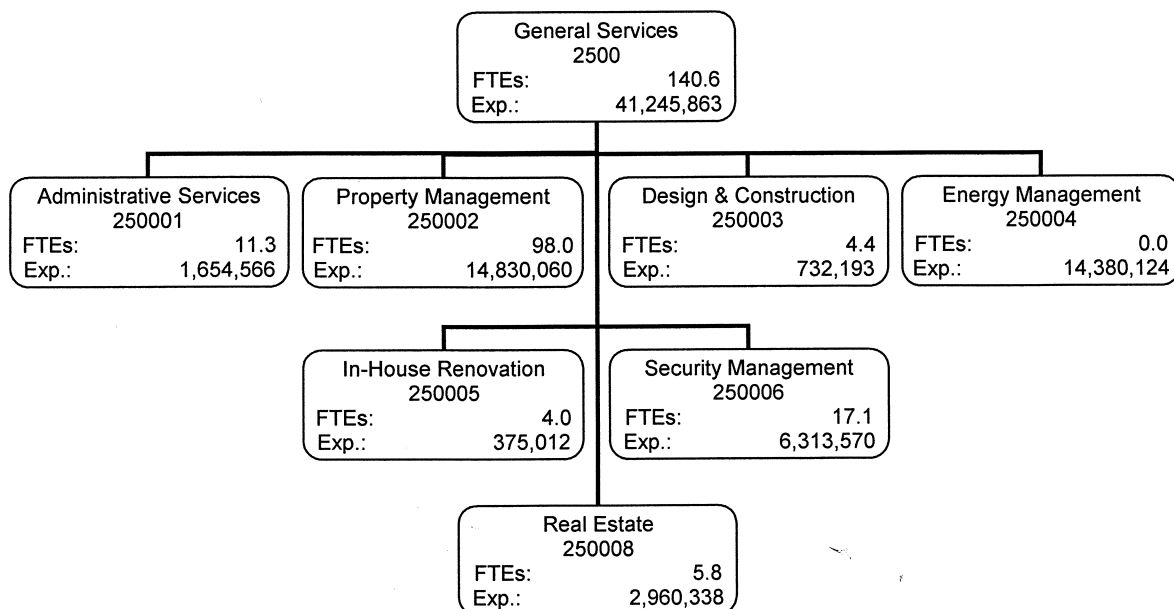
Short Term Goals

- Continue to address Facility Condition Assessments Priority 1 and Priority 2 deficiencies.
- Select new security guard services vendor for FY2016.
- Continue to reduce energy use in GSD managed buildings and increase sustainable and resource conservation in the core civic buildings.
- Complete procurement process for selection of Property Management / Building contract for City buildings occupied by PWE employees.
- Assist with planning, evaluation and alternatives for the Criminal Justice Complex.
- Develop a Space Optimization Plan that can be used citywide.

Long Term Goals

- To be the Provider of Choice and the premier City of Houston department.
- To manage and oversee all City-owned properties, except the Houston Airport System (HAS).
- Implement a department specific cost allocation model for space and energy usage.
- Work with Mayor's Office, City departments and other governmental agencies in aligning department specific Master Plans to identify opportunities for colocation of City facilities and shared resources.
- Identify and ensure sustainable funding for the management of building assets.
- Standardize all security equipment where possible.
- Continue to replace all inoperable security equipment.

Department Organization



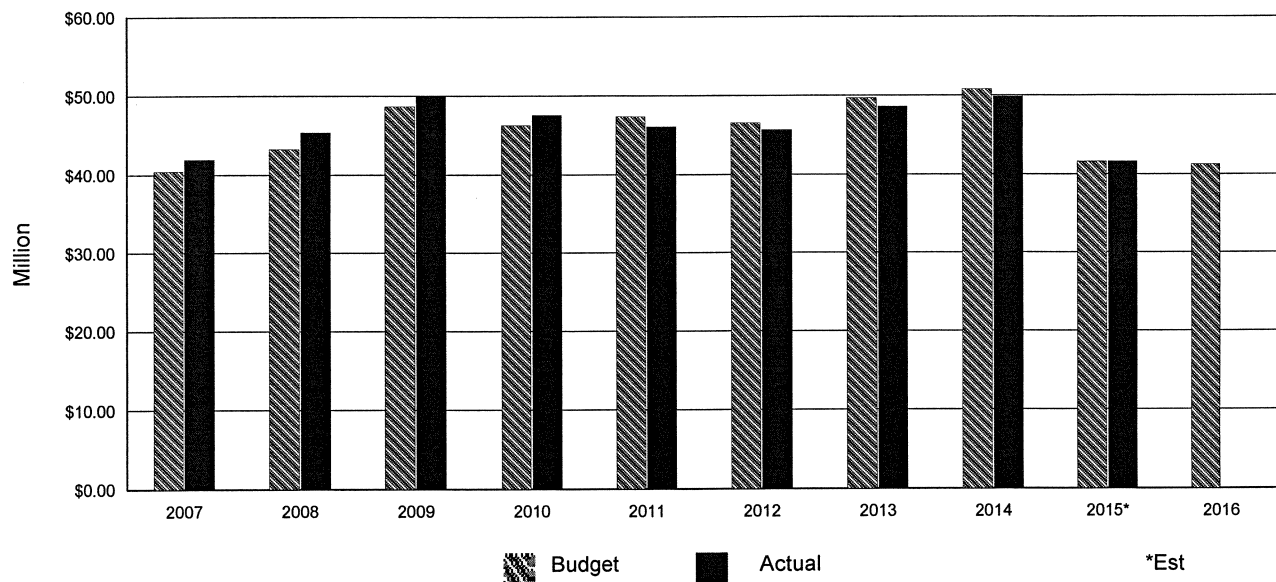
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1000 / 2500

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	13,881,441	10,892,575	10,776,563	10,888,887
	Supplies	2,070,626	904,305	900,364	945,958
	Other Services and Charges	29,922,709	25,982,911	26,102,864	26,267,797
	Equipment	24,277	130,218	130,218	0
	Non-Capital Equipment	340,559	65,452	65,452	1,000
	Total M & O Expenditures	46,239,612	37,975,461	37,975,461	38,103,642
	Debt Service & Other Uses	3,634,765	3,634,765	3,634,765	3,142,221
	Total Expenditure	49,874,377	41,610,226	41,610,226	41,245,863
Revenues		3,721,219	5,430,334	5,499,589	5,650,290
Staffing	Full-Time Equivalents - Civilian	193.5	137.6	129.9	140.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	193.5	137.6	129.9	140.6
	Full-Time Equivalents - Overtime	6.3	3.5	4.2	3.6
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Includes funding for Citywide Space Utilization Study. o Includes funding for contract escalation cost for janitorial services. o Includes funding to fulfill current contractual obligations for the security guard service contract with G4S Secure Solutions. o Includes funding to support Operations and Maintenance costs for new facilities. o Includes funding for rental escalation for various lease facilities. 				

**General Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : General Services
Fund No. /Bus. Area No. : 1000 / 2500

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Card Access Changes Processed	P	39,502	45,000	49,847	47,000
City Identification Badges Processed	P	10,933	9,800	10,439	10,650
Environmental Projects Completed	P	281	200	230	200
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	66%	100%	101%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : General Services Fund No. /Bus Area No. : 1000 / 2500							
Division Description	FY2014 Actual FTEs	FY2014 Actual Costs \$	FY2015 Estimate FTEs	FY2015 Estimate Costs \$	FY2016 Budget FTEs	FY2016 Budget Costs \$	
GSD - Administrative Services 250001 Provides overall direction, management, and leadership to GSD; provides training and professional development to GSD employees; ensures all the department's funds are appropriately allocated and expended.	11.2	1,360,889	10.7	1,628,690	11.3	1,654,566	
GSD - Property Management 250002 Provides services to Police, Fire, Health, Library, Administrative & Regulatory Affairs, Municipal Courts, Public Works and Houston TranStar properties, which include, but are not limited to: preventive maintenance of mechanical equipment, routine and emergency repairs of electrical, mechanical, plumbing, HVAC, structural and energy management systems and facility inspections.	146.6	22,634,110	89.7	14,529,247	98.0	14,830,060	
GSD - Design & Construction 250003 Provides Capital Improvement Project planning; manages the design and construction of City facilities for all departments except HAS; facilitates tenant improvements; manages construction and coordinates moves; tracks, monitors, and manages environmental contracts and civic art administration, provides in-house planning and design services and construction project management.	9.0	1,173,322	4.0	738,374	4.4	732,193	
GSD - Energy Management 250004 These accounts represent the actual cost for fuel, electricity, natural gas consumption and all other restricted accounts; all communications and data services fees administered by the Houston Information Technology Services.	1.0	15,234,605	0.0	15,365,036	0.0	14,380,124	
GSD - In-House Renovation 250005 Provides overall management and administrative support for the In-House Renovation Group.	4.0	346,355	3.6	444,302	4.0	375,012	
GSD - Security Management 250006 Manages physical security of all City facilities which include closed circuit TV, access control, and intrusion alarm systems; manages citywide security contract; investigates City lost/stolen assets and process over 45,000 access requests annually.	16.9	5,517,630	16.4	6,211,465	17.1	6,313,570	

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : General Services Fund No. /Bus Area No. : 1000 / 2500						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
GSD - Real Estate 250008 Manage the acquisition, disposition and leasing of the City's real estate assets.	4.8	2,283,814	5.5	2,693,112	5.8	2,960,338
GSD - Maintenance Renewal & Replacement 250010 Provide maintenance services to Police, Fire, Health, Library, Administrative & Regulatory Affairs, Municipal Courts, Public Works and Houston TranStar properties, which includes: preventive maintenance of mechanical equipment, routine repairs of electrical, mechanical, plumbing, HVAC, structural and energy management systems and facility inspections. This division is reported in Maintenance Renewal and Replacement Fund (Fund 2105).	0.0	1,323,652	0.0	0	0.0	0
Total	193.5	49,874,377	129.9	41,610,226	140.6	41,245,863

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : General Services
Fund No./Bus. Area No. : 1000 / 2500

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	0.0
ADMINISTRATIVE ASSISTANT	17	2.0	2.0	0.0
ADMINISTRATIVE ASSOCIATE	13	3.0	2.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	0.5	0.5	0.0
ADMINISTRATIVE SPECIALIST	20	4.0	5.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	2.0	0.0
ASSISTANT PROJECT MANAGER	20	1.0	1.0	0.0
ASSISTANT REAL ESTATE ANALYST	17	1.0	0.8	(0.2)
ASSISTANT REAL ESTATE MANAGER	26	2.0	2.0	0.0
ASSISTANT SUPERINTENDENT	20	2.0	2.0	0.0
BUILDING MAINTENANCE SUPERVISOR	13	6.0	6.0	0.0
CHIEF STATIONARY ENGINEER	19	7.0	6.0	(1.0)
COMMUNICATIONS SPECIALIST	15	1.0	1.0	0.0
CUSTODIAN	4	35.0	36.0	1.0
CUSTODIAN LEADER	8	2.0	2.0	0.0
CUSTOMER SERVICE REP. I	13	2.0	2.0	0.0
CUSTOMER SERVICE REP. II	15	2.0	3.0	1.0
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	0.0
DATA BASE ANALYST	22	1.0	0.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	2.0	0.0
DIVISION MANAGER	29	5.0	5.0	0.0
ESTIMATOR	17	1.0	1.0	0.0
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.0	1.0	0.0
FINANCIAL ANALYST III	21	1.0	1.0	0.0
FINANCIAL ANALYST IV	25	1.0	1.0	0.0
GENERAL SERVICES DIRECTOR	35	1.0	1.0	0.0
GROUNDSKEEPER	5	9.0	8.0	(1.0)
LAN SPECIALIST	26	1.0	0.0	(1.0)
MAINTENANCE MECHANIC I	8	0.0	1.0	1.0
MAINTENANCE MECHANIC III	14	3.0	5.0	2.0
MAINTENANCE SUPERVISOR	16	2.0	2.0	0.0
MANAGEMENT ANALYST III	21	1.0	1.0	0.0
PAINTER	11	0.0	1.0	1.0
PROJECT MANAGER	24	1.0	1.0	0.0
PUBLIC LOSS INVESTIGATOR	22	1.0	1.0	0.0
REAL ESTATE MANAGER	29	1.0	1.0	0.0
SECURITY TECH. SUPERVISOR	25	0.0	1.0	1.0
SENIOR ACCOUNT CLERK	13	0.0	1.0	1.0
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	0.0
SENIOR DATA BASE ANALYST	25	0.0	1.0	1.0
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	0.0
SENIOR INVENTORY MANAGEMENT CLERK	12	1.0	1.0	0.0
SENIOR OFFICE ASSISTANT	12	2.0	1.0	(1.0)
SENIOR PROJECT MANAGER	27	1.0	1.0	0.0
SENIOR PUBLIC LOSS INVESTIGATOR	24	3.0	3.0	0.0
SENIOR SECURITY TECHNICIAN	23	0.0	3.0	3.0
SENIOR STAFF ANALYST	28	0.0	1.0	1.0
SENIOR SUPERINTENDENT	27	1.0	1.0	0.0
STAFF ANALYST	26	1.0	1.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : General Services
Fund No./Bus. Area No. : 1000 / 2500

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
STATIONARY ENGINEER	14	12.0	12.0	0.0
STATIONARY ENGINEER APPRENTICE	7	3.0	3.0	0.0
STUDENT INTERN I	4	0.6	0.0	(0.6)
STUDENT INTERN II	10	0.6	0.7	0.1
SUPERINTENDENT	24	6.8	6.0	(0.8)
TECHNICAL HARDWARE ANALYST I	17	1.0	0.0	(1.0)
TECHNICAL HARDWARE ANALYST II	21	2.0	1.0	(1.0)
TECHNICAL HARDWARE ANALYST III	23	2.0	0.0	(2.0)
Total FTEs		145.5	148.0	2.5
Less Adjustment for Civilian Vacancy Factor		7.9	7.4	(0.5)
Full-Time Equivalents		137.6	140.6	3.0

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area : General Services
 Fund No./Bus. Area No. : 1000 / 2500

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
2500020001	GSD - PM Operations			
443160	Vending Machine Concessions	303,000	188,885	253,697
490120	Transfer from Component Unit	168,979	168,979	168,979
2500020003	GSD - Houston Permitting Center			
424110	Other Interfund Services	1,084,068	1,087,124	1,088,396
2500020004	GSD - Parking Management Facility			
424110	Other Interfund Services	86,870	73,850	67,120
2500020005	GSD - PWE UMB Management			
424110	Other Interfund Services	583,757	583,757	542,610
2500020006	GSD - Houston TranStar Facility Maint.			
424110	Other Interfund Services	690,180	687,802	690,524
2500020007	GSD - FMD Facilities			
424110	Other Interfund Services	0	166,629	244,186
2500060001	GSD - Security Management			
424110	Other Interfund Services	229,720	229,720	229,720
2500060002	GSD - Security - General Fund			
490120	Transfer from Component Unit	197,482	197,482	197,482
2500080001	GSD - Real Estate			
426420	Building Space Rental Fees	767,304	782,894	839,480
426430	Facility Rental Fees	18,974	26,622	26,452
428060	Other Interest Income	300,000	301,644	301,644
434240	Sale of Capital Assets-Land/Streets	1,000,000	1,000,000	1,000,000
445050	Cell Tower Revenue	0	4,000	0
452030	Miscellaneous Revenue	0	201	0
Total	General Services	5,430,334	5,499,589	5,650,290

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : General Services
Fund No./Bus. Area No. : 1000 / 2500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	8,649,462	6,722,557	6,524,733	6,775,520
500030	Salary Part Time - Civilian	32,744	34,202	34,640	34,034
500060	Overtime - Civilian	476,821	210,532	275,106	222,000
500090	Premium Pay - Civilian	21,571	20,000	15,806	20,000
500110	Bilingual Pay - Civilian	2,707	1,808	1,808	1,808
500250	HOPE Union Business Usage	82	123	123	123
501070	Pension - Civilian	2,022,570	1,712,611	1,684,079	1,853,782
501120	Termination Pay - Civilian	121,941	166,665	387,601	77,665
502010	FICA - Civilian	667,888	529,883	502,374	534,644
503010	Health Ins-Act Civilian	1,709,753	1,240,104	1,222,605	1,219,634
503015	Basic Life Insurance - Active Civilian	4,960	3,890	3,861	3,936
503060	Long Term Disability-Civilian	15,853	11,683	11,630	11,920
503090	Workers Compensation-Civilian-Admin	40,508	36,148	37,293	41,525
503100	Workers Compensation-Civilian-Claim	110,466	177,064	65,144	66,991
504020	Compensation Contingency	0	9,760	9,760	9,760
504030	Unemployment Claims - Administration	4,115	15,545	0	15,545
Total	Personnel Services	13,881,441	10,892,575	10,776,563	10,888,887
511010	Chemical Gases & Special Fluids	21,884	1,500	1,500	1,150
511015	Cleaning & Sanitary Supplies	160,780	162,212	162,212	162,212
511020	Construction Materials	64,776	9,650	32,474	7,400
511025	Electrical Hardware & Parts	234,257	6,000	6,000	6,200
511030	Mechanical Hardware & Parts	33,494	8,044	8,044	8,044
511035	Meters Hydrants & Plumbing Supplies	38,273	6,000	6,000	6,000
511040	Audiovisual Supplies	11,989	350	350	350
511045	Computer Supplies	15,774	22,490	22,490	23,990
511050	Paper & Printing Supplies	27,233	500	500	500
511055	Publications & Printed Materials	321	133	133	133
511060	Postage	600	2,794	2,794	2,794
511070	Miscellaneous Office Supplies	66,777	56,926	55,802	66,270
511080	General Laboratory Supplies	28	0	0	0
511085	Drugs & Medical Chemicals	1,579	0	0	0
511090	Medical & Surgical Supplies	4,855	0	0	0
511110	Fuel	399,827	378,794	353,794	375,172
511115	Vehicle Repair & Maintenance Supplies	(1,073)	11,000	11,000	11,000
511120	Clothing	13,773	22,141	21,500	22,141
511125	Food Supplies	2,293	7,344	7,344	7,000
511130	Weapons Munitions & Supplies	784	0	0	0
511145	Small Tools & Minor Equipment	121,151	4,546	4,546	4,546
511150	Miscellaneous Parts & Supplies	848,830	203,881	203,881	241,056
511165	Fire Fighting Equipment	2,421	0	0	0
Total	Supplies	2,070,626	904,305	900,364	945,958
520100	Temporary Personnel Services	59,610	50,000	50,000	37,536
520101	Janitorial Services	3,202,206	3,896,567	3,822,703	4,181,500
520102	Security Services	3,674,535	4,011,245	4,310,866	4,390,473
520103	Subrecipient Contract Services	10,000	10,000	10,000	10,000
520105	Accounting & Auditing Services	11,000	0	0	0
520106	Architectural Services	12,034	0	0	0
520108	Information Resource Services	186,966	5,902	5,902	5,135
520109	Medical Dental & Laboratory Services	4,306	4,500	4,500	3,000
520110	Management Consulting Services	131,617	318,783	299,205	515,000
520111	Real Estate Services	1,988	3,531	3,531	0
520112	Banking Services	0	100	100	100
520114	Miscellaneous Support Services	101,072	81,973	67,854	71,880
520115	Real Estate Lease/Office Rental	1,708,599	1,724,119	1,728,145	1,756,375

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : General Services
Fund No./Bus. Area No. : 1000 / 2500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520118	Refuse Disposal	592,507	593,891	573,811	571,455
520119	Computer Eq/SW Mnt	5,591	14,736	234,736	21,101
520120	Communications Equipment Services	800	628	114	800
520121	IT Application Svcs	200,149	153,778	153,778	166,637
520123	Vehicle & Motor Equipment Services	82,955	0	0	0
520124	Other Equipment Services	105,561	2,860	13,020	3,010
520126	Construction Site Work Services	103,495	17,770	17,770	0
520128	Other Construction Work Services	0	0	7,500	0
520141	Engineering Services	30,048	20,000	20,000	20,000
520510	Mail/Delivery Services	234	330	330	430
520515	Print Shop Services	7,234	7,504	8,304	8,100
520520	Printing & Reproduction Services	7,546	17,160	13,660	14,360
520605	Advertising Services	46,526	48,000	43,000	46,000
520705	Insurance Fees	95,156	113,252	113,252	99,404
520765	Membership & Professional Fees	18,919	28,348	29,050	24,967
520805	Education & Training	28,003	47,700	41,417	62,175
520905	Travel - Training Related	20,401	26,475	30,975	29,232
520910	Travel - Non-Training Related	21,869	21,937	21,937	20,737
521405	Building Maintenance Services	7,053,694	2,438,828	2,420,203	2,677,271
521410	Sewer Services	826,378	674,673	674,673	674,673
521415	Land and Grounds Maintenance	400,357	38,216	38,216	44,500
521435	Water Services	21,592	9,004	16,287	27,856
521440	Steam/Chilled Water Services	256,900	467,507	204,305	204,305
521505	Electricity	8,918,580	9,277,906	9,277,906	8,729,622
521510	Natural Gas	631,539	569,810	569,810	547,926
521605	Data Services	64,950	78,617	78,617	131,067
521610	Voice Services	60,012	54,677	54,677	47,701
521620	Voice Equipment	19,492	5,880	5,880	1,768
521625	Voice Labor	22,993	7,455	7,455	11,490
521630	GIS Revolving Fund Services	8,731	12,236	12,236	12,870
521635	Voice Services -Wireless	88,769	58,325	58,325	93,555
521715	Office Equipment Rental	26,345	24,240	24,240	10,240
521725	Other Rental	53,129	50,297	50,297	50,297
521730	Parking Space Rental	48,931	49,125	49,125	49,125
521735	Hobby Parking Space Rental	20,175	31,875	31,875	31,875
522405	Management Savings	(30)	0	0	0
522430	Misc Othr Svcs & Chrg	284,565	183,532	177,477	181,163
522435	Interest Charges Past Due Accounts	929	0	0	0
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	(82)	0	0	0
522721	Interfund HR Client Services	170,887	246,637	246,637	199,898
522722	KRONOS Service Chargeback	9,188	10,217	10,217	12,441
522723	Drainage Fee Service Chargeback	145,855	146,000	146,000	146,900
522730	Interfund Engineering Services	126,860	0	0	0
522735	Interfund Communication Equipment Repair	0	6,250	6,250	6,000
522760	Interfund Billing & Collection Service	17,163	48,091	44,272	43,772
522845	Interfund Vehicle Services	173,880	271,924	271,924	271,575
Total	Other Services and Charges	29,922,709	25,982,911	26,102,864	26,267,797
560210	Furniture Fixtures and Equipment	0	65,139	65,139	0
560220	Vehicles	10,902	65,079	65,079	0
560230	Computer HW and Developed SW	8,246	0	0	0
560240	Communication Equipment	5,129	0	0	0
Total	Equipment	24,277	130,218	130,218	0
551005	Fixed Assets Restatement	0	1,000	1,000	1,000

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : General Services
Fund No./Bus. Area No. : 1000 / 2500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
551010	Non-Cap Office Furniture & Equipment	268,414	45,543	45,543	0
551015	Non-Capital Computer Equipment	72,145	18,909	18,909	0
Total	Non-Capital Equipment	340,559	65,452	65,452	1,000
532020	Transfers to Capital Projects	3,634,765	3,634,765	3,634,765	3,142,221
Total	Debt Service and Other Uses	3,634,765	3,634,765	3,634,765	3,142,221
Grand Total Expenditures		49,874,377	41,610,226	41,610,226	41,245,863



PLANNING AND DEVELOPMENT

Department Description and Mission

Mission:

The Department of Planning and Development provides leadership and support in making Houston a vibrant city in which to live, learn, work and play by:

- o Administering regulatory and other tools affecting development and growth.
- o Developing plans to meet future citywide needs.
- o Administer tools that enhance and protect neighborhood character and stability.
- o Providing reliable data, mapping and analysis to decision-makers.

Department Short Term Goals:

- o Council adoption of Plan Houston.
- o Develop a bicycle plan for the City.
- o Continue to improve ordinances & policies in coordination with Planning and Historic Commissions.
- o Streamline regulatory processes.

Department Long Term Goals:

- o Implement and maintain Plan Houston.
- o Implement bicycle plan.
- o Revisit general purpose annexation approach.

The following briefly describes the function of each Section in the Planning and Development Department:

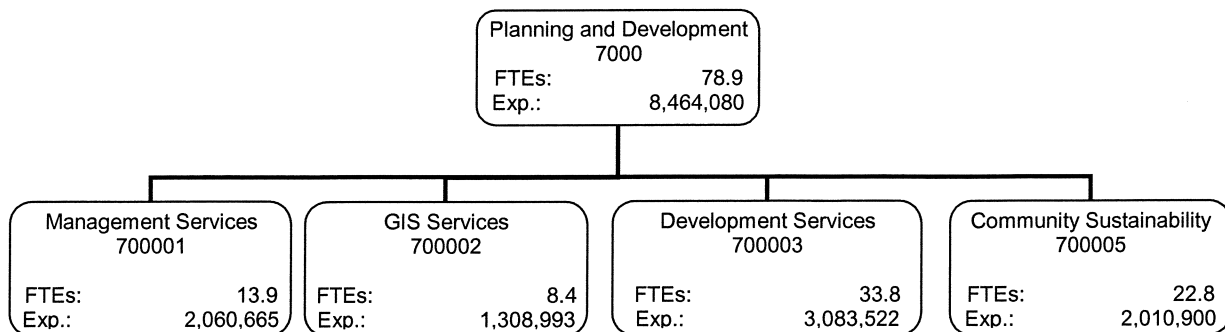
The Management and Support Services Division supports the core functions of the Department by providing internal administrative, financial, and managerial resources.

The GIS Division serves the Geographic Information System and geospatial needs of the City of Houston across departments and among all staff and citizens.

The Development Services Division oversees many development-related regulations, including subdivision platting activity and site plan review. Development Services is leading the Department's efforts to develop the City's first general plan, Plan Houston.

The Community Sustainability Division works with residents to preserve neighborhood development character with programs such as Minimum Lot Size/Building Line and Historic Preservation.

Department Organization



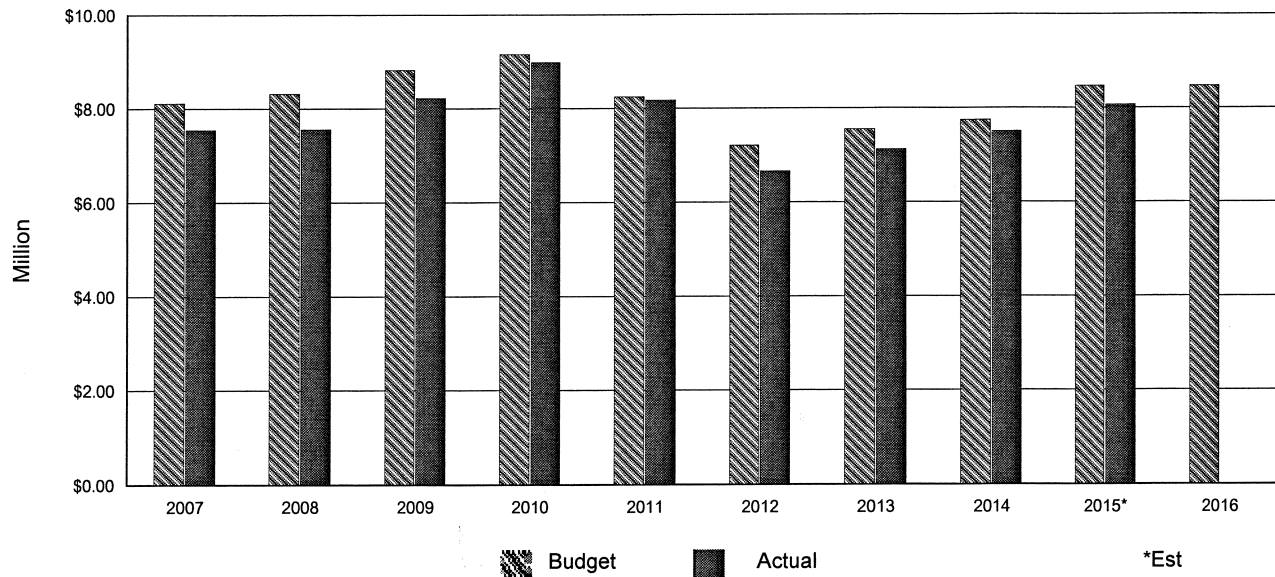
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No. /Bus. Area No. : 1000 / 7000

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	6,722,331	6,959,310	6,694,094	7,375,540
	Supplies	62,949	51,192	92,846	64,658
	Other Services and Charges	720,291	1,451,610	1,275,172	1,023,882
	Total M & O Expenditures	7,505,571	8,462,112	8,062,112	8,464,080
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	7,505,571	8,462,112	8,062,112	8,464,080
Revenues		6,189,063	5,397,647	7,193,140	5,267,821
Staffing	Full-Time Equivalents - Civilian	76.1	78.8	71.2	78.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	76.1	78.8	71.2	78.9
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Develop a Bicycle Master Plan for the City of Houston. o Ensure the City's bicycle efforts are supported by the community, ensuring quicker, smoother implementation. o Identify recommendations for support programs necessary to improve bicycle safety and culture including education, promotion and enforcement. 				

**Planning & Development
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Planning & Development Fund No. /Bus. Area No. : 1000 / 7000					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Applications Processed: Special Lot Size/Building Line and Prohibited Yard Parking	J,I	N/A	92	35	37
Applications Reviewed: Historic COA, Landmark and Protected Landmark	Q	N/A	504	504	504
Development Plats Reviewed	J,I	838	866	891	891
GIS Mapping Requests Completed within 3 Days	I	N/A	97%	97%	97%
Single-Family Residential Site Plans Reviewed	J,I	20,076	19,000	19,647	19,647
Subdivision Plats Reviewed	J,I	2,796	N/A	2,705	2,705
Expenditures Budget vs Actual Utilization	F	97%	98%	95%	98%
Revenues Budget vs Actual Utilization	F	105%	100%	133%	100%
<div> <div> <p>Mayor's Five Priorities:</p> <p>Jobs and Sustainable Development (J)</p> <p>Fiscal Responsibility (F)</p> </div> <div> <p>Public Safety (P)</p> <p>Quality of Life (Q)</p> </div> <div> <p>Infrastructure (I)</p> </div> </div>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Planning & Development Fund No. /Bus Area No. : 1000 / 7000						
Division Description	FY2014 Actual FTEs	Costs \$	FY2015 Estimate FTEs	Costs \$	FY2016 Budget FTEs	Costs \$
PD-Management Services Group 700001 To support the core functions of the Planning Department by providing internal administrative, financial and managerial support. The Division supports the mission of the Department by providing the public with access to resources and information. It also responds to the public on a timely basis while striving to ensure a high level of customer service.	13.1	1,785,245	13.3	1,918,124	13.9	2,060,665
PD-GIS Services Group 700002 To serve the Geographic Information System and geospatial needs of the City of Houston across departments and among all staff and citizens.	15.2	1,216,552	8.4	1,471,494	8.4	1,308,993
PD-Development Services Group 700003 To review development proposals for compliance with Houston's land development codes (Chapter 42 Subdivision, Development and Platting, Chapter 28 Towers, Chapter 26 Parking, Chapter 33 Landscaping, etc.) and provide analysis, forecasting and the development of alternatives for moving people and goods through transportation planning for pedestrians, bicyclists, transit users and motorists.	26.6	2,532,996	29.1	2,837,095	33.8	3,083,522
PD-Comm Sustainability 700005 To facilitate the long-term stability of Houston through community sustainability tools. Review applications as part of Chapter 28, Chapter 33, and Chapter 42.	21.2	1,970,778	20.4	1,835,399	22.8	2,010,900
Total	76.1	7,505,571	71.2	8,062,112	78.9	8,464,080

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 1000 / 7000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNTANT MANAGER	27	1.0	1.0	0.0
ADMINISTRATION MANAGER	26	6.0	6.0	0.0
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	0.0
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	0.0
ADMINISTRATIVE SPECIALIST	20	2.0	2.0	0.0
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	1.0	(1.0)
ASSOCIATE PLANNER	13	6.0	6.0	0.0
CUSTOMER SERVICE REP. II	15	1.0	1.0	0.0
CUSTOMER SERVICE REP. III	16	1.0	1.0	0.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	2.0	1.0
DEPUTY DIRECTOR-PLANNING (EXE LEV)	35	1.0	1.0	0.0
DIVISION MANAGER	29	3.0	3.0	0.0
FINANCIAL ANALYST III	21	1.0	1.0	0.0
GIS ANALYST	20	3.0	2.0	(1.0)
GIS MANAGER	29	1.5	1.5	0.0
PLANNER	16	15.0	15.0	0.0
PLANNER LEADER	24	8.0	9.0	1.0
PLANNING DIRECTOR	36	1.0	1.0	0.0
RECORDS ADMINISTRATOR	23	1.0	1.0	0.0
SENIOR ACCOUNTANT	20	2.0	2.0	0.0
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	0.0
SENIOR GIS ANALYST	24	2.0	2.0	0.0
SENIOR GIS TECHNICIAN	17	2.0	2.0	0.0
SENIOR PLANNER	20	12.0	13.0	1.0
SENIOR STAFF ANALYST	28	1.0	1.0	0.0
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	0.0
STAFF ANALYST	26	1.0	0.0	(1.0)
Total FTEs		79.5	79.5	0.0
Less Adjustment for Civilian Vacancy Factor		0.7	0.6	(0.1)
Full-Time Equivalents		78.8	78.9	0.1

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area : Planning & Development
 Fund No./Bus. Area No. : 1000 / 7000

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
7000010001	Management & Support			
428080	Returned Check Charges	50	0	50
434510	Prior Year Revenue	0	0	50
452030	Miscellaneous Revenue	1,000	45,308	1,000
7000020001	PD - GIS Services			
426320	City Maps & Related Items	450	450	450
7000030001	Development Services			
421290	Tower Application Review Fee	707	2,900	2,180
421630	Administrative Fee - Licenses & Permits	128,951	128,351	75,653
426020	Hazardous Materials Permit	1,499	500	1,651
426070	Hotel & Motel Ordinance	3,315	5,187	3,858
426250	Platting Fees	5,261,675	6,850,000	5,057,929
426290	Other Service Charges	0	10,108	0
431020	Contributions from Others	0	150,101	125,000
452010	Release of Special Deposits	0	187	0
456250	Sewage Disposal	0	48	0
Total	Planning & Development	5,397,647	7,193,140	5,267,821

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 1000 / 7000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	4,430,828	4,639,459	4,514,274	4,908,994
500060	Overtime - Civilian	14	0	0	0
500090	Premium Pay - Civilian	640	0	0	0
500110	Bilingual Pay - Civilian	6,446	6,325	7,074	7,227
501070	Pension - Civilian	1,035,550	1,194,943	1,146,839	1,343,100
501120	Termination Pay - Civilian	222,710	90,000	40,288	90,000
502010	FICA - Civilian	328,784	374,723	331,759	372,798
503010	Health Ins-Act Civilian	669,615	618,068	618,068	614,987
503015	Basic Life Insurance - Active Civilian	2,600	2,841	2,841	2,845
503060	Long Term Disability-Civilian	6,065	6,703	6,703	6,711
503090	Workers Compensation-Civilian-Admin	15,492	20,658	20,658	23,288
503100	Workers Compensation-Civilian-Claim	150	3,000	3,000	3,000
504030	Unemployment Claims - Administration	3,437	2,590	2,590	2,590
Total	Personnel Services	6,722,331	6,959,310	6,694,094	7,375,540
511045	Computer Supplies	33,442	21,381	36,781	22,088
511060	Postage	4,776	5,961	5,961	5,961
511070	Miscellaneous Office Supplies	23,128	23,359	49,613	36,519
511110	Fuel	278	491	491	90
511125	Food Supplies	1,288	0	0	0
511150	Miscellaneous Parts & Supplies	37	0	0	0
Total	Supplies	62,949	51,192	92,846	64,658
520100	Temporary Personnel Services	0	98,107	98,107	0
520102	Security Services	815	0	0	0
520105	Accounting & Auditing Services	1,150	1,350	1,350	1,350
520107	Computer Info/Contr	1,478	2,308	2,308	2,308
520109	Medical Dental & Laboratory Services	949	900	1,365	900
520110	Management Consulting Services	10,650	0	0	0
520112	Banking Services	921	1,800	2,200	1,800
520114	Miscellaneous Support Services	1,429	352,397	153,611	252,400
520119	Computer Eq/SW Mnt	(600)	0	0	0
520121	IT Application Svcs	51,225	62,676	62,676	65,104
520510	Mail/Delivery Services	182	0	199	0
520515	Print Shop Services	1,683	2,000	4,200	2,000
520520	Printing & Reproduction Services	6,197	4,000	4,000	4,000
520605	Advertising Services	3,190	3,100	3,100	3,100
520705	Insurance Fees	755	952	952	758
520740	Document Recording/Filing Fees	3,537	5,860	5,860	5,860
520765	Membership & Professional Fees	10,829	11,493	13,085	0
520805	Education & Training	2,133	5,000	3,915	5,000
520905	Travel - Training Related	23,175	15,400	15,400	0
520910	Travel - Non-Training Related	39	0	0	0
521605	Data Services	34,553	44,041	38,569	28,108
521610	Voice Services	27,110	42,160	42,160	36,780
521620	Voice Equipment	107	420	420	126
521625	Voice Labor	2,284	532	1,738	820
521630	GIS Revolving Fund Services	249,245	552,305	552,305	369,448
521635	Voice Services -Wireless	12,536	4,719	4,719	12,193

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Planning & Development
Fund No./Bus. Area No. : 1000 / 7000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521715	Office Equipment Rental	39,339	35,712	35,712	35,712
521730	Parking Space Rental	3,615	1,944	1,944	1,944
521735	Hobby Parking Space Rental	25,200	28,800	25,814	25,200
522430	Misc Othr Svcs & Chrg	93,459	8,000	33,829	10,600
522721	Interfund HR Client Services	56,628	85,932	85,932	80,185
522722	KRONOS Service Chargeback	3,277	3,576	3,576	4,355
522780	Interfund Photo Copy Services	18,559	25,000	25,000	25,000
522840	Houston Permitting Center Rent Chargeback	32,727	48,659	48,659	46,210
522845	Interfund Vehicle Services	1,915	2,467	2,467	2,621
Total	Other Services and Charges	720,291	1,451,610	1,275,172	1,023,882
Grand Total Expenditures		7,505,571	8,462,112	8,062,112	8,464,080

PUBLIC WORKS AND ENGINEERING

Department Description and Mission

The Resource Management Division is responsible for the Traffic Signal and Street Light electricity costs and associated debt.

The Planning & Development Division is responsible for processing the sale of streets, alleys, and easements through the Joint Referral Committee (JRC).

The Traffic Operations Division is responsible for operating and maintaining Houston's traffic control systems according to City codes and standard engineering practices in a coordinated manner to provide increased mobility.

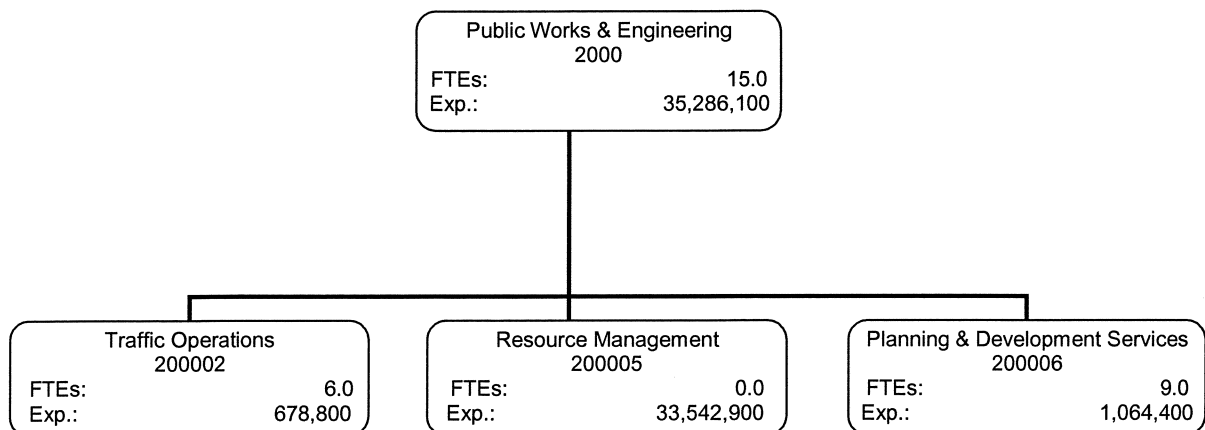
Department Short Term Goals

- Facilitate the sale of streets and easements through the joint referral committee.
- Reduce traffic "bottle-necks" during high usage periods.
- Monitor intersection level of services.
- Continue to improve the JRC transaction process to better communicate with constituents.

Department Long Term Goals

- Apply recommended national guidelines on traffic control practice to minimize congestion and subsequent delays at major arterials and intersections.
- Develop Capital Improvement Management System (CIMS) 3.0 to include online JRC application submittal module.

Department Organization

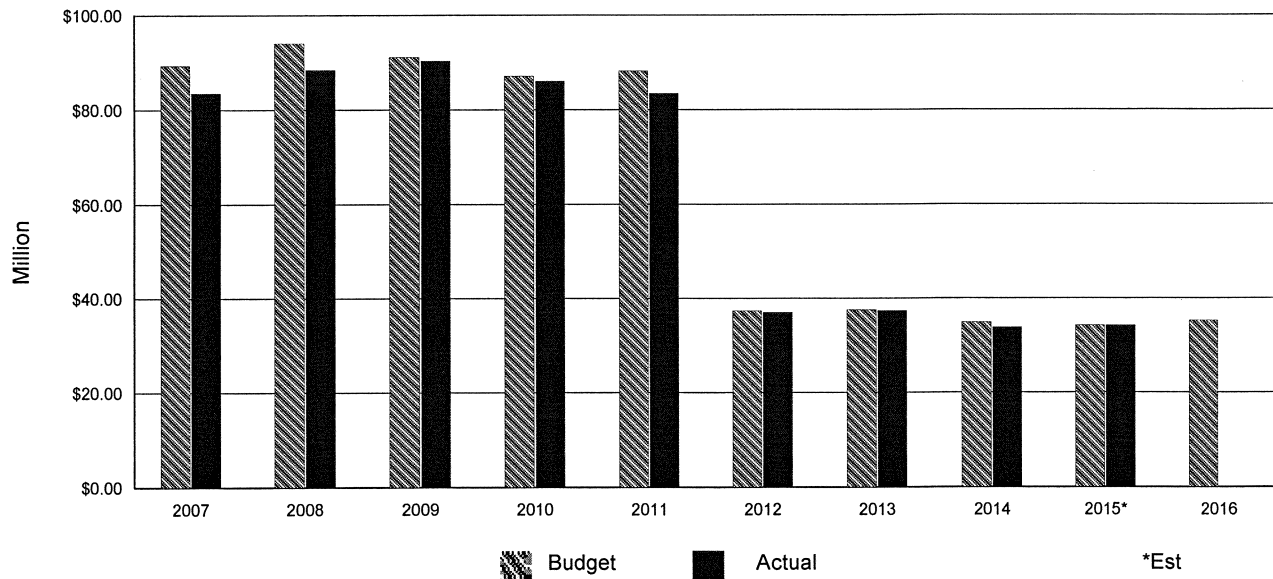


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund					
Business Area : Public Works & Engineering					
Fund No. /Bus. Area No. : 1000 / 2000		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	1,191,451	1,406,730	1,406,730	1,455,800
	Supplies	10,452	57,100	49,600	38,000
	Other Services and Charges	30,819,919	31,258,953	31,266,453	32,267,900
	Total M & O Expenditures	32,021,822	32,722,783	32,722,783	33,761,700
	Debt Service & Other Uses	1,868,750	1,524,400	1,524,400	1,524,400
	Total Expenditure	33,890,572	34,247,183	34,247,183	35,286,100
Revenues		1,571,350	2,394,200	4,813,487	5,394,200
Staffing	Full-Time Equivalents - Civilian	13.5	15.0	15.0	15.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	13.5	15.0	15.0	15.0
	Full-Time Equivalents - Overtime	0.2	0.1	0.1	0.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o The Planning and Development Division will continue to process JRC transaction activities assigned to the department in a timely manner. o Resource Management Division budget of \$33.5M includes signal maintenance electricity of \$900,000 freeway lights electricity of \$1.5M, streetlights electricity of \$29.6M, and debt service of \$1.5M. o Overall Budget increase of \$1.0M is primarily due to an increase in electricity costs for FY2016. o Overall Revenue Budget increase of \$3.0M is due to an anticipated increase in street and easement sales in FY2016. 				

**Public Works & Engineering
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No. /Bus. Area No. : 1000 / 2000

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Incident Response	P,I	137	500	500	500
Mobility Response Team 311 Calls Received	P,I	956	1,200	1,200	1,200
Value of Real Estate Actions recorded for the Joint Referral Committee	F	\$1.1M	\$1.5M	\$9.1M	\$4.5M
Expenditures Budget vs Actual Utilization	F	97%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	66%	100%	201%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Public Works & Engineering Fund No. /Bus Area No. : 1000 / 2000						
Division Description	FY2014 Actual FTEs Costs \$	FY2015 Estimate FTEs Costs \$	FY2016 Budget FTEs Costs \$			
Traffic Operations Division 200002 Works to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents and other mobility issues throughout the City during peak periods.	5.6 703,504	6.0 669,232	6.0 678,800			
Resource Management Division 200005 Accounts for electricity, debt service and other costs.	0.0 32,367,512	0.0 32,462,200	0.0 33,542,900			
Planning & Development Services Division 200006 Sells City-owned properties and interests. Manages all matters pertaining to the abandonment, sale and/or exchange of streets, alleys or easements. Manage all matters pertaining to granting of building encroachments into streets and alleys.	7.9 819,556	9.0 1,115,751	9.0 1,064,400			
Total	13.5 33,890,572	15.0 34,247,183	15.0 35,286,100			

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 1000 / 2000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	0.0
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	0.0
ASSISTANT REAL ESTATE MANAGER	26	1.0	1.0	0.0
GRADUATE ENGINEER	22	4.0	4.0	0.0
REAL ESTATE ANALYST	20	2.0	2.0	0.0
REAL ESTATE MANAGER	29	1.0	1.0	0.0
SENIOR REAL ESTATE ANALYST	24	3.0	3.0	0.0
SUPERVISING ENGINEER	29	1.0	1.0	0.0
TECHNICAL HARDWARE ANALYST III	23	1.0	1.0	0.0
Total FTEs		15.0	15.0	0.0
Less Adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		15.0	15.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 1000 / 2000

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
2000050031	PWE - Unmetered St. Lights			
452020	Recoveries & Refunds	554,600	554,600	554,600
2000060009	PWE - Land Disposition			
434235	Sale of Capital Assets	0	55,627	175,000
434240	Sale of Capital Assets-Land/Streets	1,500,000	3,863,660	4,325,000
457010	Interfund Land Acquisition	339,600	339,600	339,600
Total	Public Works & Engineering	2,394,200	4,813,487	5,394,200

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 1000 / 2000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	807,788	949,680	949,680	967,924
500060	Overtime - Civilian	13,424	10,500	12,000	17,000
500090	Premium Pay - Civilian	0	0	0	50
501070	Pension - Civilian	189,215	240,838	240,838	264,822
501120	Termination Pay - Civilian	1,273	5,000	5,000	5,000
502010	FICA - Civilian	60,485	73,453	73,453	75,350
503010	Health Ins-Act Civilian	116,973	119,052	119,052	117,117
503015	Basic Life Insurance - Active Civilian	467	543	543	556
503060	Long Term Disability-Civilian	1,161	1,291	1,291	1,279
503090	Workers Compensation-Civilian-Admin	2,812	3,974	3,974	4,437
503100	Workers Compensation-Civilian-Claim	0	2,000	500	2,000
504030	Unemployment Claims - Administration	(2,147)	399	399	265
Total	Personnel Services	1,191,451	1,406,730	1,406,730	1,455,800
511020	Construction Materials	0	40,000	35,200	22,700
511045	Computer Supplies	2,505	7,500	4,800	6,500
511050	Paper & Printing Supplies	1,169	1,200	1,200	1,200
511055	Publications & Printed Materials	144	600	600	500
511060	Postage	307	700	700	700
511070	Miscellaneous Office Supplies	3,269	3,100	3,100	2,800
511090	Medical & Surgical Supplies	75	200	200	0
511110	Fuel	2,594	2,500	2,500	2,100
511120	Clothing	389	1,300	1,300	1,000
511145	Small Tools & Minor Equipment	0	0	0	500
Total	Supplies	10,452	57,100	49,600	38,000
520100	Temporary Personnel Services	0	0	0	62,600
520109	Medical Dental & Laboratory Services	302	500	500	400
520110	Management Consulting Services	131,633	13,400	13,400	13,800
520111	Real Estate Services	123,416	100,000	100,000	100,000
520119	Computer Eq/SW Mnt	0	500	0	500
520121	IT Application Svcs	2,824	2,000	4,300	4,000
520123	Vehicle & Motor Equipment Services	2,676	0	0	0
520510	Mail/Delivery Services	0	200	100	200
520515	Print Shop Services	580	500	500	500
520520	Printing & Reproduction Services	0	500	100	500
520765	Membership & Professional Fees	1,532	2,300	2,300	3,300
520805	Education & Training	5,207	5,200	5,200	6,000
521505	Electricity	30,481,262	30,924,400	30,924,400	32,004,700
521605	Data Services	3,192	3,800	3,800	5,100
521610	Voice Services	2,354	100	4,500	100
521620	Voice Equipment	15	700	100	200
521625	Voice Labor	0	900	100	1,300
521635	Voice Services -Wireless	2,067	1,800	2,150	2,800

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Public Works & Engineering
Fund No./Bus. Area No. : 1000 / 2000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521730	Parking Space Rental	1,504	2,700	2,400	2,600
521735	Hobby Parking Space Rental	300	0	675	1,000
521905	Legal Services	0	147,353	147,353	0
521910	Legal Svcs - Crt Report	0	0	375	0
522430	Misc Othr Svcs & Chrg	16,425	200	200	200
522721	Interfund HR Client Services	10,297	11,600	11,600	12,300
522722	KRONOS Service Chargeback	727	700	700	700
522795	Other Interfund Services	33,606	36,100	36,100	37,600
522845	Interfund Vehicle Services	0	3,500	5,600	7,500
Total	Other Services and Charges	30,819,919	31,258,953	31,266,453	32,267,900
532020	Transfers to Capital Projects	1,868,750	1,524,400	1,524,400	1,524,400
Total	Debt Service and Other Uses	1,868,750	1,524,400	1,524,400	1,524,400
Grand Total Expenditures		33,890,572	34,247,183	34,247,183	35,286,100

SOLID WASTE MANAGEMENT

Department Description and Mission

The mission of the Solid Waste Management Department is to provide the citizens of Houston with cost-effective, environmentally sound and safe solid waste management services. Inherent within this mission are several major tasks: residential garbage collection, heavy trash collection, dead animal pick-up, opportunities for all citizens to reduce waste through direct or indirect participation in recycling opportunities, and performing the disposal functions associated with all of these operations.

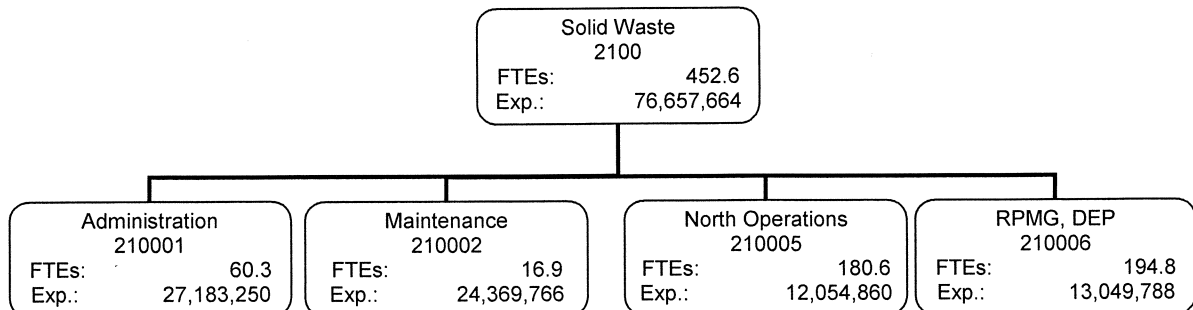
Short-Term Goals

- Gain approval and implement updates to Chapters 21 and 39 in the Code of Ordinances with regards to scrap and used tire dealers.
- Deepen partnership with the Houston Apartment Association to introduce E-Scrap Recycling and expand the Green Communities Program.

Long-Term Goals

- Implement enterprise funding for key department services.
- Partner with Houston Restaurant Association and private haulers to implement voluntary eatery recycling.
- Find appropriate locations to site at least three (3) Neighborhood Depositories and Recycling Centers.

Department Organization



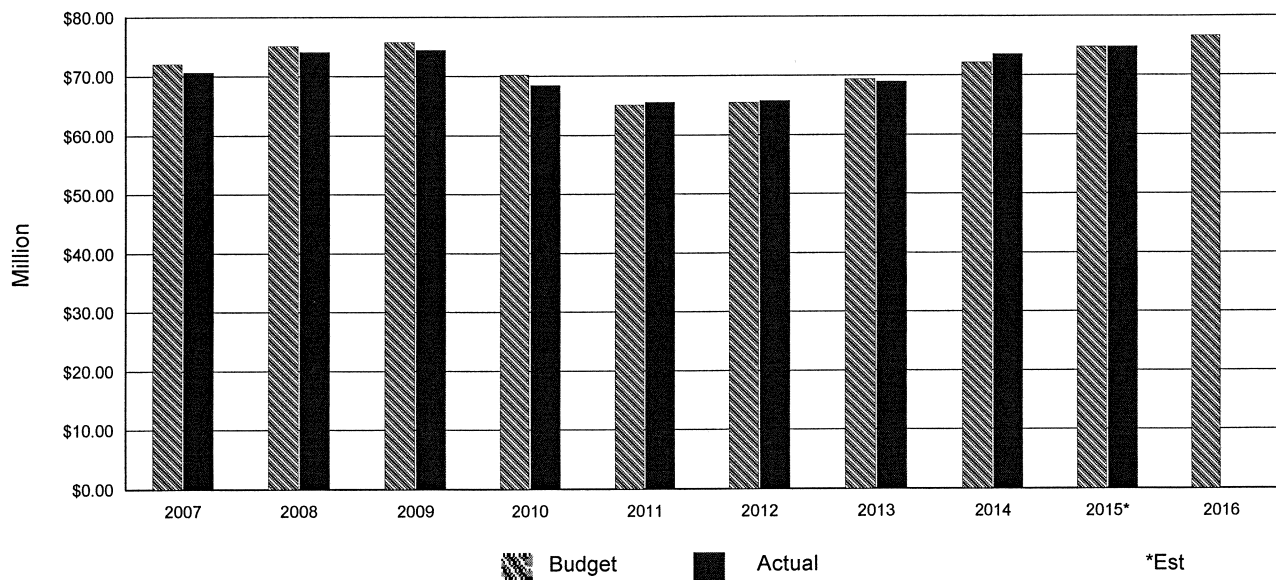
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No. /Bus. Area No. : 1000 / 2100

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	29,471,085	30,762,407	30,762,407	31,769,967
	Supplies	6,371,140	6,360,486	6,360,486	6,300,645
	Other Services and Charges	33,629,855	35,692,006	35,692,006	37,092,674
	Equipment	1,419,665	0	0	0
	Non-Capital Equipment	7,536	0	0	0
	Total M & O Expenditures	70,899,281	72,814,899	72,814,899	75,163,286
	Debt Service & Other Uses	2,657,145	1,977,234	1,977,234	1,494,378
	Total Expenditure	73,556,426	74,792,133	74,792,133	76,657,664
Revenues		4,953,704	4,876,300	5,087,679	5,187,300
Staffing	Full-Time Equivalents - Civilian	433.1	438.6	438.6	452.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	433.1	438.6	438.6	452.6
	Full-Time Equivalents - Overtime	25.8	26.0	26.0	29.6
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Implement a routing management and tracking system to improve route efficiency and driver/management accountability. o Locate and secure up to three (3) properties in single-member council districts to site Neighborhood Recycling Centers and Depository sites. o Include funding for Single Stream Recycling Expansion of \$346,013 in FY2015 and \$363,774 in FY2016. 				

**Solid Waste Management
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No. /Bus. Area No. : 1000 / 2100

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Residential Units Serviced	Q	377,610	382,408	382,408	386,232
Solid Waste Recycling Rate	Q,F	30%	30%	30%	30%
Tons Collected	Q,F	628,978	602,053	629,528	623,166
Expenditures Budget vs Actual Utilization	F	102%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	104%	100%	104%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : Solid Waste Management Fund No. /Bus Area No. : 1000 / 2100							
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget		
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$	
Administration 210001 Provides the repository for central costs that are direct costs to all of the department's operations and to provide management leadership and administrative support to the entire department.	58.1	27,921,925	59.6	26,900,301	60.3	27,183,250	
Maintenance 210002 Maintains the department's physical plants and provide the leadership and administrative resources needed to maintain the same.	16.8	22,267,305	15.6	23,441,952	16.9	24,369,766	
SWM - North Operations 210005 Provides solid waste services to the north side of the City and includes City Council Districts A, B, E, G, H, and I.	158.3	11,247,461	169.5	11,478,364	180.6	12,054,860	
SWM - RPMG, DEP 210006 Provides recycling program management and depository services to the south side of the City and includes Council Districts C, D, E, F, G, and I.	199.9	12,119,735	193.9	12,971,516	194.8	13,049,788	
Total	433.1	73,556,426	438.6	74,792,133	452.6	76,657,664	

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 1000 / 2100

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	0.0
ADMINISTRATIVE AIDE	10	1.0	1.0	0.0
ADMINISTRATIVE ASSISTANT	17	7.0	8.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	0.0
ADMINISTRATIVE SPECIALIST	20	6.0	7.0	1.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	0.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	0.0
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	0.0
ASSISTANT SUPERINTENDENT	20	1.0	1.0	0.0
COMMUNITY INVOLVEMENT COORDINATOR	22	1.0	1.0	0.0
COMMUNITY LIAISON	18	1.0	1.0	0.0
CUSTODIAN	4	5.0	5.0	0.0
CUSTOMER SERVICE REP. I	13	1.0	1.0	0.0
CUSTOMER SERVICE REP. III	16	17.0	18.0	1.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	0.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	5.0	5.0	0.0
DEPUTY DIRECTOR (EXE LEV)	34	3.0	3.0	0.0
DIVISION MANAGER	29	4.0	2.0	(2.0)
ENVIRONMENTAL INVESTIGATOR II	16	2.0	2.0	0.0
EQUIPMENT OPERATOR II	10	1.0	1.0	0.0
EQUIPMENT OPERATOR III	13	35.0	35.0	0.0
EQUIPMENT WORKER	13	3.0	3.0	0.0
GENERAL SUPERINTENDENT	21	1.0	1.0	0.0
GIS ANALYST	20	3.0	3.0	0.0
LABORER	4	1.0	1.0	0.0
MAINTENANCE MECHANIC II	12	3.0	3.0	0.0
MAINTENANCE MECHANIC III	14	4.0	4.0	0.0
MAINTENANCE SUPERVISOR	16	1.0	1.0	0.0
MANAGEMENT ANALYST IV	25	1.0	1.0	0.0
PROJECT MANAGER	24	1.0	1.0	0.0
PUBLIC INFORMATION OFFICER	26	1.0	1.0	0.0
PURCHASING MANAGER	27	1.0	1.0	0.0
SAFETY REPRESENTATIVE	19	4.0	4.0	0.0
SEMI-SKILLED LABORER	6	7.0	7.0	0.0
SENIOR AUDITOR	21	1.0	1.0	0.0
SENIOR BUYER	22	1.0	0.0	(1.0)
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	0.0
SENIOR COMMUNITY LIAISON	23	1.0	1.0	0.0
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	0.0	(1.0)
SENIOR DISPATCHER	12	4.0	4.0	0.0
SENIOR REFUSE TRUCK DRIVER	8	67.0	72.0	5.0
SENIOR SIDELOADER OPERATOR	9	174.0	180.0	6.0
SENIOR STAFF ANALYST	28	2.0	2.0	0.0
SENIOR SUPERINTENDENT	27	6.0	6.0	0.0
SIDELOADER OPERATOR	7	54.0	53.0	(1.0)
SOLID WASTE DIRECTOR	37	1.0	1.0	0.0
SOLID WASTE SUPERVISOR	22	26.0	26.0	0.0
STAFF ANALYST	26	1.0	3.0	2.0
TECHNICAL INSTRUCTOR	15	0.0	1.0	1.0
Total FTEs		470.0	481.0	11.0
Less Adjustment for Civilian Vacancy Factor		31.4	28.4	(3.0)
Full-Time Equivalents		438.6	452.6	14.0

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 1000 / 2100

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
2100010002	SWM - Administration Director's Office			
426100	Non-Resident Garbage Fee	505,000	570,000	588,000
426110	Extra Container Garbage Fee	1,466,000	1,542,000	1,542,000
428080	Returned Check Charges	800	800	800
434305	Judgments & Claims	15,000	15,000	15,000
434505	Prior Year Expenditure Recovery	0	2,379	0
452020	Recoveries & Refunds	500	500	500
452030	Miscellaneous Revenue	10,000	10,000	10,000
2100010003	SWM - Administrative Support			
421320	Dumpster Permits	2,520,000	2,600,000	2,684,000
421630	Administrative Fee - Licenses & Permits	359,000	347,000	347,000
Total	Solid Waste Management	4,876,300	5,087,679	5,187,300

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 1000 / 2100

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	17,315,136	18,139,001	18,139,001	18,465,362
500030	Salary Part Time - Civilian	56,090	243,359	243,359	274,076
500060	Overtime - Civilian	1,353,132	1,607,027	1,607,027	1,574,408
500090	Premium Pay - Civilian	28,198	0	0	0
500110	Bilingual Pay - Civilian	17,214	19,962	19,962	19,962
500180	Temporary Employees	145,715	0	0	0
500210	Pay for Performance-Municipal	74,750	192,843	192,843	192,843
500250	HOPE Union Business Usage	163	0	0	0
501070	Pension - Civilian	4,016,339	4,582,839	4,582,839	5,052,124
501120	Termination Pay - Civilian	538,782	238,807	238,807	410,307
502010	FICA - Civilian	1,413,065	1,523,287	1,523,287	1,546,007
503010	Health Ins-Act Civilian	3,620,021	3,671,569	3,671,569	3,557,086
503015	Basic Life Insurance - Active Civilian	10,006	10,520	10,520	10,722
503060	Long Term Disability-Civilian	35,960	36,777	36,777	37,969
503090	Workers Compensation-Civilian-Admin	92,687	114,919	114,919	133,504
503100	Workers Compensation-Civilian-Claim	729,351	365,642	365,642	479,742
504030	Unemployment Claims - Administration	24,476	15,855	15,855	15,855
Total	Personnel Services	29,471,085	30,762,407	30,762,407	31,769,967
511010	Chemical Gases & Special Fluids	(362)	1,500	1,500	1,500
511015	Cleaning & Sanitary Supplies	79,416	93,385	93,385	93,385
511020	Construction Materials	7,264	10,000	10,000	10,000
511025	Electrical Hardware & Parts	438	1,000	1,000	1,000
511035	Meters Hydrants & Plumbing Supplies	237	0	0	0
511045	Computer Supplies	3,755	7,553	7,553	7,553
511050	Paper & Printing Supplies	2,823	2,150	2,150	2,150
511055	Publications & Printed Materials	1,938	965	965	965
511060	Postage	18,922	20,110	20,110	20,110
511070	Miscellaneous Office Supplies	50,537	49,698	50,202	50,202
511090	Medical & Surgical Supplies	751	4,600	4,600	4,600
511095	Small Technical & Scientific Equipment	0	12,000	12,000	9,000
511110	Fuel	5,959,994	5,759,583	5,759,583	5,731,362
511115	Vehicle Repair & Maintenance Supplies	(663)	1,000	1,000	1,000
511120	Clothing	81,704	137,301	136,797	119,597
511125	Food Supplies	20,694	53,300	53,300	42,300
511140	Landscaping & Gardening Supplies	0	6,000	6,000	6,000
511145	Small Tools & Minor Equipment	29,006	62,571	62,571	62,151
511150	Miscellaneous Parts & Supplies	114,686	137,770	137,770	137,770
Total	Supplies	6,371,140	6,360,486	6,360,486	6,300,645
520100	Temporary Personnel Services	529,313	310,761	310,761	300,000
520105	Accounting & Auditing Services	9,500	0	0	0
520109	Medical Dental & Laboratory Services	36,892	28,000	28,000	28,000
520114	Miscellaneous Support Services	3,731	6,169	6,169	6,169
520115	Real Estate Lease/Office Rental	0	5,985	5,985	5,985
520116	Parking Services Contract	4,800	19,000	19,000	19,000
520118	Refuse Disposal	12,448,702	12,577,358	12,577,358	13,015,186
520119	Computer Eq/SW Mnt	9,385	10,385	10,385	10,385
520121	IT Application Svcs	325,905	360,525	360,525	378,886
520123	Vehicle & Motor Equipment Services	1,462	0	0	0
520132	Contracts/Sponsorships	3,479,570	3,503,232	3,503,232	3,468,365
520515	Print Shop Services	100,879	34,558	34,558	34,558
520520	Printing & Reproduction Services	0	7,000	7,000	8,404
520605	Advertising Services	1,179	10,000	10,000	6,210
520705	Insurance Fees	78,424	95,101	95,101	82,998
520725	Assessments - Other Governments	0	1,600	1,600	0

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Solid Waste Management
Fund No./Bus. Area No. : 1000 / 2100

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520765	Membership & Professional Fees	19,300	9,061	9,061	9,061
520805	Education & Training	75,330	31,670	31,670	31,670
520815	Tuition Reimbursement	1,500	0	0	0
520905	Travel - Training Related	39,540	7,100	7,100	7,100
520910	Travel - Non-Training Related	9,525	5,800	5,800	5,800
521405	Building Maintenance Services	123,244	157,671	157,671	139,066
521410	Sewer Services	49,882	68,208	68,208	68,208
521415	Land and Grounds Maintenance	490	0	0	0
521505	Electricity	234,750	239,201	239,201	215,521
521510	Natural Gas	27,689	21,339	21,339	23,904
521605	Data Services	90,628	147,902	147,902	195,403
521610	Voice Services	162,037	172,691	172,691	150,657
521620	Voice Equipment	550	4,523	4,523	1,360
521625	Voice Labor	2,454	5,734	5,734	8,839
521630	GIS Revolving Fund Services	20,397	95,361	95,361	49,943
521635	Voice Services -Wireless	43,987	36,539	36,539	42,196
521705	Vehicle/Equipment Rental/Lease	15,247	20,000	20,000	20,000
521715	Office Equipment Rental	32,466	57,010	57,010	57,010
521725	Other Rental	520	0	0	0
521730	Parking Space Rental	17,702	41,610	41,610	41,610
521735	Hobby Parking Space Rental	11,775	12,000	12,000	12,000
522305	Freight Charges	216	1,600	1,600	600
522430	Misc Othr Svcs & Chrg	324,231	363,000	363,000	363,000
522435	Interest Charges Past Due Accounts	144	0	0	0
522720	Interfund Payroll Services	(163)	0	0	0
522721	Interfund HR Client Services	332,066	497,737	497,737	505,957
522722	KRONOS Service Chargeback	19,623	20,711	20,711	25,222
522723	Drainage Fee Service Chargeback	67,794	67,800	67,800	67,800
522735	Interfund Communication Equipment Repair	0	64,550	64,550	64,550
522845	Interfund Vehicle Services	14,877,189	16,096,169	16,096,169	17,044,706
Total	Other Services and Charges	33,629,855	35,214,661	35,214,661	36,515,329
560220	Vehicles	1,409,500	0	0	0
560810	Cap Exp-Controlled Equipment	10,165	0	0	0
Total	Equipment	1,419,665	0	0	0
551010	Non-Cap Office Furniture & Equipment	3,833	0	0	0
551015	Non-Capital Computer Equipment	3,703	0	0	0
Total	Non-Capital Equipment	7,536	0	0	0
532020	Transfers to Capital Projects	118,501	118,501	118,501	118,501
532025	Transfers to Special Revenues	679,911	477,345	477,345	577,345
532120	Transfer to Fleet/Eq	1,858,733	1,858,733	1,858,733	1,375,877
Total	Debt Service and Other Uses	2,657,145	2,454,579	2,454,579	2,071,723
Grand Total Expenditures		73,556,426	74,792,133	74,792,133	76,657,664



HUMAN AND CULTURAL SERVICES DEPARTMENTS

Health and Human Services.....	V - 2
Housing and Community Development.....	V - 14
Library.....	V - 20
Neighborhoods.....	V - 30
Parks and Recreation.....	V - 40

HEALTH AND HUMAN SERVICES DEPARTMENT

Department Description and Mission

The Health and Human Services Department (HDHHS) works with the community to promote and protect the health and social well being of Houstonians. To accomplish this mission, the department's programs and activities are structured within seven priority areas:

- Protect the community from communicable disease
- Optimize the health of mothers, infants, and children
- Promote environmental health
- Promote well-being through human services
- Reduce the incidence of chronic disease
- Prepare for a health disaster
- Provide the community with information

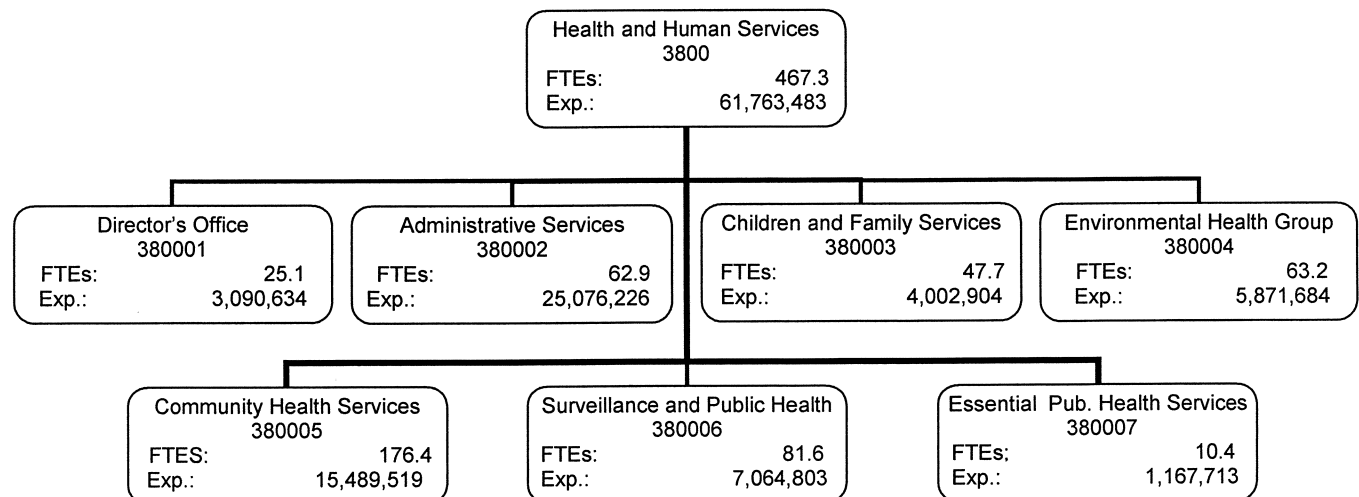
Department Short Term Goals

- Prevent the spread of communicable diseases
- Protect against environmental hazards
- Assure quality and accessible community-wide health and human services
- Educate, promote and encourage healthy behaviors
- Improve the public health infrastructure
- Collect, analyze and disseminate health data
- Provide leadership, planning and policy development
- Assure a competent public health workforce

Department Long Term Goals

- Improve communicable/infectious disease identification and control
- Improve the environment and environmental outcomes in the City
- Improve departmental infrastructure to provide effective and efficient services to the community
- Improve access to health information and disseminate that information.

Department Organization

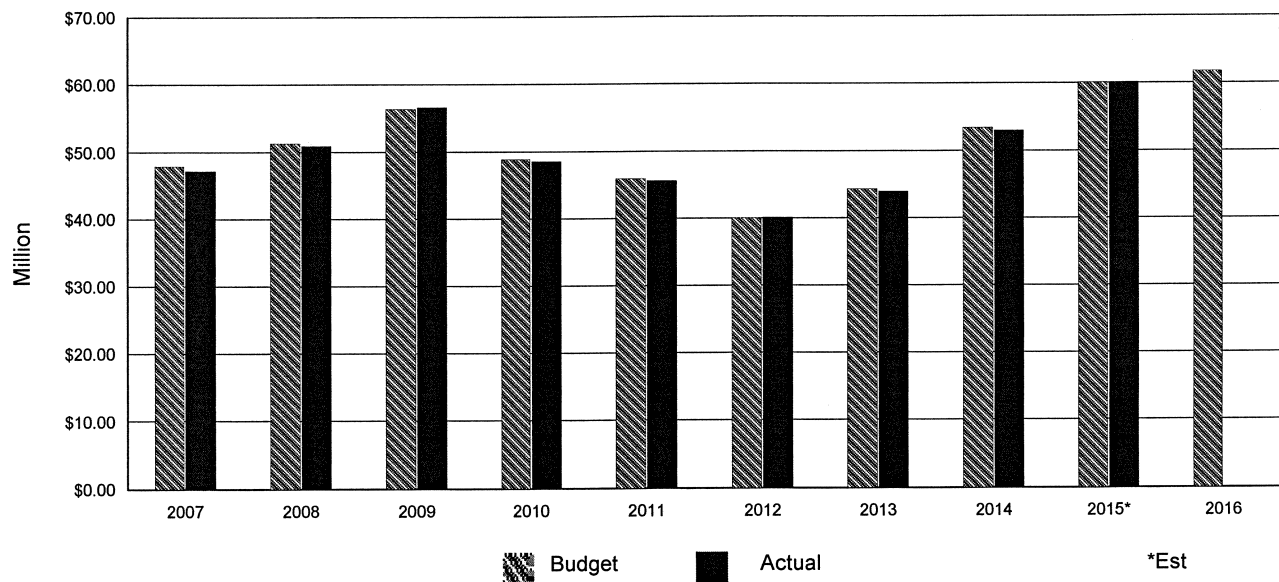


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund					
Business Area : Health and Human Services					
Fund No. /Bus. Area No. : 1000 / 3800		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	35,967,353	38,534,045	38,534,045	38,863,807
	Supplies	1,344,606	1,201,323	1,201,323	1,390,759
	Other Services and Charges	15,495,727	20,186,098	20,186,098	21,508,917
	Equipment	57,738	150,388	150,388	0
	Non-Capital Equipment	119,507	60,400	60,400	0
	Total M & O Expenditures	52,984,931	60,132,254	60,132,254	61,763,483
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	52,984,931	60,132,254	60,132,254	61,763,483
Revenues		21,082,848	22,477,138	25,453,000	26,687,100
Staffing	Full-Time Equivalents - Civilian	484.4	470.8	470.8	467.3
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	484.4	470.8	470.8	467.3
	Full-Time Equivalents - Overtime	7.6	2.4	2.4	2.9
Significant Budget Changes and Highlights	<p>o The FY2016 Budget provides funding for health benefits and pension contribution.</p> <p>o The FY2016 Budget includes \$443,000 for contract escalation for the Holcombe Lab lease.</p> <p>o The FY2016 revenues increase primarily due to Consumer Price Index (CPI) increases.</p> <p>o The FY2016 Budget includes an increase in 1115 Waiver Intergovernmental Transfer (IGT) payment of approximately \$757,000 as well as increases in associated revenue.</p>				

**Health and Human Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Health and Human Services Fund No. /Bus. Area No. : 1000 / 3800					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Air Quality Inspections within 24 Hours of Complaint	P	96%	100%	99%	100%
Air, Water and Waste Investigations	P	2,871	2,800	2,800	2,800
Clean Rivers Sites Monitored	Q,P	1,170	1,197	1,200	1,197
Clients with a Medical Home (Healthy Families)	Q	98%	98%	98%	98%
Emergency Preparedness/BT/BW Tests Performed	Q	120,858	108,000	120,000	110,150
Family Planning Clinic Encounters	Q,F	10,046	11,000	8,200	9,000
Food Establishment Complaints	Q,P	2,717	2,760	2,403	2,403
Food Facility Inspections	P	34,106	34,338	35,049	35,568
Food Facility Inspections Completed on Time	Q,P	100%	100%	99%	100%
Home Delivery and Congregate Meals Served	Q	1,261,131	1,560,000	1,427,779	1,463,473
Jail Health Encounters	Q,P	141,847	141,000	115,000	112,000
Laboratory Test Performed	Q	460,185	430,000	350,000	440,716
Priority Disease Investigations Initiated within 24 Hours of Receipt	Q	100%	90%	100%	100%
Safety Net Dental Encounters	Q,P	8,328	9,000	7,000	7,500
STD Clinic Encounters	P,Q,F	18,917	15,000	16,176	15,000
Student Vision Program Participants	Q	5,690	10,000	9,024	10,000
Expenditures Budget vs Actual Utilization	F	99%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	86%	100%	113%	100%
<div> <div>Mayor's Five Priorities:</div> <div> Jobs and Sustainable Development (J) Fiscal Responsibility (F) </div> <div> Public Safety (P) Quality of Life (Q) </div> <div> Infrastructure (I) </div> </div>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Health and Human Services Fund No. /Bus Area No. : 1000 / 3800						
Division Description	FY2014 Actual FTEs	Costs \$	FY2015 Estimate FTEs	Costs \$	FY2016 Budget FTEs	Costs \$
Director Office Group 380001 The Director's Office provides oversight and input related to legislative and health policy issues, facilitates department strategic planning and acts as liaison to community stakeholders, provides direction for administrative support, management and programmatic issues. Coordinates strategic planning, program evaluation, project partnership and policy development support and media relations.	44.5	4,529,309	32.9	3,415,320	25.1	3,090,634
Administrative Services Division 380002 Administrative Services Division consists of general, special revenue funds and grants budget groups, contracts and procurement, business management, birth and death certificates and facility maintenance.	67.3	18,161,602	68.4	24,114,092	62.9	25,076,226
Children and Family Services 380003 Promotes good maternal and child health through nutritional support and education with Women, Infants, and Children (WIC). Promotes the well-being and quality of life for seniors, and assists with oral health and preventive dental services for at-risk Houston children.	31.2	2,596,993	30.1	2,630,645	47.7	4,002,904
Environmental Health Services 380004 The Environmental Health Division consists of the Bureau of Pollution Control and Prevention (BPCP), Bureau of Consumer Health Services (BCHS), and Bureau of Community and Children's Environmental Health (BCCEH).	66.3	5,889,989	63.3	5,813,116	63.2	5,871,684
Community Health Services 380005 Community Health Services provides public health clinical and social support services to enhance the health and well-being of individuals through a network of Houston area health centers and multi-service centers. Key components include HIV/STD prevention, TB Control, and Immunizations.	189.2	14,855,041	194.1	16,377,652	176.4	15,489,519
Surveillance & Public Health Preparedness 380006 Surveillance and Public Health Preparedness consists of Epidemiology, Laboratory Services, Jail Health and Public Health Preparedness.	79.1	6,807,671	81.3	6,973,601	81.6	7,064,803

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Health and Human Services Fund No. /Bus Area No. : 1000 / 3800						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
EssentialPubHlthSrv 380007 The Division of Aging, Chronic Disease, and Injury Prevention (ACDIP) provides individual and population based services for Houstonians across the age life-span. Activities and services provided include adolescent health and youth development, chronic disease prevention and management, and services for seniors.	6.8	144,326	0.7	807,828	10.4	1,167,713
Total	484.4	52,984,931	470.8	60,132,254	467.3	61,763,483

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNT CLERK	10	1.0	1.0	0.0
ACCOUNTANT MANAGER	27	2.0	2.0	0.0
ADMINISTRATION MANAGER	26	4.0	6.3	2.3
ADMINISTRATION MANAGER (EXE LEV)	26	3.4	0.0	(3.4)
ADMINISTRATIVE ASSISTANT	17	7.1	10.8	3.7
ADMINISTRATIVE ASSOCIATE	13	4.0	2.0	(2.0)
ADMINISTRATIVE COORDINATOR	24	5.8	7.2	1.4
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	0.0
ADMINISTRATIVE SPECIALIST	20	4.0	4.6	0.6
ADMINISTRATIVE SUPERVISOR	22	7.0	7.0	0.0
ASSISTANT BUYER	12	0.0	2.0	2.0
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	3.8	0.8
ASSISTANT DIRECTOR-PUBLIC HEALTH (EXE LEV)	33	0.8	0.2	(0.6)
BUREAU CHIEF,DDS	30	0.0	1.0	1.0
BUREAU CHIEF,PUBLIC HEALTH (EXE LEV)	30	5.6	6.9	1.3
BUYER	16	0.0	4.0	4.0
CENTER ADMINISTRATOR	25	1.0	1.0	0.0
CHEMIST I	14	1.0	1.0	0.0
CHEMIST II	17	4.0	3.0	(1.0)
CHEMIST III	21	3.0	3.0	0.0
CHEMIST IV	23	4.0	4.0	0.0
CHIEF NURSE,RN	25	3.0	2.8	(0.2)
CHIEF PHARMACIST	27	1.0	1.0	0.0
CHIEF PHYSICIAN,MD	35	1.5	3.6	2.1
CHIEF SANITARIAN	28	2.4	2.4	0.0
CLINIC ASSISTANT	9	30.8	32.0	1.2
COMMUNICATIONS TECHNICIAN	15	1.0	1.0	0.0
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	1.0	1.0	0.0
COMMUNITY LIAISON	18	11.0	11.0	0.0
COMMUNITY RELATIONS SPECIALIST	11	20.8	17.4	(3.4)
COUNSELOR	20	6.0	2.7	(3.3)
CUSTOMER SERVICE CLERK	10	6.9	15.2	8.3
CUSTOMER SERVICE REP. I	13	24.0	21.2	(2.8)
CUSTOMER SERVICE REP. II	15	2.0	1.0	(1.0)
CUSTOMER SERVICE REP. III	16	0.4	3.7	3.3
CUSTOMER SERVICE SECTION CHIEF	22	0.0	0.3	0.3
CUSTOMER SERVICE SUPERVISOR	18	4.0	4.0	0.0
DENTAL ASSISTANT	9	16.0	15.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	3.0	3.0	0.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	0.0
DIRECTOR OF PUBLIC HEALTH	37	1.0	1.0	0.0
DIVISION MANAGER	29	0.0	1.0	1.0
DIVISION MANAGER (EXE LEV)	29	9.0	8.8	(0.2)
ENGINEER	26	1.0	1.0	0.0
ENVIRONMENTAL INVESTIGATOR II	16	1.0	1.0	0.0
ENVIRONMENTAL INVESTIGATOR III	20	8.0	5.0	(3.0)
ENVIRONMENTAL INVESTIGATOR IV	23	2.0	4.0	2.0
ENVIRONMENTAL INVESTIGATOR V	28	1.8	2.7	0.9
EPIDEMIOLOGIST SUPERVISOR	24	1.0	1.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
EXECUTIVE OFFICE ASSISTANT	15	3.0	2.0	(1.0)
EXECUTIVE STAFF ANALYST (EXE LEV)	30	0.5	0.5	0.0
FINANCIAL ANALYST III	21	1.0	1.0	0.0
FINANCIAL ANALYST IV	25	8.0	9.0	1.0
FIXED ASSET MANAGER	25	1.0	1.0	0.0
FIXED ASSET SPECIALIST	13	2.0	2.0	0.0
GRADUATE ENGINEER	22	2.0	2.0	0.0
HEALTH PLANNING CHIEF	24	1.0	1.0	0.0
HUMAN SERVICE PROGRAM MANAGER	25	8.0	8.0	0.0
INVENTORY MANAGEMENT CLERK	9	2.4	2.4	0.0
IT PROJECT MANAGER	28	0.1	0.1	0.0
JAIL MEDICAL SPECIALIST	17	14.0	19.0	5.0
LABORATORY MANAGER	28	2.0	2.0	0.0
LABORATORY SUPERVISOR	24	6.4	6.4	0.0
LABORATORY TECHNICIAN	6	8.0	6.0	(2.0)
LICENSED VOCATIONAL NURSE	12	9.0	9.0	0.0
MANAGEMENT ANALYST II	18	3.0	2.0	(1.0)
MANAGEMENT ANALYST III	21	2.1	4.0	1.9
MANAGEMENT ANALYST IV	25	4.0	3.8	(0.2)
MANAGEMENT INTERN	11	2.1	3.0	0.9
MEDICAL RECORDS SUPERVISOR	19	2.0	2.0	0.0
MESSENGER	6	1.0	1.0	0.0
MICROBIOLOGIST I	14	4.0	6.0	2.0
MICROBIOLOGIST II	17	10.3	7.7	(2.6)
MICROBIOLOGIST III	21	6.0	8.0	2.0
MICROBIOLOGIST IV	23	4.0	4.0	0.0
NURSE PRACTITIONER	26	9.5	7.3	(2.2)
OFFICE SUPERVISOR	17	0.3	0.0	(0.3)
PHARMACY TECHNICIAN	9	2.0	2.0	0.0
PHYSICIAN,MD	33	4.6	3.1	(1.5)
PROCUREMENT SPECIALIST	24	2.0	2.0	0.0
PROGRAMMER ANALYST IV	25	2.0	2.0	0.0
PROJECT MANAGER	24	1.0	0.0	(1.0)
PUBLIC HEALTH CLERK	8	15.0	2.0	(13.0)
PUBLIC HEALTH DENTIST,DDS	26	1.0	0.8	(0.2)
PUBLIC HEALTH EDUCATION TECHNICIAN	10	0.8	0.8	0.0
PUBLIC HEALTH EDUCATOR	14	2.0	3.0	1.0
PUBLIC HEALTH INVESTIGATOR	12	2.0	1.0	(1.0)
PUBLIC HEALTH INVESTIGATOR SUPERVISOR	21	2.0	2.0	0.0
PUBLIC HEALTH NURSE III	21	1.8	0.8	(1.0)
PUBLIC HEALTH NURSE IV	22	14.0	13.3	(0.7)
PUBLIC HEALTH NURSING CHIEF	27	1.0	1.0	0.0
PUBLIC HEALTH PARAMEDIC	17	6.0	0.0	(6.0)
PUBLIC INFORMATION OFFICER	26	0.5	0.5	0.0
SANITARIAN I	14	6.4	6.4	0.0
SANITARIAN II	17	8.8	8.8	0.0
SANITARIAN III	21	10.4	10.4	0.0
SENIOR ACCOUNT CLERK	13	7.0	7.0	0.0
SENIOR BUYER	22	1.0	0.0	(1.0)

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
SENIOR CLINICAL EDUCATION COORDINATOR	20	1.0	1.0	0.0
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	0.0
SENIOR COMPUTER OPERATOR	14	1.0	1.0	0.0
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.2	0.2
SENIOR COUNSELOR	22	6.0	3.0	(3.0)
SENIOR CUSTOMER SERVICE CLERK	12	8.6	10.0	1.4
SENIOR DATA BASE ANALYST	25	1.0	1.0	0.0
SENIOR HEALTH PLANNER	20	1.0	0.0	(1.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	5.0	5.0	0.0
SENIOR JAIL MEDICAL SPECIALIST	19	3.0	3.0	0.0
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	0.0
SENIOR OFFICE ASSISTANT	12	2.0	0.0	(2.0)
SENIOR PROJECT MANAGER	27	1.0	2.0	1.0
SENIOR PUBLIC HEALTH DENTIST,DDS	28	5.0	5.0	0.0
SENIOR PUBLIC HEALTH EDUCATOR	18	2.5	2.5	0.0
SENIOR PUBLIC HEALTH INVESTIGATOR	16	7.0	8.0	1.0
SENIOR STAFF ANALYST	28	3.0	6.5	3.5
SENIOR STAFF ANALYST (EXE LEV)	28	3.4	1.2	(2.2)
SENIOR TRAINER	21	1.0	1.0	0.0
STAFF ANALYST	26	6.1	7.4	1.3
STAFF ANALYST (EXE LEV)	26	1.5	0.0	(1.5)
STAFF EPIDEMIOLOGIST	22	6.1	6.6	0.5
STAFF PHARMACIST	25	1.0	1.0	0.0
SURVEILLANCE INVESTIGATOR-EPIDEMIOLOGY	17	2.0	2.0	0.0
SYSTEMS CONSULTANT	26	0.5	0.5	0.0
SYSTEMS SUPPORT ANALYST I	16	0.0	0.2	0.2
SYSTEMS SUPPORT ANALYST II	19	2.2	2.0	(0.2)
SYSTEMS SUPPORT ANALYST IV	25	1.0	1.0	0.0
TECHNICAL HARDWARE ANALYST I	17	1.0	1.0	0.0
X-RAY TECHNICIAN	13	2.0	2.0	0.0
Total FTEs		508.2	500.8	(7.4)
Less Adjustment for Civilian Vacancy Factor		37.4	33.5	(3.9)
Full-Time Equivalents		470.8	467.3	(3.5)

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
3800020009	HHS-Department Wide			
422153	Intergovernmental Revenue - 1115 Waiver	10,064,538	13,280,800	14,050,200
425110	Indirect Cost Recovery-Grants	2,122,400	2,050,000	2,050,000
426330	Miscellaneous Copies Fees	1,000	5,000	3,400
428080	Returned Check Charges	500	1,600	1,000
434305	Judgments & Claims	0	100	0
447020	Garage Parking Revenue	180,000	180,000	184,100
3800040003	HHS-Plt,Cnt,&Pre-Air			
421060	Miscellaneous Health Permits	1,150,000	1,300,000	1,214,200
421630	Administrative Fee - Licenses & Permits	0	30,900	69,800
3800040006	HHS-Consumer Health			
421010	Special Food Permits	1,299,200	1,351,700	1,387,300
421020	Food Dealers Permits	3,748,200	3,743,700	4,017,000
421030	Food Managers Permits	483,700	450,900	486,900
421040	Mobile Food Vendor Licenses	473,200	515,200	528,800
421630	Administrative Fee - Licenses & Permits	164,800	204,600	172,400
3800050001	HHS-Office Prog Supp			
426420	Building Space Rental Fees	450,000	248,200	446,500
426430	Facility Rental Fees	62,400	62,400	62,400
434340	Cashier Overages	100	0	0
452030	Miscellaneous Revenue	100	0	0
3800050002	HHS-MaternlChildHlth			
422010	Medicaid Title XIX	450,000	200,000	196,000
3800050004	HHS - Oral Health			
426130	Dental Fees	11,000	7,000	6,000
3800060003	HHS-Vital Records			
426300	Certified Copies Fees	1,800,000	1,800,000	1,800,000
434340	Cashier Overages	0	2,400	2,100
452030	Miscellaneous Revenue	16,000	18,500	9,000
Total	Health and Human Services	22,477,138	25,453,000	26,687,100

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	23,299,916	24,507,714	24,507,714	24,606,385
500030	Salary Part Time - Civilian	795,889	846,349	846,349	759,997
500060	Overtime - Civilian	343,399	269,057	269,057	199,000
500090	Premium Pay - Civilian	27,194	25,300	25,300	24,000
500110	Bilingual Pay - Civilian	114,466	128,840	128,840	112,020
500210	Pay for Performance-Municipal	1,100	0	0	0
500240	HOPE Community Service Usage	154	0	0	0
500250	HOPE Union Business Usage	1,395	1,700	1,700	0
501060	Moving Expenses	0	17,943	17,943	0
501070	Pension - Civilian	5,337,328	6,145,261	6,145,261	6,732,286
501120	Termination Pay - Civilian	213,727	231,200	231,200	228,600
501160	Vehicle Allowance - Civilian	526	0	0	0
502010	FICA - Civilian	1,817,306	1,960,313	1,960,313	1,947,371
503010	Health Ins-Act Civilian	3,683,352	3,986,944	3,986,944	3,888,639
503015	Basic Life Insurance - Active Civilian	13,587	14,383	14,383	14,013
503060	Long Term Disability-Civilian	35,704	39,515	39,515	39,426
503090	Workers Compensation-Civilian-Admin	82,742	125,551	125,551	139,720
503100	Workers Compensation-Civilian-Claim	157,957	130,611	130,611	136,022
504030	Unemployment Claims - Administration	41,611	103,364	103,364	36,328
Total	Personnel Services	35,967,353	38,534,045	38,534,045	38,863,807
511010	Chemical Gases & Special Fluids	218	500	500	300
511015	Cleaning & Sanitary Supplies	36,994	18,800	18,800	18,000
511020	Construction Materials	597	0	0	100
511025	Electrical Hardware & Parts	39	500	500	200
511030	Mechanical Hardware & Parts	112	4,000	4,000	100
511045	Computer Supplies	110,854	50,500	50,500	39,600
511050	Paper & Printing Supplies	8,728	9,400	9,400	16,500
511055	Publications & Printed Materials	8,607	14,700	14,700	13,100
511060	Postage	72,018	28,300	28,300	61,400
511070	Miscellaneous Office Supplies	170,259	167,800	167,800	163,555
511080	General Laboratory Supplies	379,076	337,813	337,813	207,900
511085	Drugs & Medical Chemicals	129,679	141,300	141,300	276,400
511090	Medical & Surgical Supplies	68,737	65,300	65,300	166,500
511095	Small Technical & Scientific Equipment	424	3,200	3,200	1,900
511110	Fuel	237,327	243,310	243,310	241,354
511115	Vehicle Repair & Maintenance Supplies	(5,672)	1,100	1,100	1,100
511120	Clothing	8,893	11,000	11,000	14,900
511125	Food Supplies	35,097	46,900	46,900	39,700
511135	Recreational Supplies	244	0	0	0
511145	Small Tools & Minor Equipment	2,417	1,000	1,000	1,800
511150	Miscellaneous Parts & Supplies	79,934	55,900	55,900	126,350
511165	Fire Fighting Equipment	24	0	0	0
Total	Supplies	1,344,606	1,201,323	1,201,323	1,390,759
520100	Temporary Personnel Services	1,164,810	750,000	750,000	910,300
520101	Janitorial Services	37,790	28,800	28,800	27,200
520102	Security Services	19,612	39,800	39,800	34,700
520103	Subrecipient Contract Services	47,968	191,200	191,200	322,900

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520105	Accounting & Auditing Services	13,000	12,900	12,900	29,300
520106	Architectural Services	0	200	200	0
520108	Information Resource Services	26,773	31,700	31,700	57,200
520109	Medical Dental & Laboratory Services	18,634	16,000	16,000	11,600
520110	Management Consulting Services	0	2,100	2,100	200
520114	Miscellaneous Support Services	60,287	43,200	43,200	35,200
520115	Real Estate Lease/Office Rental	466,380	448,679	448,679	947,740
520119	Computer Eq/SW Mnt	45,240	15,100	15,100	11,100
520120	Communications Equipment Services	2,613	2,000	2,000	9,700
520121	IT Application Svcs	566,933	676,630	676,630	621,152
520123	Vehicle & Motor Equipment Services	25,160	300	300	500
520124	Other Equipment Services	15,092	36,100	36,100	10,000
520126	Construction Site Work Services	(30,000)	0	0	0
520128	Other Construction Work Services	1,945	2,000	2,000	2,000
520157	Computer Software Maintenance Services	59,236	20,600	20,600	20,900
520158	Computer Equipment Maintenance Services	1,571	0	0	0
520159	Non-Sub-Recipient Grant Contract	275,011	200,700	200,700	152,700
520510	Mail/Delivery Services	741	2,300	2,300	2,300
520515	Print Shop Services	47,612	69,800	69,800	64,700
520520	Printing & Reproduction Services	459	7,500	7,500	7,900
520605	Advertising Services	(21,527)	5,200	5,200	700
520705	Insurance Fees	286,063	336,305	336,305	301,376
520725	Assessments - Other Governments	89,298	111,000	111,000	111,000
520760	Contributions	(128)	0	0	0
520763	Intergovernmental Contribution-1115 Waiver	8,456,901	12,892,778	12,892,778	13,650,174
520765	Membership & Professional Fees	157,134	144,000	144,000	142,300
520805	Education & Training	132,848	167,200	167,200	121,200
520815	Tuition Reimbursement	302	0	0	0
520900	CIP-Capital Equipment Acquisition	0	7,400	7,400	0
520905	Travel - Training Related	199,319	208,200	208,200	227,897
520910	Travel - Non-Training Related	56,442	54,400	54,400	47,500
521415	Land and Grounds Maintenance	199	0	0	0
521435	Water Services	67	0	0	0
521510	Natural Gas	8	100	100	0
521605	Data Services	458,014	442,997	442,997	424,936
521610	Voice Services	780,134	808,337	808,337	699,004
521620	Voice Equipment	60,358	27,139	27,139	8,159
521625	Voice Labor	49,854	34,406	34,406	53,031
521630	GIS Revolving Fund Services	39,899	81,642	81,642	62,038
521635	Voice Services -Wireless	288,636	228,365	228,365	272,678
521705	Vehicle/Equipment Rental/Lease	(1,272)	1,800	1,800	13,200
521715	Office Equipment Rental	159,097	132,700	132,700	162,300
521720	Computer Equipment Rental	23,547	0	0	0
521725	Other Rental	74,338	57,900	57,900	69,600
521730	Parking Space Rental	2,565	2,600	2,600	2,800
521735	Hobby Parking Space Rental	75	100	100	0
522305	Freight Charges	480	500	500	500
522410	Cashier Shortages	452	700	700	400
522430	Misc Othr Svcs & Chrg	152,579	245,599	245,599	307,840

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
522435	Interest Charges Past Due Accounts	52	300	300	200
522720	Interfund Payroll Services	(1,384)	0	0	0
522721	Interfund HR Client Services	721,954	1,083,638	1,083,638	1,018,695
522722	KRONOS Service Chargeback	20,010	23,869	23,869	29,067
522723	Drainage Fee Service Chargeback	88,539	84,800	84,800	88,600
522765	Interfund Legal Services	1,064	0	0	0
522790	Interfund Inventory Adjustments	0	1,200	1,200	1,200
522835	Scrapping of Inventory for Disposal	505	600	600	600
522840	Houston Permitting Center Rent Chargeback	42,823	60,941	60,941	46,461
522845	Interfund Vehicle Services	309,615	341,773	341,773	366,169
Total	Other Services and Charges	15,495,727	20,186,098	20,186,098	21,508,917
560210	Furniture Fixtures and Equipment	33,678	0	0	0
560220	Vehicles	13,900	150,388	150,388	0
560240	Communication Equipment	10,160	0	0	0
Total	Equipment	57,738	150,388	150,388	0
551010	Non-Cap Office Furniture & Equipment	48,603	31,800	31,800	0
551015	Non-Capital Computer Equipment	27,433	22,600	22,600	0
551020	Non-Capital Communication Equipment	5,242	2,700	2,700	0
551025	Non-Capital Scientific/Medical Equipment	34,779	100	100	0
551040	Non-Capital Other	3,450	3,200	3,200	0
Total	Non-Capital Equipment	119,507	60,400	60,400	0
Grand Total Expenditures		52,984,931	60,132,254	60,132,254	61,763,483

HOUSING AND COMMUNITY DEVELOPMENT

Department Description and Mission

The Housing and Community Development Department's (HCDD) mission is to provide leadership in the preservation, revitalization and improvement of Houston's low and moderate-income neighborhoods by:

1. Expanding the supply of safe, quality, and affordable housing
2. Improving the infrastructure
3. Providing financial inducement to encourage economic development
4. Providing social and other supportive services necessary for viable neighborhoods

To maximize results, HCDD leverages financial and other resources with those from the public, private and non-profit sectors for the benefit of the citizens of Houston.

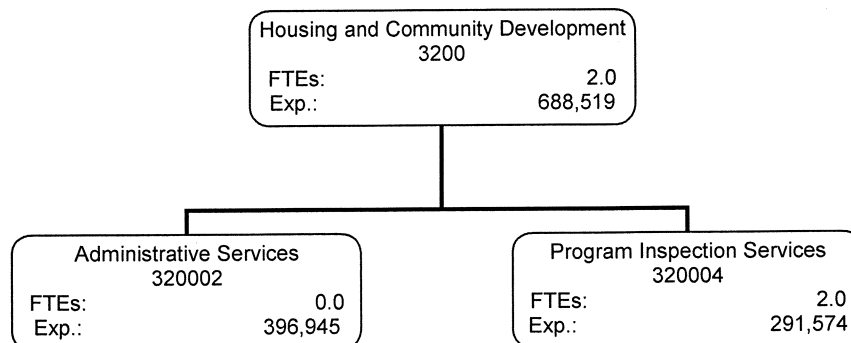
Department Short Term Goals

Develop and execute strategies to rehabilitate and reconstruct owner-occupied units, assist eligible residents to become homebuyers and improve multi-family projects, especially in targeted areas of the City, while providing social and other supportive community services to build and retain healthy neighborhoods.

Department Long Term Goals

Build the City's affordable housing stock through the conservation of owner-occupied housing and improvement of multi-family units and improve economic conditions leading to the sustainable neighborhoods that will benefit all Houstonians, especially low to moderate-income persons.

Department Organization

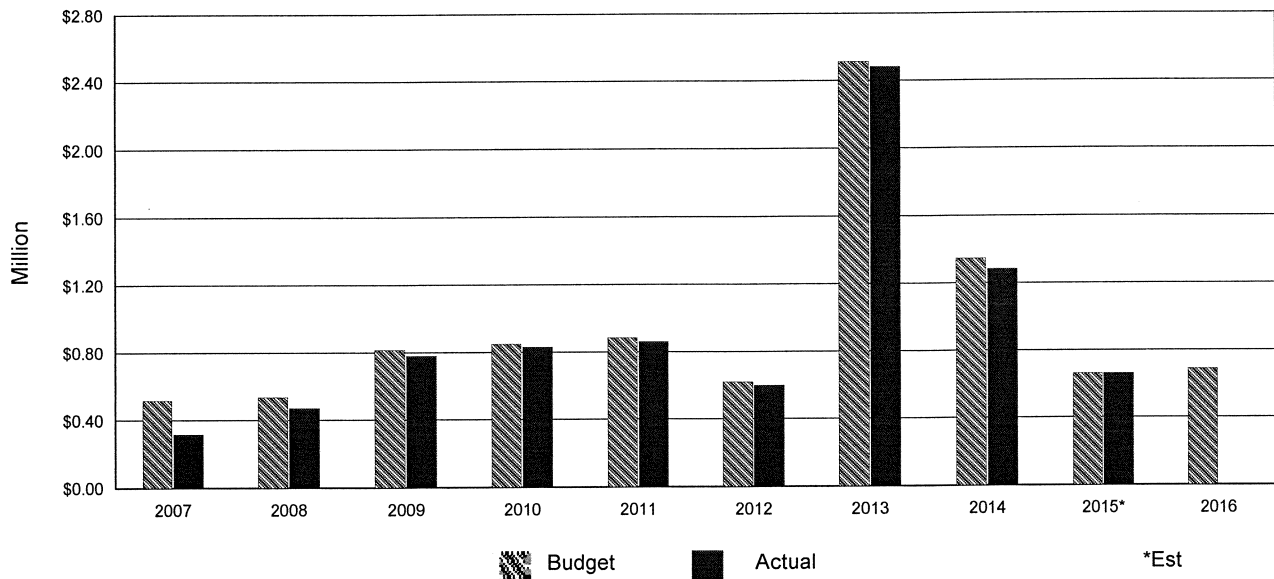


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name :		General Fund			
Business Area :		Housing & Community Development			
Fund No. /Bus. Area No. :		1000 / 3200			
		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	234,768	283,954	283,954	291,574
	Supplies	2,659	0	0	0
	Other Services and Charges	1,047,509	378,704	378,704	396,945
	Total M & O Expenditures	1,284,936	662,658	662,658	688,519
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	1,284,936	662,658	662,658	688,519
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	2.0	2.0	2.0	2.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	2.0	2.0	2.0	2.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Support affordable housing initiatives through the acquisition of vacant parcels through tax foreclosure sales and redistributing them to affordable housing developers and community housing development organizations. o FY2016 Budget includes general funds to support personnel costs of individuals who have been assigned in part and/or whole to two citywide initiatives: (1) Land Assemblage Redevelopment Authority (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program. o Promote the sale of affordable housing stock to low and moderate-income homebuyers in disadvantaged and underserved communities. 				

**Housing & Community Development
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Housing & Community Development Fund No. /Bus. Area No. : 1000 / 3200					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Annual CDBG Fund Utilization	Q,F	40%	45%	45%	50%
Disaster Recovery Implementation Utilization - Multi-Family	Q,F	41%	100%	79%	41%
Disaster Recovery Implementation Utilization - Single-Family	Q,F	4%	11%	11%	100%
HOME Fund Utilization	Q,F	29%	44%	44%	38%
Number of Chronically Homeless Housed	F,I,J,P,Q	N/A	500	500	720
TIRZ Affordable Housing Fund Utilization	Q,F	28%	29%	32%	23%
Expenditures Budget vs Actual Utilization	F	95%	98%	100%	98%
<div> <div> <div>Mayor's Five Priorities:</div> <div> Jobs and Sustainable Development (J) Fiscal Responsibility (F) </div> </div> <div> <div>Public Safety (P) Quality of Life (Q)</div> </div> <div> <div>Infrastructure (I)</div> </div> </div>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Housing & Community Development Fund No. /Bus Area No. : 1000 / 3200						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Administrative Services 320002 Ensures the grant awarded for SEARCH initiatives equate to the funding for SEARCH's Mobile Outreach Program to support homeless prevention activities Citywide.	0.0	1,050,108	0.0	378,704	0.0	396,945
HCD - Prgm Insp Services 320004 Ensures program compliance of HCDD initiatives. Promotes affordable housing initiatives through the purchase of vacant tax foreclosed properties and their resale to affordable housing developers/contractors and community housing development organizations. Markets "Affordable Housing Programs (AHP)" to potential homebuyers, developers/contractors, and realtors.	2.0	234,828	2.0	283,954	2.0	291,574
Total	2.0	1,284,936	2.0	662,658	2.0	688,519

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Housing & Community Development
Fund No./Bus. Area No. : 1000 / 3200

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATIVE SUPERVISOR	22	1.0	1.0	0.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	0.0
Total FTEs		<u>2.0</u>	<u>2.0</u>	<u>0.0</u>
Less Adjustment for Civilian Vacancy Factor		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Full-Time Equivalents		<u>2.0</u>	<u>2.0</u>	<u>0.0</u>

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Housing & Community Development
Fund No./Bus. Area No. : 1000 / 3200

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	165,279	199,150	199,150	199,404
501070	Pension - Civilian	38,711	50,503	50,503	54,557
501120	Termination Pay - Civilian	(7,087)	0	0	0
501160	Vehicle Allowance - Civilian	0	1,386	1,386	1,386
502010	FICA - Civilian	11,411	14,109	14,109	13,965
503010	Health Ins-Act Civilian	19,202	17,926	17,926	21,316
503015	Basic Life Insurance - Active Civilian	96	116	116	116
503060	Long Term Disability-Civilian	143	170	170	170
503090	Workers Compensation-Civilian-Admin	533	524	524	590
504030	Unemployment Claims - Administration	6,480	70	70	70
Total	Personnel Services	234,768	283,954	283,954	291,574
511070	Miscellaneous Office Supplies	2,659	0	0	0
Total	Supplies	2,659	0	0	0
520103	Subrecipient Contract Services	132,063	133,883	133,883	133,883
520115	Real Estate Lease/Office Rental	189,000	189,000	189,000	189,000
520515	Print Shop Services	60	0	0	0
521630	GIS Revolving Fund Services	2,585	17,940	17,940	31,810
521635	Voice Services -Wireless	103	5,267	5,267	4,757
522430	Misc Othr Svcs & Chrg	6,030	14,804	14,804	14,785
522435	Interest Charges Past Due Accounts	4,621	0	0	0
522620	Claims & Judgments	708,199	0	0	0
522721	Interfund HR Client Services	0	32	32	5,069
522722	KRONOS Service Chargeback	86	93	93	113
522795	Other Interfund Services	4,762	17,685	17,685	17,528
Total	Other Services and Charges	1,047,509	378,704	378,704	396,945
Grand Total Expenditures		1,284,936	662,658	662,658	688,519

LIBRARY

Department Description and Mission

The Houston Public Library's (HPL) Mission Statement: We link people to the world.

Short-Term Goals

Houston Public Library's short-term goals are designed to support the Mayor's Quality of Life, Fiscal Responsibility and Jobs & Sustainable Development priorities.

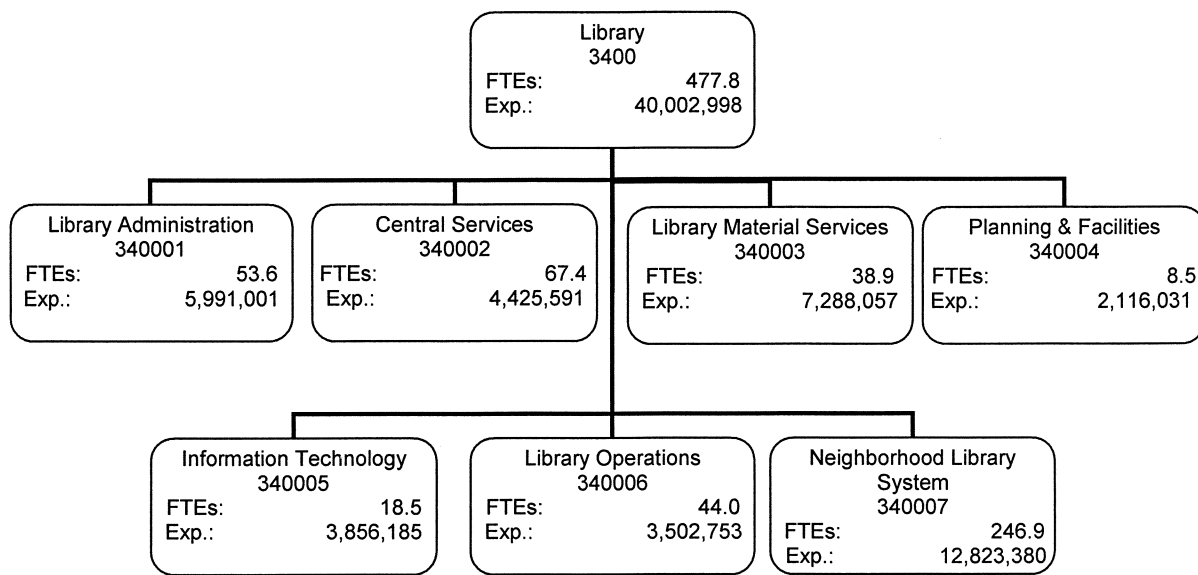
HPL is analyzing research and recommendations provided as a result of its recent strategic planning process. While final decisions about activities, goals and objectives are still under consideration, in FY2016 HPL will begin to organize its activities in support of learning, both formal and informal, for all ages. Our efforts will focus on the needs of local communities, bringing access to resources, innovation and technology both in library buildings and through mobile technologies and direct engagement in the community in support of the following service priorities:

- Lifelong Learning
- Literacy Learning
- Life Skills Learning
- Laboratory Learning
- Lifestyle Learning

Long Term Goals

- Align resources, services and programs to support learning activities for all ages and stages of life.
- Continue to develop strategic partnerships with other City Departments, community organizations and others that will help move our service priorities forward.
- Continue to implement an extraordinary customer service experience through ongoing training of staff and accountability throughout the organization.
- Continue efforts to increase awareness of library service offerings.

Department Organization



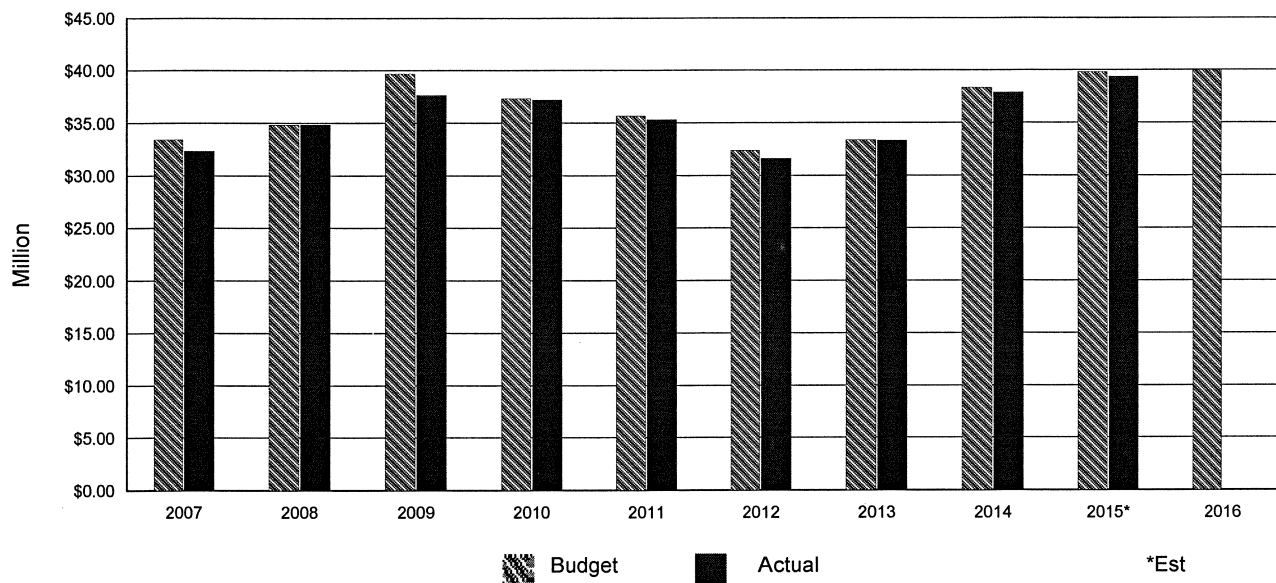
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area : Library
 Fund No. /Bus. Area No. : 1000 / 3400

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	27,707,575	29,034,178	28,576,305	29,280,019
	Supplies	322,008	327,698	327,166	320,785
	Other Services and Charges	4,337,546	4,642,619	4,654,024	4,595,694
	Equipment	0	53,164	53,164	0
	Non-Capital Equipment	5,538,501	5,025,965	5,022,965	5,056,500
	Total M & O Expenditures	37,905,630	39,083,624	38,633,624	39,252,998
	Debt Service & Other Uses	0	750,000	750,000	750,000
	Total Expenditure	37,905,630	39,833,624	39,383,624	40,002,998
Revenues		1,329,690	1,152,200	1,110,581	1,043,713
Staffing	Full-Time Equivalents - Civilian	474.1	485.9	478.4	477.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	474.1	485.9	478.4	477.8
	Full-Time Equivalents - Overtime	0.0	0.6	0.6	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Continue to implement an extraordinary customer service experience through ongoing training and accountability throughout the organization. o Continue to link people to the world through a broadly defined platform of educational, recreational and cultural programs and services for people of all ages. o Continue to provide resources, services and programs through our five primary service priorities: support for student success, workforce development, technology access and instruction, literacy advancement and serving as the community's meeting place for civic engagement. o Provide a broad variety of services, guided by our Strategic Master Plan, that best meet the needs of the local communities in which our libraries are located. 				

Library
 Current Budget vs Actual Expenditures



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Library Fund No. /Bus. Area No. : 1000 / 3400					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Average Bandwidth Usage (Mbs)	I	291	500	261	500
Average Computer Wait Time (minutes)	Q	1.3	1.5	1.5	1.5
Collection Archives - Digitized Pages	Q	490,268	375,000	400,000	125,000
Community Meetings	Q	9,000	9,000	9,400	9,400
Computer Users	Q,I	1,185,065	1,200,000	1,200,000	1,300,000
Customer Satisfaction	Q	80%	80%	80%	80%
Expenditures per Capita	F	\$18	\$18	\$18	\$18
Materials Expenditures per Capita	F	\$2	\$2	\$2	\$2
Minimum Staffing at Library Locations	Q	331	331	310	330.5
Scheduled Service Hours Open	Q	98%	98%	98%	98%
Total Cardholders	Q	942,529	797,476	862,000	1,000,000
Total Circulation	Q	4,195,878	4,200,000	4,200,000	4,500,000
Total Outreach Events	Q	97,307	84,000	118,800	120,000
Total Program Attendance	Q	266,088	240,000	300,000	280,000
Total Programs	Q	16,543	16,000	18,000	20,000
Total Visits	Q	8,620,672	9,900,000	6,500,000	7,000,000
Total Visits per FTE	Q	17,310	14,000	13,000	14,000
Wireless Access Use	I	2,811,029	2,800,000	6,700,000	6,700,000
Expenditures Budget vs Actual Utilization	F	99%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	124%	100%	96%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p> Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : Library Fund No. /Bus Area No. : 1000 / 3400							
Division Description	FY2014 Actual FTEs	FY2014 Actual Costs \$	FY2015 Estimate FTEs	FY2015 Estimate Costs \$	FY2016 Budget FTEs	FY2016 Budget Costs \$	
HPL-Library Administration 340001 Provide policy direction, financial accounting, communications and human resources support. Support and coordinate all library delivery and fleet services. Provide financial administrative support for grants, contracts and operational and financial audits.	58.0	5,062,203	55.5	5,643,631	53.6	5,991,001	
HPL-Central Services 340002 Provide the community with free access to print and digital materials, information, computers and technology. Provide programs addressing literacy, workforce development, technology instruction, and student success. Provide Passport Services. Support system-wide virtual reference services through chat, email, and telephone.	62.4	4,859,536	71.3	4,425,782	67.4	4,425,591	
HPL-Library Material Services 340003 Select, purchase, catalog, process and maintain an inventory of physical and digital materials for customers. Support system-wide circulation services.	47.5	7,839,362	41.9	7,709,099	38.9	7,288,057	
HPL-Planning & Facilities 340004 Provide coordination of facilities maintenance, security, programming, design, construction, land acquisition and management of the Capital Improvement Plan. Maintain furniture and fixture inventory. Coordinate space branding, planning, relocations, openings and closings. Develop and implement exhibits across the system.	4.7	811,704	7.0	2,092,158	8.5	2,116,031	
HPL-Information Technology 340005 Research, develop and implement online and mobile service delivery for Library customers. Coordinate the development, acquisition, installation, implementation, maintenance, training and technical support for all information and telecommunications technologies.	25.0	4,095,543	19.3	3,587,228	18.5	3,856,185	
HPL - Library Operations 340006 Delivery of in-depth research materials, programs, exhibits, oral histories and digital archives specific to local and Texas history, African American history in Houston and Texas, and genealogical resources through the three special collections locations. Develop, implement and manage programs for all library locations.	41.5	3,100,341	42.0	2,971,679	44.0	3,502,753	

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : Library Fund No. /Bus Area No. : 1000 / 3400							
Division Description		FY2014 Actual FTEs Costs \$		FY2015 Estimate FTEs Costs \$		FY2016 Budget FTEs Costs \$	
HPL-Neighborhood Library System 340007 At 38 locations across the city, provide free access to print and digital materials, information, computers, technology, and space for community engagement. Provide programs addressing literacy, workforce development, technology instruction, and student success. Provide Passport Services at three locations and After School Zones at 15 locations.		235.0	12,136,941	241.4	12,954,047	246.9	12,823,380
Total		474.1	37,905,630	478.4	39,383,624	477.8	40,002,998

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Library
Fund No./Bus. Area No. : 1000 / 3400

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNTANT ASSOCIATE	14	2.0	2.0	0.0
ADMINISTRATION MANAGER	26	6.0	8.0	2.0
ADMINISTRATIVE AIDE	10	7.0	7.2	0.2
ADMINISTRATIVE ASSISTANT	17	5.0	5.0	0.0
ADMINISTRATIVE ASSOCIATE	13	4.0	4.0	0.0
ADMINISTRATIVE COORDINATOR	24	4.0	4.0	0.0
ADMINISTRATIVE SPECIALIST	20	4.0	5.0	1.0
ADMINISTRATIVE SUPERVISOR	22	4.0	5.0	1.0
ARCHIVIST I	16	3.0	3.0	0.0
ARCHIVIST II	21	2.0	3.0	1.0
ARCHIVIST III	23	2.0	2.0	0.0
ASSISTANT DIRECTOR (EXE LEV)	32	1.8	2.0	0.2
ASSISTANT DIRECTOR-LIBRARY (EXE LEV)	32	1.0	1.0	0.0
ASSISTANT SUPERINTENDENT	20	2.0	1.0	(1.0)
BUYER	16	1.0	1.0	0.0
CLERK	5	0.5	0.5	0.0
COMMUNITY INVOLVEMENT COORDINATOR	22	1.0	1.0	0.0
COMMUNITY LIAISON	18	2.5	2.4	(0.1)
CUSTOMER SERVICE CLERK	10	81.2	92.6	11.4
CUSTOMER SERVICE REP. II	15	1.0	1.0	0.0
CUSTOMER SERVICE SUPERVISOR	18	0.0	2.0	2.0
DATA ENTRY OPERATOR	8	2.0	2.0	0.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	3.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	0.0
DESKTOP PUBLISHER	14	1.0	1.0	0.0
DIVISION MANAGER	29	2.0	2.0	0.0
FINANCIAL ANALYST III	21	1.0	1.0	0.0
GRAPHIC DESIGNER	17	0.0	0.5	0.5
INVENTORY MANAGEMENT CLERK	9	6.0	6.0	0.0
IS/IT HELP DESK COORDINATOR	10	2.0	2.0	0.0
LIBRARIAN I	16	17.0	16.0	(1.0)
LIBRARIAN II	21	33.4	33.5	0.1
LIBRARIAN III	23	33.0	29.0	(4.0)
LIBRARIAN IV	25	10.7	13.0	2.3
LIBRARY ASSISTANT	5	66.6	50.0	(16.6)
LIBRARY ASSISTANT SUPERVISOR	14	8.0	8.0	0.0
LIBRARY CHIEF	29	1.7	1.0	(0.7)
LIBRARY DIRECTOR	35	1.0	1.0	0.0
LIBRARY SERVICE SPECIALIST	13	22.0	22.0	0.0
LIBRARY SERVICE SUPERVISOR	21	5.0	5.0	0.0
MANAGEMENT ANALYST I	15	1.0	1.0	0.0
MANAGEMENT ANALYST II	18	1.0	1.0	0.0
MESSENGER	6	4.0	5.0	1.0
MICROCOMPUTER ANALYST	20	3.0	2.0	(1.0)
OFFICE SUPERVISOR	17	3.0	4.0	1.0
OFFSET PRESS OPERATOR	10	1.0	0.0	(1.0)
PROGRAMMER ANALYST IV	25	1.0	1.0	0.0
SAFETY OFFICER	21	1.0	1.0	0.0
SENIOR COMMUNICATIONS SPECIALIST	20	2.0	2.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Library
Fund No./Bus. Area No. : 1000 / 3400

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
SENIOR COMMUNITY LIAISON	23	2.0	2.0	0.0
SENIOR CONTRACT ADMINISTRATOR	27	1.0	0.0	(1.0)
SENIOR CUSTOMER SERVICE CLERK	12	55.0	57.0	2.0
SENIOR DATA ENTRY OPERATOR	12	8.0	4.0	(4.0)
SENIOR IMAGING TECHNICIAN	13	3.0	3.0	0.0
SENIOR INVENTORY MANAGEMENT CLERK	12	4.0	5.0	1.0
SENIOR LIBRARY ASSISTANT	9	27.0	23.0	(4.0)
SENIOR LIBRARY SERVICE SPECIALIST	16	35.0	38.0	3.0
SENIOR OFFICE ASSISTANT	12	1.5	0.5	(1.0)
SENIOR PROJECT MANAGER	27	1.0	1.0	0.0
STAFF ANALYST	26	1.0	1.0	0.0
TECHNICAL HARDWARE ANALYST I	17	5.5	4.5	(1.0)
TECHNICAL HARDWARE ANALYST II	21	0.0	1.0	1.0
Total FTEs		512.4	507.7	(4.7)
Less Adjustment for Civilian Vacancy Factor		26.5	29.9	3.4
Full-Time Equivalents		485.9	477.8	(8.1)

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area : Library
 Fund No./Bus. Area No. : 1000 / 3400

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
3400010002	HPL- Financial Services			
425040	Indirect Cost-HALAN	99,000	99,000	99,000
426151	Passport Service Fee	400,000	450,000	450,000
426430	Facility Rental Fees	9,000	11,600	11,000
443120	Photocopier Concessions	100	100	100
443150	Telecommunications Revenue	100	100	0
443160	Vending Machine Concessions	1,000	1,000	800
447020	Garage Parking Revenue	60,000	55,000	50,000
451040	Interfund Postage	1,000	10,868	1,000
452020	Recoveries & Refunds	1,000	1,000	1,000
452030	Miscellaneous Revenue	5,000	5,000	4,000
3400030001	HPL- Library Material Services			
426040	Library Service Charges	2,500	2,500	2,500
428020	Library Fines	550,000	450,000	400,000
3400040001	HPL- Planning & Facility			
445050	Cell Tower Revenue	15,000	15,913	15,913
3400060002	HPL- Special Collections			
426040	Library Service Charges	7,500	7,500	7,500
443120	Photocopier Concessions	1,000	1,000	900
Total	Library	1,152,200	1,110,581	1,043,713

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Library
Fund No./Bus. Area No. : 1000 / 3400

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	17,459,304	18,270,735	18,020,735	18,294,881
500030	Salary Part Time - Civilian	864,008	1,008,130	943,130	912,760
500060	Overtime - Civilian	2,427	0	1,800	0
500090	Premium Pay - Civilian	15	0	35	0
500110	Bilingual Pay - Civilian	18,594	21,640	21,640	21,640
500210	Pay for Performance-Municipal	0	0	0	14,300
500240	HOPE Community Service Usage	206	0	0	0
500250	HOPE Union Business Usage	140	0	0	0
501070	Pension - Civilian	4,073,748	4,633,446	4,506,232	5,005,489
501120	Termination Pay - Civilian	459,458	250,000	275,000	250,000
502010	FICA - Civilian	1,353,372	1,471,410	1,405,401	1,465,923
503010	Health Ins-Act Civilian	3,137,212	3,112,241	3,076,241	3,034,964
503015	Basic Life Insurance - Active Civilian	10,127	10,600	10,600	10,576
503060	Long Term Disability-Civilian	37,358	38,244	38,244	37,889
503090	Workers Compensation-Civilian-Admin	107,226	128,067	133,582	141,932
503100	Workers Compensation-Civilian-Claim	106,183	75,000	125,000	75,000
504030	Unemployment Claims - Administration	78,197	14,665	18,665	14,665
Total	Personnel Services	27,707,575	29,034,178	28,576,305	29,280,019
511025	Electrical Hardware & Parts	0	3,000	3,000	0
511030	Mechanical Hardware & Parts	0	1,008	1,009	0
511045	Computer Supplies	62,840	60,000	60,000	63,000
511050	Paper & Printing Supplies	40,362	40,000	40,000	40,000
511060	Postage	38,357	38,000	38,000	38,000
511070	Miscellaneous Office Supplies	79,187	76,028	76,195	77,037
511075	Library Circulation Supplies	30,000	30,000	29,300	30,000
511110	Fuel	40,343	40,777	40,777	33,863
511115	Vehicle Repair & Maintenance Supplies	3,200	3,200	3,200	3,200
511120	Clothing	18,044	0	0	0
511145	Small Tools & Minor Equipment	871	900	900	900
511150	Miscellaneous Parts & Supplies	8,804	34,785	34,785	34,785
Total	Supplies	322,008	327,698	327,166	320,785
520102	Security Services	0	50,000	56,467	130,000
520107	Computer Info/Contr	1,303,914	1,303,984	1,305,984	1,333,984
520109	Medical Dental & Laboratory Services	8,098	1,000	6,000	1,000
520110	Management Consulting Services	34,139	70,000	85,000	20,000
520114	Miscellaneous Support Services	400,000	100,764	100,764	126,534
520115	Real Estate Lease/Office Rental	146,118	146,185	146,185	146,185
520116	Parking Services Contract	25,413	25,461	25,461	25,460
520119	Computer Eq/SW Mnt	40,000	40,000	40,000	40,000
520120	Communications Equipment Services	1,571	1,600	1,600	1,600
520121	IT Application Svcs	135,918	146,358	146,358	193,229
520123	Vehicle & Motor Equipment Services	18,848	0	0	0
520124	Other Equipment Services	316,004	308,141	308,141	327,000
520126	Construction Site Work Services	41,455	0	0	0
520515	Print Shop Services	493	1,500	1,500	1,500
520520	Printing & Reproduction Services	7,772	4,772	4,772	8,772
520705	Insurance Fees	346,388	417,560	417,560	378,056

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Library
Fund No./Bus. Area No. : 1000 / 3400

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520765	Membership & Professional Fees	150	285	285	285
520805	Education & Training	12,393	14,870	15,570	14,870
520910	Travel - Non-Training Related	1,992	2,300	2,300	2,300
521605	Data Services	166,900	257,922	257,922	212,024
521610	Voice Services	191,386	251,717	251,717	219,600
521620	Voice Equipment	549	22,615	22,615	6,799
521625	Voice Labor	0	28,672	28,672	44,193
521630	GIS Revolving Fund Services	16,514	26,945	26,945	26,194
521635	Voice Services -Wireless	0	0	2,036	0
521715	Office Equipment Rental	46,000	46,000	46,000	46,000
521730	Parking Space Rental	37,860	80,000	80,000	80,000
521735	Hobby Parking Space Rental	48,490	48,490	48,490	48,490
522410	Cashier Shortages	0	0	22	0
522430	Misc Othr Svcs & Chrg	353,121	454,141	439,973	455,812
522435	Interest Charges Past Due Accounts	154	0	815	0
522721	Interfund HR Client Services	400,364	595,945	595,945	580,496
522722	KRONOS Service Chargeback	17,898	24,101	24,101	29,350
522723	Drainage Fee Service Chargeback	48,144	48,100	48,100	47,100
522730	Interfund Engineering Services	3,474	0	0	0
522735	Interfund Communication Equipment Repair	0	1,350	1,350	1,350
522740	Interfund Police Service	130,000	80,000	73,533	0
522845	Interfund Vehicle Services	36,026	41,841	41,841	47,511
Total	Other Services and Charges	4,337,546	4,642,619	4,654,024	4,595,694
560210	Furniture Fixtures and Equipment	0	25,770	25,770	0
560230	Computer HW and Developed SW	0	27,394	27,394	0
Total	Equipment	0	53,164	53,164	0
551010	Non-Cap Office Furniture & Equipment	57,236	348,000	347,000	300,000
551015	Non-Capital Computer Equipment	794,765	41,465	39,465	70,000
551035	Non-Capital Library books	4,686,500	4,636,500	4,636,500	4,686,500
Total	Non-Capital Equipment	5,538,501	5,025,965	5,022,965	5,056,500
532020	Transfers to Capital Projects	0	750,000	750,000	750,000
Total	Debt Service and Other Uses	0	750,000	750,000	750,000
Grand Total Expenditures		37,905,630	39,833,624	39,383,624	40,002,998

NEIGHBORHOODS

Department Description and Mission

The Department of Neighborhood's (DoN) mission is to improve the quality of life in neighborhoods through expanded outreach, stronger community partnerships and increased responsiveness. The divisions include the Director's Office, Inspection and Public Services, Anti-Gang Office, Citizens' Assistance Office, Office of Education Initiatives, Office for People with Disabilities, Office of International Communities, and the Volunteer Initiative Program.

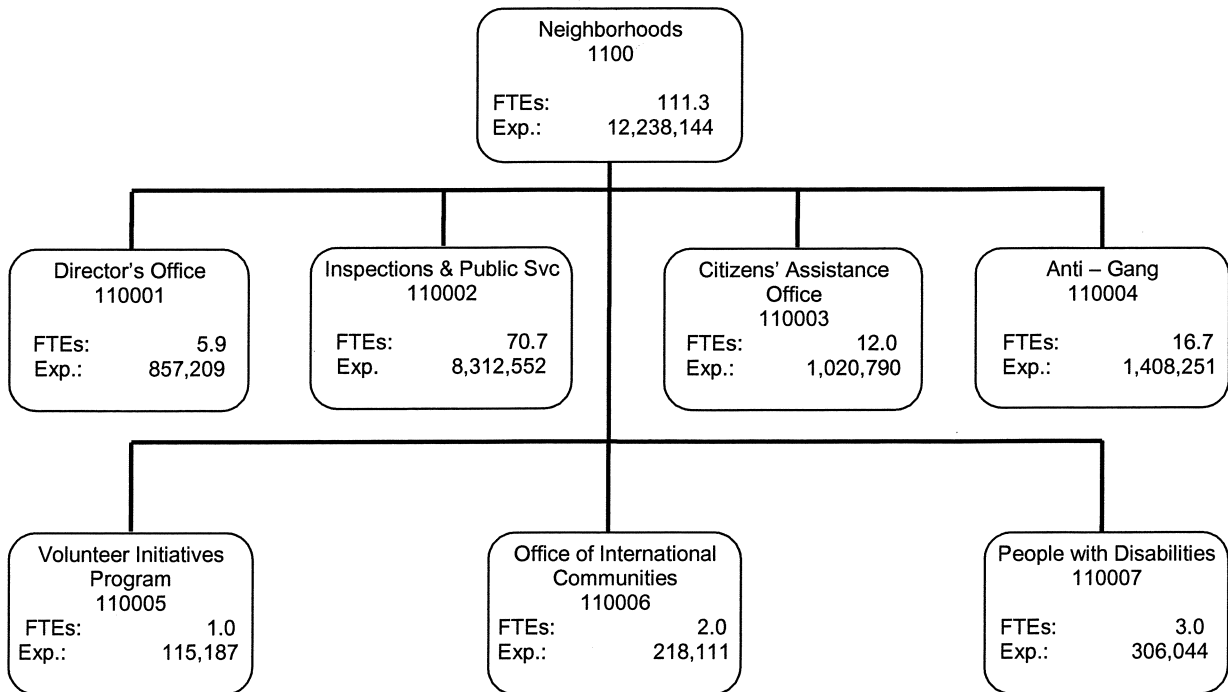
Department Short Term Goals

- Increase public awareness and involvement of code enforcement/compliance and nuisance abatement ordinances.
- Implement innovative technology to collect, analyze and disseminate data that can be used to improve services and response times.

Department Long Term Goals

- Continue to improve customer satisfaction and advance effectiveness of services by proactively engaging key stakeholders in resolving their neighborhood quality of life issues.
- Increase availability of services that provide citizens with appropriate avenues to resolve community issues and address needs.

Department Organization

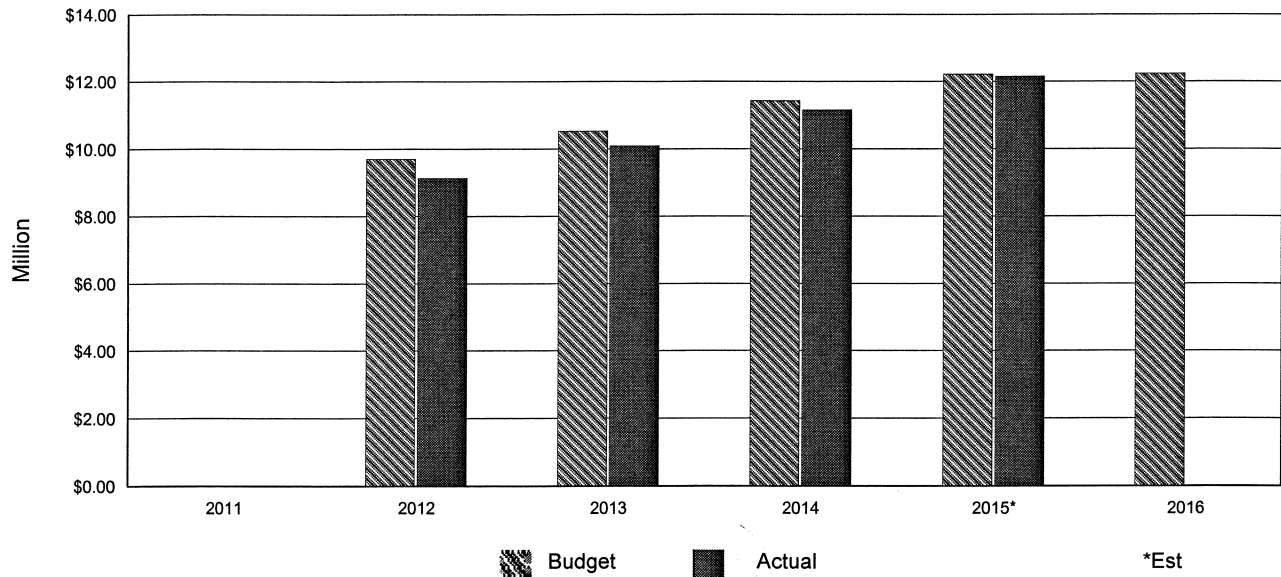


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund					
Business Area : Department of Neighborhoods					
Fund No. /Bus. Area No. : 1000 / 1100		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	7,688,328	8,517,381	8,447,381	8,587,229
	Supplies	276,362	303,600	303,600	281,297
	Other Services and Charges	3,163,641	3,396,793	3,396,793	3,366,118
	Non-Capital Equipment	25,651	3,500	3,500	3,500
	Total M & O Expenditures	11,153,982	12,221,274	12,151,274	12,238,144
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	11,153,982	12,221,274	12,151,274	12,238,144
Revenues		2,257,380	1,921,833	1,962,002	1,925,027
Staffing	Full-Time Equivalents - Civilian	102.8	115.0	115.0	111.3
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	102.8	115.0	115.0	111.3
	Full-Time Equivalents - Overtime	0.7	2.4	3.4	1.5
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget includes funding for health benefits and pension contribution. o Includes operational cost of \$60,990 for enterprise software licenses, and software support for the Infor enterprise implementation. 				

**Department of Neighborhoods
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No. /Bus. Area No. : 1000 / 1100

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Average Daily Inspections	Q	318	320	320	320
Average Days from Request to Initial Inspection	Q	15	10	10	10
Dangerous Buildings Demolished	Q,P	833	650	525	425
Dangerous Buildings Secured/Make Safe	Q,P	489	600	650	600
Rate of Voluntary Compliance (as % of closed projects)	F,I,J,P,Q	68%	55%	75%	65%
Weeded Lots Cut	Q,P	1,557	7,000	10,800	9,100
Youth Served Through Anti-Gang Programs	Q,P	7,675	6,000	6,000	6,000
Expenditures Budget vs Actual Utilization	F	98%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	118%	100%	102%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Department of Neighborhoods Fund No. /Bus Area No. : 1000 / 1100						
Division Description	FY2014 Actual FTEs Costs \$	FY2015 Estimate FTEs Costs \$	FY2016 Budget FTEs Costs \$			
DON - Director's Office 110001 Provides the Neighborhoods' divisions with services in budget, purchasing, receiving grants, receiving funds and account payables.	6.0 760,110	6.0 831,159	5.9 857,209			
DON - Inspections & Public Services 110002 Enforces City codes pertaining to dangerous buildings, weeded lots, junked motor vehicles and unlawfully placed signs upon the City's right-of- way.	67.0 7,609,908	68.4 7,801,331	70.7 8,312,552			
DON - Citizens Assistance Office 110003 Ensures acknowledgment of constituent inquiries/ requests and coordinates responses and resolutions to community complaints through community liaisons.	11.6 992,582	12.8 1,044,790	12.0 1,020,790			
DON - Anti - Gang 110004 Develops and implements programs that provide case management, counseling, court based-assessment, gang education and awareness training, job readiness training, truancy reduction, victims' assistance, and information and referrals. Manages partnerships for out-of-school activities, dropout prevention and college/career preparation	12.0 1,149,530	16.0 1,232,420	16.7 1,408,251			
DON - Volunteer Initiatives Program 110005 Develops and implements a citywide plan to increase volunteerism and targets volunteers to address the City's greatest needs.	0.8 113,496	1.8 176,694	1.0 115,187			
DON - Office of International Communities 110006 Serves as the City's hub of information benefiting international communities by promoting cultural diversity and awareness throughout Houston.	2.0 185,381	2.0 200,370	2.0 218,111			

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Department of Neighborhoods Fund No. /Bus Area No. : 1000 / 1100						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
DON - People with Disabilities 110007 Facilitating delivery of services - including city services, acting as liaison to Houston Commission on Disabilities (HCoD), City Council, and other City Departments, making recommendations to public and private entities regarding the development of policy and legislation, establishing fundamental local, state, and national partnerships to promote community awareness.	2.4	209,394	3.0	302,850	3.0	306,044
DON - Education Affairs 110008 In FY2016 this division was consolidated into the Inspection & Public Services Group (110002).	1.0	125,868	1.0	129,013	0.0	0
DON - Sign Enforcement 110009 In FY2016 this division was consolidated into the Inspection & Public Services Group (110002).	0.0	7,713	4.0	432,647	0.0	0
Total	102.8	11,153,982	115.0	12,151,274	111.3	12,238,144

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No./Bus. Area No. : 1000 / 1100

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ABATEMENT SPECIALIST	14	5.0	5.0	0.0
ADMINISTRATION MANAGER	26	2.0	3.0	1.0
ADMINISTRATIVE AIDE	10	6.0	4.0	(2.0)
ADMINISTRATIVE ASSISTANT	17	8.0	6.0	(2.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	1.0	0.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	8.0	6.0	(2.0)
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	0.0
ADMINISTRATIVE SPECIALIST	20	1.0	3.0	2.0
ADMINISTRATIVE SUPERVISOR	22	2.0	1.0	(1.0)
ASSISTANT CHIEF INSPECTOR	25	2.0	2.0	0.0
ASSISTANT DIRECTOR (EXE LEV)	32	0.0	1.0	1.0
CHIEF INSPECTOR	27	5.0	3.0	(2.0)
CODE ENFORCEMENT OFFICER I	16	1.0	2.0	1.0
CODE ENFORCEMENT OFFICER II	18	13.0	11.0	(2.0)
CODE ENFORCEMENT OFFICER III	22	7.0	8.0	1.0
CODE ENFORCEMENT TRAINEE	12	6.0	2.0	(4.0)
COMMUNITY INVOLVEMENT COORDINATOR	22	0.0	1.0	1.0
COMMUNITY LIAISON	18	8.0	6.0	(2.0)
COMMUNITY SERVICE INSPECTOR	16	0.0	2.0	2.0
COUNSELOR	20	9.0	10.0	1.0
CUSTOMER SERVICE REP. I	13	1.0	1.0	0.0
CUSTOMER SERVICE REP. II	15	1.0	1.0	0.0
CUSTOMER SERVICE REP. III	16	1.0	0.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	2.0	2.0
DIRECTOR OF NEIGHBORHOODS	35	1.0	1.0	0.0
DIVISION MANAGER	29	1.0	1.0	0.0
DIVISION MANAGER (EXE LEV)	29	4.0	2.0	(2.0)
FINANCIAL ANALYST III	21	2.0	1.0	(1.0)
FINANCIAL ANALYST IV	25	1.0	1.0	0.0
INSPECTOR TRAINEE	12	0.0	3.0	3.0
LABORER	4	8.0	8.0	0.0
MANAGEMENT ANALYST IV	25	2.0	2.0	0.0
PUBLIC INFORMATION OFFICER	26	0.0	1.0	1.0
PUBLIC INFORMATION OFFICER (EXE LEV)	26	1.0	0.0	(1.0)
SENIOR COMMUNITY LIAISON	23	5.0	4.0	(1.0)
SENIOR COUNSELOR	22	2.0	2.0	0.0
SENIOR CUSTOMER SERVICE CLERK	12	0.0	1.0	1.0
SENIOR STAFF ANALYST	28	2.0	3.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	0.0	1.0	1.0
STAFF ANALYST	26	0.0	1.0	1.0
STAFF ANALYST (EXE LEV)	26	1.0	1.0	0.0
SYSTEMS CONSULTANT	26	1.0	1.0	0.0
Total FTEs		120.0	116.0	(4.0)
Less Adjustment for Civilian Vacancy Factor		5.0	4.7	(0.3)
Full-Time Equivalents		115.0	111.3	(3.7)

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No./Bus. Area No. : 1000 / 1100

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
1100020001	DON - Inspection & Public Service			
421200	Other Building & Construction Permits	2,000	4,590	2,000
426090	Demolition Fees	520,435	520,435	520,435
426120	Weed Cutting Fees	438,039	438,039	438,039
426330	Miscellaneous Copies Fees	1,000	1,000	1,000
426480	Securing/Boarding - Nuisance Abatement	11,665	11,665	11,665
426485	Visual Blight - Nuisance Abatement	1,366	1,366	1,366
428030	Release of Liens	97,759	97,759	97,759
428080	Returned Check Charges	0	72	0
428105	Interest on Liens-Contract	546,719	546,719	546,719
452030	Miscellaneous Revenue	0	37,507	0
1100070001	DON - Ofc of People with Disabilities			
424160	Interfund Affirmative Action Services	302,850	302,850	306,044
Total	Department of Neighborhoods	1,921,833	1,962,002	1,925,027

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No./Bus. Area No. : 1000 / 1100

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	5,069,235	5,529,249	5,459,249	5,475,781
500030	Salary Part Time - Civilian	15,958	25,547	25,547	41,760
500060	Overtime - Civilian	42,764	94,452	94,452	80,219
500110	Bilingual Pay - Civilian	25,831	26,204	26,204	27,107
500250	HOPE Union Business Usage	158	0	0	0
501070	Pension - Civilian	1,183,799	1,402,219	1,384,466	1,498,168
501120	Termination Pay - Civilian	24,380	2,000	2,000	2,000
502010	FICA - Civilian	375,197	433,576	433,576	428,793
503010	Health Ins-Act Civilian	918,778	959,367	977,120	986,275
503015	Basic Life Insurance - Active Civilian	2,978	3,199	3,199	3,172
503060	Long Term Disability-Civilian	8,877	9,691	9,691	9,378
503090	Workers Compensation-Civilian-Admin	22,310	30,132	30,132	32,831
503100	Workers Compensation-Civilian-Claim	(3,160)	0	0	0
504030	Unemployment Claims - Administration	1,223	1,745	1,745	1,745
Total	Personnel Services	7,688,328	8,517,381	8,447,381	8,587,229
511040	Audiovisual Supplies	11,257	2,500	2,500	2,500
511045	Computer Supplies	7,267	3,645	3,645	3,645
511055	Publications & Printed Materials	0	900	900	700
511060	Postage	39,789	35,100	35,100	35,100
511070	Miscellaneous Office Supplies	48,971	41,900	41,900	41,700
511075	Library Circulation Supplies	(210)	0	0	0
511110	Fuel	150,851	181,105	181,105	156,602
511115	Vehicle Repair & Maintenance Supplies	0	12,000	12,000	13,000
511120	Clothing	13,088	20,350	20,350	21,550
511125	Food Supplies	212	300	300	700
511150	Miscellaneous Parts & Supplies	5,137	5,800	5,800	5,800
Total	Supplies	276,362	303,600	303,600	281,297
520100	Temporary Personnel Services	83,516	0	0	0
520109	Medical Dental & Laboratory Services	1,740	0	0	1,617
520110	Management Consulting Services	8,756	23,318	23,318	30,318
520114	Miscellaneous Support Services	59,227	164,824	164,824	127,324
520115	Real Estate Lease/Office Rental	769,188	789,095	789,095	789,095
520118	Refuse Disposal	10,241	10,000	10,000	10,000
520119	Computer Eq/SW Mnt	0	5,242	5,242	5,242
520121	IT Application Svcs	82,283	63,148	63,148	139,564
520123	Vehicle & Motor Equipment Services	112,571	0	0	0
520124	Other Equipment Services	480	0	0	0
520145	Criminal Intelligence Services	1,335	1,750	1,750	1,750
520510	Mail/Delivery Services	2,713	500	500	500
520515	Print Shop Services	57,531	56,600	56,600	57,000
520705	Insurance Fees	1,021	1,325	1,325	1,077
520740	Document Recording/Filing Fees	66,567	60,000	60,000	60,000
520765	Membership & Professional Fees	8,249	7,530	7,530	7,530
520805	Education & Training	14,236	31,016	31,016	23,476
520905	Travel - Training Related	9,988	11,750	11,750	11,750
520910	Travel - Non-Training Related	24,001	31,600	31,600	32,200
521415	Land and Grounds Maintenance	885,236	890,000	890,000	890,000

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Department of Neighborhoods
Fund No./Bus. Area No. : 1000 / 1100

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521605	Data Services	45,756	57,163	57,163	54,829
521610	Voice Services	12,030	19,038	19,038	16,609
521620	Voice Equipment	(161)	3,235	3,235	973
521625	Voice Labor	414	4,103	4,103	6,323
521630	GIS Revolving Fund Services	4,462	24,133	24,133	6,200
521635	Voice Services -Wireless	69,564	69,338	69,338	71,616
521715	Office Equipment Rental	28,741	30,880	30,880	40,447
521725	Other Rental	35,347	35,347	35,347	35,347
521730	Parking Space Rental	21,914	20,978	20,978	21,217
521735	Hobby Parking Space Rental	7,275	0	0	900
522430	Misc Othr Svcs & Chrg	31,285	63,456	63,456	48,087
522435	Interest Charges Past Due Accounts	84	0	0	0
522720	Interfund Payroll Services	(158)	0	0	0
522721	Interfund HR Client Services	113,987	169,632	169,632	172,793
522722	KRONOS Service Chargeback	4,573	5,015	5,015	6,107
522795	Other Interfund Services	409,092	452,739	452,739	452,739
522845	Interfund Vehicle Services	180,557	294,038	294,038	243,488
Total	Other Services and Charges	3,163,641	3,396,793	3,396,793	3,366,118
551010	Non-Cap Office Furniture & Equipment	10,498	3,500	3,500	3,500
551015	Non-Capital Computer Equipment	15,153	0	0	0
Total	Non-Capital Equipment	25,651	3,500	3,500	3,500
Grand Total Expenditures		11,153,982	12,221,274	12,151,274	12,238,144



PARKS AND RECREATION

Department Description and Mission

The Houston Parks and Recreation Department (HPARD) was created by City ordinance on March 15, 1916 as the Department of Public Parks and began with two facilities - Sam Houston Park and Hermann Park. Since that time, the number of parks has grown to over 360, which offer a wide variety of amenities including: swimming pools, community centers, tennis and basketball courts, fitness centers, golf courses, walking/jogging trails, skate parks, dog parks, and nature areas. HPARD also stewards the tree canopy in parks and on all City of Houston right-of-ways. In 2008, the Department became the 74th USA Parks and Recreation Departments to be accredited. In October 2013, HPARD was re-accredited the CAPRA-NRPA from the Accreditation Committee. The CAPRA-NRPA accreditation is a benchmark achievement that confirms how HPARD conducts its business in compliance with national standards and expectations.

The mission of HPARD is to enhance the quality of urban life by providing safe and well maintained parks and offering affordable programs for the community.

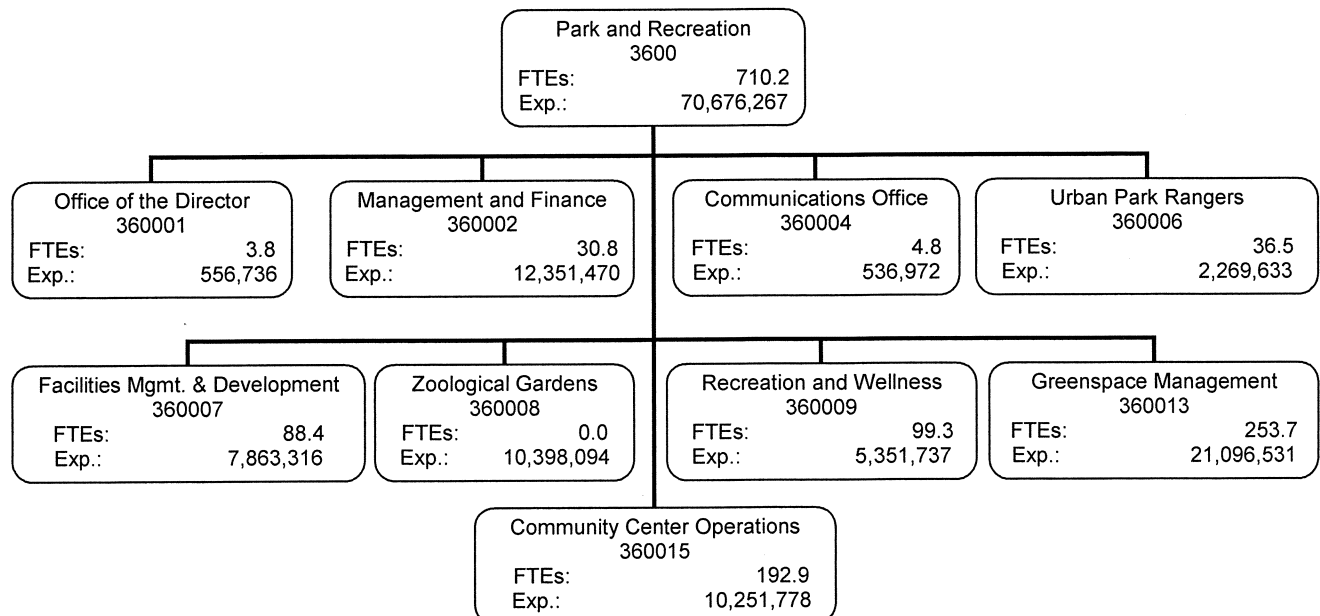
Short-Term Goals

- Maintain and operate facilities and trails within HPARD using existing resources available.
- Continue offering recreational activities and programs in the Community Centers.
- Develop new partnership with City departments and other agencies to offer additional park enhancements and recreational programs to our citizens.
- Continue the Mayor's five priorities: Jobs and Sustainable Development, Public Safety, Infrastructure, Quality of Life, and Fiscal Responsibility.

Long-Term Goals

- Adhere to the NRPA standards so that the department may stay in compliance with accreditation mandates.
- Acquire and develop new park land and facilities with Capital Improvement Plan (CIP) funding, Houston Parks Board (HPB) and private partners.
- Search and apply for grants to supplement funding for recreational and sports programs offered to the public.
- Pursue opportunities with private partners to adopt esplanades and support enhancement of playgrounds and sports fields.

Department Organization

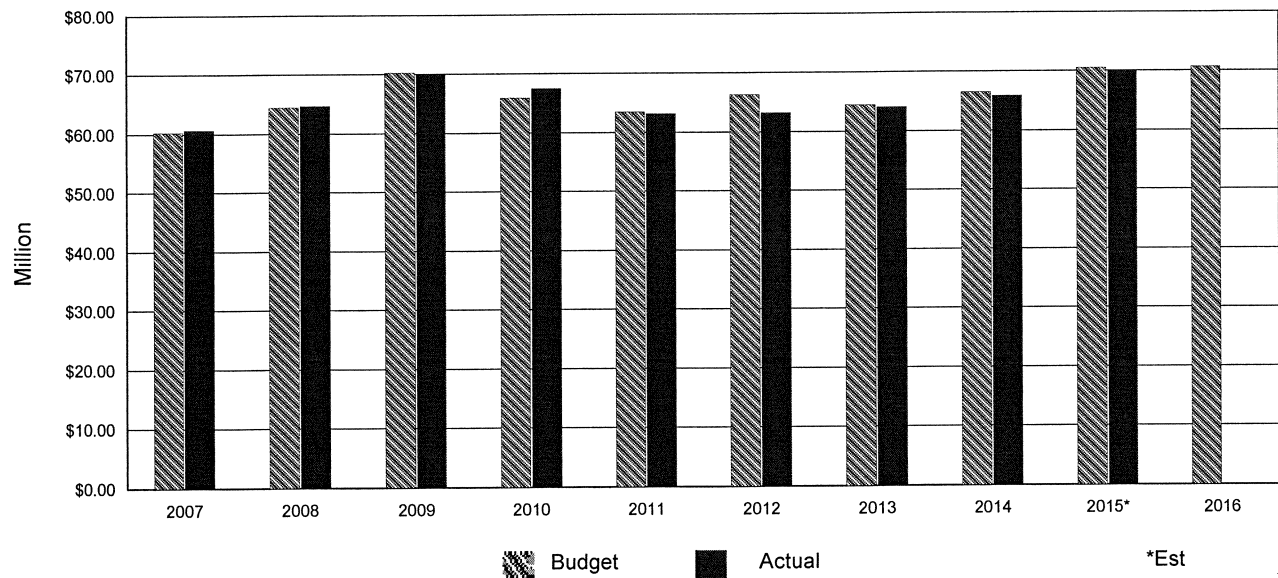


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund					
Business Area : Parks and Recreation					
Fund No. /Bus. Area No. : 1000 / 3600					
		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	38,041,953	39,640,728	39,035,165	40,201,231
	Supplies	3,352,347	3,135,891	3,144,289	3,140,714
	Other Services and Charges	23,416,476	26,655,433	26,652,598	26,269,047
	Equipment	0	8,246	8,246	0
	Non-Capital Equipment	(443)	0	0	0
	Total M & O Expenditures	64,810,333	69,440,298	68,840,298	69,610,992
	Debt Service & Other Uses	1,065,275	1,065,275	1,065,275	1,065,275
	Total Expenditure	65,875,608	70,505,573	69,905,573	70,676,267
Revenues		1,086,271	1,102,800	1,124,700	1,125,200
Staffing	Full-Time Equivalents - Civilian	658.2	709.3	705.1	710.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	658.2	709.3	705.1	710.2
	Full-Time Equivalents - Overtime	12.1	3.6	3.6	5.5
Significant Budget Changes and Highlights	o The FY2016 Budget provides funding for health benefits and pension contribution.				
	o Continue partnering with other City departments such as Library, Health, Planning and PW&E to offer the best family experience the City has to offer.				
	o Continue to offer programs to our citizens for sports, aquatics and nature trips to Lake Houston Wilderness Park.				
	o Continue adaptive sports and recreation activities offered for children and adults with disabilities at the Metropolitan Multi-Service Center.				
	o Renovated park facilities and trails will be operated and maintained to offer quality recreational experiences for citizens who will benefit from the community centers, aquatic facilities, sports complexes and playgrounds.				

**Parks and Recreation
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Parks and Recreation Fund No. /Bus. Area No. : 1000 / 3600					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Aquatics Participants	Q	249,937	251,000	251,000	251,000
Bike/Hike Mowing Cycle (average number of days)	Q	20.1	21.0	21.0	21.0
Community Service Volunteers	Q	44,066	45,000	50,850	51,000
Esplanades - Mowing Cycle (average number of days)	Q	21.5	25.0	25.0	25.0
Facility Work Orders Completed	Q	19,305	20,000	15,000	15,000
Hours of Park Patrol	P,Q	56,620	53,900	57,000	58,000
Park Sites Improved	Q	17	14	13	10
Parks/Plazas Mowing Cycle (average number of days)	Q	20.2	21.0	21.0	21.0
Seniors/Adults-Craft Participants	Q	161,722	144,000	144,000	144,000
Summer Enrichment Program	Q	131,690	129,200	129,200	129,200
Tree and Litter in Park Complaints through 311	F,I,J,P,Q	354	7,200	5,000	5,000
Volunteer Hours	Q	27,038	26,200	26,800	28,000
Youth Tennis Participants	Q	58,387	59,045	59,100	59,000
Expenditures Budget vs Actual Utilization	F	99%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	97%	100%	102%	100%
<div> <div>Mayor's Five Priorities:</div> <div> Jobs and Sustainable Development (J) Fiscal Responsibility (F) </div> <div> Public Safety (P) Quality of Life (Q) </div> <div> Infrastructure (I) </div> </div>					

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : Parks and Recreation Fund No. /Bus Area No. : 1000 / 3600							
Division Description	FY2014 Actual FTEs	Costs \$	FY2015 Estimate FTEs	Costs \$	FY2016 Budget FTEs	Costs \$	
Office of the Director 360001 Provides executive direction that enables the department to achieve its stated goals as identified in the department's master plan and Mayor's five priorities.	4.0	518,922	3.4	528,804	3.8	556,736	
Management and Finance 360002 Directs the operations of all aspects of accounting, purchasing, information technology services, safety, and grant writing. Additionally, includes the liaison for HR, Payroll and Workers Compensation. This budget includes utilities, insurance, fuel, and drainage fees for the department.	32.2	12,102,103	32.7	12,519,624	30.8	12,351,470	
Communications Office 360004 The division is responsible for flow of information between the department, the public, press and the community. It supports the department's core functions by supporting all divisions through branding, marketing programs and events via press releases, publications, 311 liaison, citizensnet, the web, social media, askparks website responses, and citizens' concerns.	4.9	529,580	4.4	521,936	4.8	536,972	
Urban Park Rangers 360006 Direct the security operations and services at HPARD, city operated pools, community centers, and other Parks Department facilities and venues 24 hours a day, seven days a week.	0.0	52,101	35.0	2,108,462	36.5	2,269,633	
Facilities Management & Development 360007 Coordinates and monitors park planning and expansion; construction and renovation of park facilities and security. Inspects all park amenities and provides routine maintenance of all HPARD facilities.	122.7	10,153,620	88.1	7,822,544	88.4	7,863,316	
Zoological Gardens 360008 In June 2002, Houston City Council approved an ordinance privatizing the Houston Zoo (Ordinance 2002-574), which became effective July 8, 2002 in FY2003; electricity for Zoo budgeted in this cost center.	0.0	9,621,218	0.0	10,174,410	0.0	10,398,094	

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Parks and Recreation Fund No. /Bus Area No. : 1000 / 3600						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Recreation and Wellness 360009 Operates Outdoor Swimming Pools, Soccer Program, Adaptive Recreation Center, Skate Park, Tennis Courts, and Disc Golf Courses; in addition to managing all programs, services, educational and volunteer opportunities at these facilities year round.	86.7	4,602,666	102.4	5,946,568	99.3	5,351,737
Greenspace Management 360013 Provides routine ground maintenance to COH parks, sports fields, trails, trees, libraries, multi-service centers, Lake Houston Wilderness Park and other natural resources. Responsible for City Urban Forestry Services such as tree planting, trimming, and city-wide 311 requests and provide emergency svices during disaster.	234.2	19,063,295	250.0	20,171,205	253.7	21,096,531
Community Center Operations 360015 Operates all community centers including fitness, weight rooms and gyms. Offering leisure programs and recreational opportunities for people of all ages and abilities on a year-round basis. Core programs include: Afterschool and Summer Enrichment, Fitness and weight training classes, Senior Programs, Instructional sports play, teen programs and Grand Slam for Youth Baseball Program.	173.5	9,232,103	189.1	10,112,020	192.9	10,251,778
Total	658.2	65,875,608	705.1	69,905,573	710.2	70,676,267

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNTANT MANAGER	27	1.0	1.0	0.0
ACCOUNTING SERVICES SUPERVISOR	17	1.0	1.0	0.0
ADMINISTRATION MANAGER	26	5.0	5.0	0.0
ADMINISTRATIVE AIDE	10	4.0	4.5	0.5
ADMINISTRATIVE ASSISTANT	17	5.0	8.0	3.0
ADMINISTRATIVE COORDINATOR	24	7.5	8.5	1.0
ADMINISTRATIVE SPECIALIST	20	6.0	5.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	0.0
AQUATIC CENTER SUPERVISOR	14	10.4	12.4	2.0
ASSIST. DIRECTOR-PARKS & REC. (EXEC)	32	4.0	4.0	0.0
ASSISTANT BUYER	12	1.0	1.0	0.0
ASSISTANT ELECTRICAL SUPERVISOR	22	2.0	2.0	0.0
ASSISTANT SUPERINTENDENT	20	14.0	14.0	0.0
BUILDING MAINTENANCE SUPERVISOR	13	1.0	1.0	0.0
CARPENTER	14	6.0	6.0	0.0
CASHIER	6	2.0	2.0	0.0
CEMENT FINISHER	11	1.0	1.0	0.0
COMMUNICATIONS TECHNICIAN	15	2.0	2.0	0.0
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	1.5	(0.5)
CUSTODIAN	4	24.0	27.0	3.0
CUSTODIAN LEADER	8	1.0	1.0	0.0
CUSTOMER SERVICE CLERK	10	2.0	3.0	1.0
CUSTOMER SERVICE REP. I	13	2.0	2.0	0.0
CUSTOMER SERVICE SUPERVISOR	18	2.0	2.0	0.0
DEPUTY DIRECTOR-PARKS & REC. (EXEC)	34	3.0	3.0	0.0
DIVISION MANAGER	29	16.0	15.0	(1.0)
DIVISION MANAGER (EXEC)	29	2.0	2.0	0.0
ELECTRICAL ESTIMATOR	23	1.0	1.0	0.0
ELECTRICAL SUPERINTENDENT	26	1.0	1.0	0.0
ELECTRICIAN	18	11.0	11.0	0.0
EQUIPMENT WORKER	13	83.5	78.5	(5.0)
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	0.0
FIELD SUPERVISOR	17	53.0	50.0	(3.0)
FINANCIAL ANALYST II	18	2.0	2.0	0.0
FINANCIAL ANALYST III	21	1.0	1.0	0.0
FORESTER	15	2.0	2.0	0.0
GARDENER	8	6.0	6.0	0.0
GRAPHIC DESIGNER	17	1.0	1.0	0.0
HEAD LIFEGUARD	9	9.2	9.2	0.0
HEATING & AIR CONDITIONING LEADER	18	1.0	1.0	0.0
HEATING & AIR CONDITIONING REPAIR PERSON	14	4.0	4.0	0.0
HORTICULTURIST	18	4.0	4.0	0.0
INSPECTOR	18	1.5	1.5	0.0
INVENTORY MANAGEMENT CLERK	9	2.0	2.0	0.0
IRON WORKER	13	1.0	1.0	0.0
IRRIGATION INSTALLER	12	1.0	1.0	0.0
IRRIGATION LEADER	18	3.0	3.0	0.0
LIFEGUARD	8	22.2	23.6	1.4
MAINTENANCE MECHANIC I	8	1.0	1.0	0.0
MAINTENANCE MECHANIC II	12	4.0	4.0	0.0
MAINTENANCE MECHANIC III	14	10.0	10.0	0.0
MARKETING SPECIALIST	25	1.0	1.0	0.0
MEDIA REPRESENTATIVE	22	1.0	1.0	0.0
MESSENGER	6	1.0	0.5	(0.5)
NATURAL RESOURCES MANAGER	26	1.0	1.0	0.0
OFFICE SUPERVISOR	17	1.0	1.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
PAINTER	11	2.0	2.0	0.0
PAINTER LEADER	15	1.0	1.0	0.0
PARK MAINTENANCE AIDE	4	12.5	11.5	(1.0)
PARK NATURALIST	18	2.0	2.0	0.0
PARKS & RECREATION DIRECTOR	36	1.0	1.0	0.0
PLANNER	16	1.0	1.0	0.0
PLUMBER	14	5.0	5.0	0.0
PROCUREMENT SPECIALIST	24	1.0	0.0	(1.0)
PROGRAMMER ANALYST IV	25	1.0	1.0	0.0
PROJECT MANAGER	24	1.0	1.0	0.0
RECEPTIONIST	7	1.0	0.0	(1.0)
RECREATION ASSISTANT	6	80.7	84.2	3.5
RECREATION FACILITY MANAGER	20	19.0	19.0	0.0
RECREATION SPECIALIST	12	26.0	29.0	3.0
RECREATION SUPERVISOR	16	49.0	48.0	(1.0)
REGIONAL AQUATIC MANAGER	21	3.0	3.0	0.0
SAFETY REPRESENTATIVE	19	2.0	2.0	0.0
SEMI-SKILLED LABORER	6	82.0	77.0	(5.0)
SENIOR ACCOUNT CLERK	13	3.0	3.0	0.0
SENIOR ACCOUNTANT	20	2.0	2.0	0.0
SENIOR BUYER	22	1.0	1.0	0.0
SENIOR CASHIER	10	1.0	1.0	0.0
SENIOR COMMUNITY LIAISON	23	2.0	2.0	0.0
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	0.0
SENIOR DISPATCHER	12	4.0	4.0	0.0
SENIOR GIS TECHNICIAN	17	1.0	1.0	0.0
SENIOR HUMAN RESOURCES GENERALIST	21	0.0	1.0	1.0
SENIOR MICROCOMPUTER ANALYST	23	2.0	1.0	(1.0)
SENIOR OFFICE ASSISTANT	12	4.0	3.0	(1.0)
SENIOR PROCUREMENT SPECIALIST	27	0.0	1.0	1.0
SENIOR PROJECT MANAGER	27	1.0	1.0	0.0
SENIOR STAFF ANALYST	28	2.0	2.0	0.0
SENIOR STAFF ANALYST (EXEC)	28	1.0	1.0	0.0
SENIOR SUPERINTENDENT	27	8.0	7.0	(1.0)
STAFF ANALYST	26	1.0	0.0	(1.0)
STUDENT INTERN I	4	0.0	0.6	0.6
STUDENT INTERN II	10	0.0	1.0	1.0
SUPERINTENDENT	24	19.0	20.0	1.0
SYSTEMS CONSULTANT	26	1.0	1.0	0.0
SYSTEMS SUPPORT ANALYST I	16	2.0	2.0	0.0
SYSTEMS SUPPORT ANALYST IV	25	0.0	1.0	1.0
TECHNICAL HARDWARE ANALYST II	21	1.0	1.0	0.0
URBAN GARDEN MANAGER	23	1.0	1.0	0.0
URBAN PARK RANGER	12	25.0	24.0	(1.0)
URBAN PARK RANGER SUPERVISOR	17	1.0	1.0	0.0
WEB DESIGNER	21	1.0	1.0	0.0
YOUTH SPORTS PROGRAM ASSISTANT MANAGER	20	1.0	1.0	0.0
YOUTH SPORTS PROGRAM MANAGER	25	1.0	1.0	0.0
Total FTEs		738.5	737.5	(1.0)
Less Adjustment for Civilian Vacancy Factor		29.2	27.3	(1.9)
Full-Time Equivalents		709.3	710.2	0.9

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
3600010001	PRD-Director Office			
422122	Municipal Service Fees - TIRZ	624,800	624,800	624,800
452020	Recoveries & Refunds	462,500	484,900	484,900
452030	Miscellaneous Revenue	15,500	15,000	15,500
Total	Parks and Recreation	1,102,800	1,124,700	1,125,200

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	21,914,162	23,127,183	22,327,183	23,235,214
500030	Salary Part Time - Civilian	1,253,315	1,626,984	1,621,422	1,697,995
500060	Overtime - Civilian	593,843	253,487	353,487	391,487
500090	Premium Pay - Civilian	48,435	24,031	24,031	24,031
500110	Bilingual Pay - Civilian	39,382	38,871	38,871	34,800
500180	Temporary Employees	1,153,862	1,133,649	1,133,649	979,748
500250	HOPE Union Business Usage	1,849	4,000	4,000	4,000
501070	Pension - Civilian	5,120,613	5,865,049	5,662,174	6,357,154
501120	Termination Pay - Civilian	335,908	0	503,875	0
502010	FICA - Civilian	1,827,169	1,999,042	1,798,042	2,010,905
503010	Health Ins-Act Civilian	4,778,011	4,736,380	4,736,379	4,641,939
503015	Basic Life Insurance - Active Civilian	12,665	13,388	13,388	13,464
503060	Long Term Disability-Civilian	46,084	48,819	48,819	48,976
503090	Workers Compensation-Civilian-Admin	158,182	184,675	184,675	210,503
503100	Workers Compensation-Civilian-Claim	729,370	539,814	539,814	505,659
504030	Unemployment Claims - Administration	29,103	45,356	45,356	45,356
Total	Personnel Services	38,041,953	39,640,728	39,035,165	40,201,231
511010	Chemical Gases & Special Fluids	90,292	127,000	133,700	139,800
511015	Cleaning & Sanitary Supplies	202,604	183,111	180,195	197,195
511020	Construction Materials	204,908	220,900	226,500	220,200
511025	Electrical Hardware & Parts	199,561	130,500	125,500	130,500
511030	Mechanical Hardware & Parts	83,468	60,300	60,300	61,000
511035	Meters Hydrants & Plumbing Supplies	103,857	113,700	123,200	122,400
511040	Audiovisual Supplies	8,941	7,800	7,800	7,300
511045	Computer Supplies	47,353	28,800	28,800	28,600
511050	Paper & Printing Supplies	61,425	15,100	15,100	20,800
511055	Publications & Printed Materials	1,662	3,800	3,800	3,200
511060	Postage	2,786	3,400	3,400	6,300
511070	Miscellaneous Office Supplies	128,851	92,400	90,600	108,600
511080	General Laboratory Supplies	837	2,700	2,700	2,700
511090	Medical & Surgical Supplies	7,235	20,482	13,700	13,700
511095	Small Technical & Scientific Equipment	1,440	3,760	6,600	7,100
511110	Fuel	1,277,138	1,292,800	1,292,800	1,173,579
511115	Vehicle Repair & Maintenance Supplies	20,012	6,900	6,800	6,800
511120	Clothing	123,973	183,517	181,754	193,700
511125	Food Supplies	2,174	9,600	8,600	9,600
511135	Recreational Supplies	277,441	180,939	182,040	205,040
511140	Landscaping & Gardening Supplies	104,495	139,700	116,200	139,700
511145	Small Tools & Minor Equipment	219,925	152,500	161,100	164,500
511150	Miscellaneous Parts & Supplies	181,969	151,182	168,100	173,400
511155	Inventory Sales	0	5,000	5,000	5,000
Total	Supplies	3,352,347	3,135,891	3,144,289	3,140,714

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520100	Temporary Personnel Services	572,459	623,941	604,900	604,900
520101	Janitorial Services	60,686	94,600	108,600	108,600
520102	Security Services	158,705	189,800	152,800	155,860
520106	Architectural Services	0	6,500	6,500	0
520108	Information Resource Services	40,014	52,600	52,600	52,600
520109	Medical Dental & Laboratory Services	40,705	36,500	36,500	36,500
520110	Management Consulting Services	(97,771)	0	0	0
520113	Photographic Services	17	400	400	400
520114	Miscellaneous Support Services	22,560	37,100	37,100	37,100
520115	Real Estate Lease/Office Rental	187,668	814,858	809,500	698,100
520118	Refuse Disposal	168,244	215,184	214,200	214,200
520119	Computer Eq/SW Mnt	8,555	11,600	11,600	11,600
520121	IT Application Svcs	312,671	382,158	382,158	441,429
520124	Other Equipment Services	3,018	46,680	53,070	83,230
520126	Construction Site Work Services	9,367	2,000	2,000	2,000
520127	Structural Construction Work Services	0	2,500	10,000	10,000
520128	Other Construction Work Services	15,187	10,000	10,000	10,000
520138	Zoo Contract	8,950,947	9,290,310	9,290,310	9,513,994
520139	Motor Pool Charges	249	3,650	3,650	3,650
520141	Engineering Services	0	39,500	39,500	39,500
520146	Contract Instructor Sports	189,691	71,500	71,500	94,000
520510	Mail/Delivery Services	2,886	4,000	4,000	4,100
520515	Print Shop Services	4,204	16,900	16,900	16,400
520520	Printing & Reproduction Services	11,829	7,300	7,300	7,300
520605	Advertising Services	9,877	2,600	2,600	2,100
520705	Insurance Fees	501,501	596,723	498,910	534,232
520755	Contingency	0	729,933	729,933	0
520765	Membership & Professional Fees	16,727	15,400	15,400	19,900
520805	Education & Training	48,519	50,650	50,650	48,450
520905	Travel - Training Related	11,028	25,300	25,500	27,900
520910	Travel - Non-Training Related	19,140	30,180	29,280	29,500
521405	Building Maintenance Services	1,086,402	1,061,300	1,060,800	1,066,000
521410	Sewer Services	871,806	727,831	752,931	753,100
521415	Land and Grounds Maintenance	890,390	1,219,200	1,361,840	1,421,100
521435	Water Services	3,262	800	800	20,300
521505	Electricity	3,809,597	3,982,753	3,982,753	3,798,730
521510	Natural Gas	142,644	128,581	134,593	132,091
521605	Data Services	146,859	256,747	256,747	287,108
521610	Voice Services	522,234	340,763	340,763	297,284
521620	Voice Equipment	4,775	10,855	10,855	3,263
521625	Voice Labor	5,643	13,762	13,762	21,213
521630	GIS Revolving Fund Services	30,962	54,401	54,401	76,769
521635	Voice Services -Wireless	86,943	68,219	68,219	86,216

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Parks and Recreation
Fund No./Bus. Area No. : 1000 / 3600

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521705	Vehicle/Equipment Rental/Lease	27,794	27,224	27,000	18,000
521715	Office Equipment Rental	80,368	79,800	75,700	59,400
521725	Other Rental	277,282	259,731	265,725	262,125
521730	Parking Space Rental	1,863	3,200	3,200	3,200
522305	Freight Charges	23	1,269	600	500
522430	Misc Othr Svcs & Chrg	115,869	226,782	145,700	144,400
522435	Interest Charges Past Due Accounts	351	200	200	200
522720	Interfund Payroll Services	(1,069)	0	0	0
522721	Interfund HR Client Services	504,176	746,606	746,606	765,713
522722	KRONOS Service Chargeback	28,247	32,228	32,228	39,247
522723	Drainage Fee Service Chargeback	906,430	920,400	920,400	890,700
522735	Interfund Communication Equipment Repair	0	5,800	5,800	5,800
522740	Interfund Police Service	42,740	10,000	47,000	47,000
522840	Houston Permitting Center Rent Chargeback	19,051	24,850	24,850	30,993
522845	Interfund Vehicle Services	2,543,151	3,041,764	3,041,764	3,231,050
Total	Other Services and Charges	23,416,476	26,655,433	26,652,598	26,269,047
560210	Furniture Fixtures and Equipment	0	8,246	8,246	0
Total	Equipment	0	8,246	8,246	0
551030	Non-Capital Machinery & Equipment	(443)	0	0	0
Total	Non-Capital Equipment	(443)	0	0	0
532020	Transfers to Capital Projects	1,065,275	1,065,275	1,065,275	1,065,275
Total	Debt Service and Other Uses	1,065,275	1,065,275	1,065,275	1,065,275
Grand Total Expenditures		65,875,608	70,505,573	69,905,573	70,676,267

ADMINISTRATIVE SERVICES DEPARTMENTS

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ADMINISTRATION AND REGULATORY AFFAIRS

Department Description and Mission

The Administration and Regulatory Affairs (ARA) Department provides efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement to operational efficiency and service excellence.

The department's objectives are to:

- Demonstrate integrity, accountability, consistency, and professionalism.
- Provide excellent customer service.
- Emphasize strategic financial planning and performance reporting.
- Maximize the effective and efficient use of public funds.
- Follow directives and policies of City Council and City management.
- Build a cohesive team based on trust, respect, and mutual support.

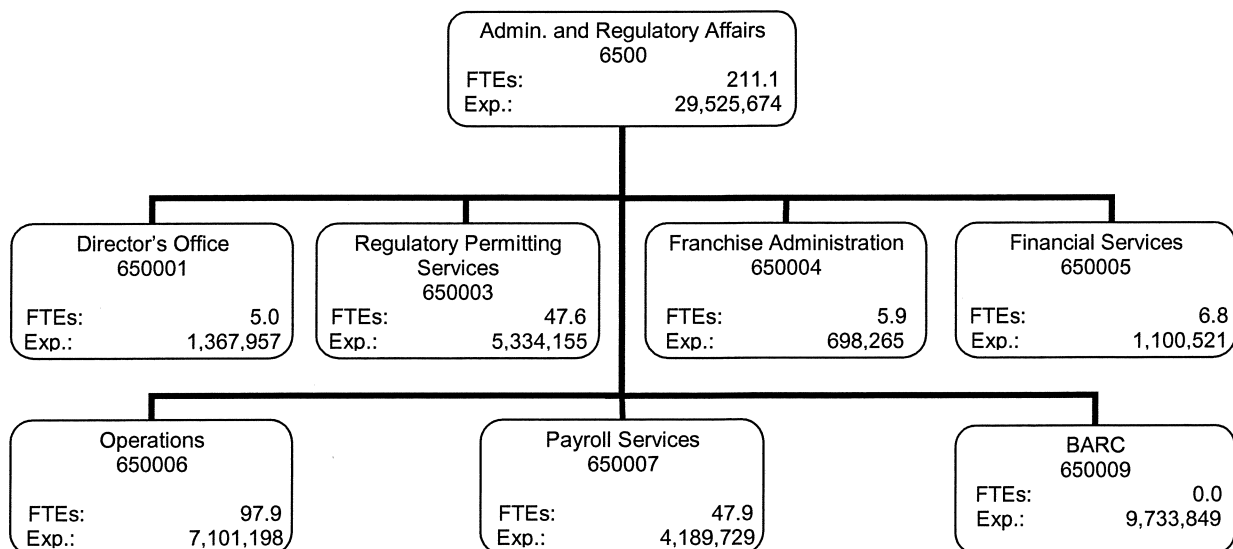
Department Short Term Goals

1. Study best practices in taxicab permit distribution methodologies and make a recommendation to Mayor and City Council.
2. Continue the transformation of 311 Help & Information to develop additional two-way communication functions between 311 and citizens; develop additional functional capabilities of new communication channels (www.houston311.org and mobile apps).
3. Continue the transformation of BARC successfully; complete Phase I of the new adoption center; focus on expanding targeted low-cost spay neuter program.
4. Purchase and implement dynamic parking guidance system downtown; begin 5-year replacement program for parking meters; continue neighborhood meetings with stakeholders.
5. Continue the excellent customer services in ARA Divisions.

Department Long Term Goals

1. Transform Bureau of Animal Regulation and Care (BARC) into the top municipal Animal Shelter and Adoptions Center in the United States.
2. Transform 311 Help & Information into the top citizen engagement center in the United States.
3. Transform vehicle-for-hire industry in Houston through technology, training and economic initiatives.
4. Identify and implement cost-effective technology solutions to facilitate Parking Management's ability to provide way finding and parking availability information to customers; leverage Parking Management infrastructure for economic development purposes.

Department Organization



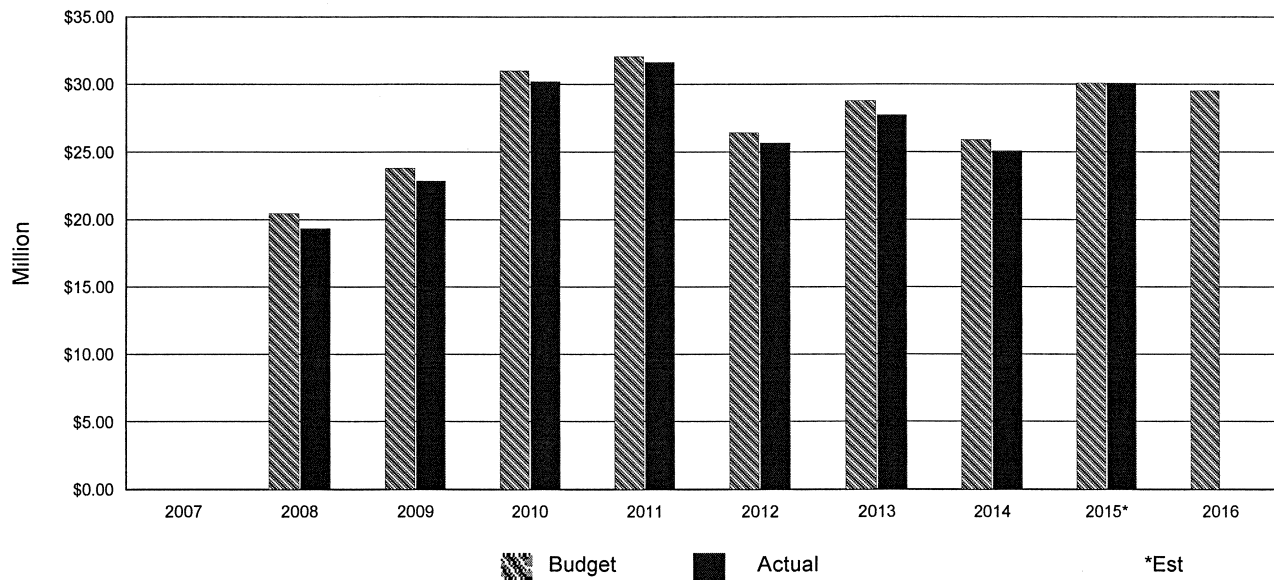
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 1000 / 6500

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	14,438,294	15,453,909	15,443,554	15,817,578
	Supplies	97,974	155,456	155,456	122,606
	Other Services and Charges	3,623,078	4,252,675	4,265,257	3,851,641
	Equipment	5,736	68,454	68,454	0
	Non-Capital Equipment	17,824	82,887	80,660	0
	Total M & O Expenditures	18,182,906	20,013,381	20,013,381	19,791,825
	Debt Service & Other Uses	6,886,018	10,090,460	10,090,460	9,733,849
	Total Expenditure	25,068,924	30,103,841	30,103,841	29,525,674
Revenues		206,901,557	201,409,845	206,177,897	205,899,584
Staffing	Full-Time Equivalents - Civilian	200.7	203.6	203.3	211.1
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	200.7	203.6	203.3	211.1
	Full-Time Equivalents - Overtime	0.8	5.0	1.1	0.7
Significant Budget Changes and Highlights	<p>o FY2016 Budget provides funding for health benefits and pension contribution.</p> <p>o Includes funding of \$611,388 for cost associated with Chapter 46 (Vehicles for Hire) Ordinance 2014-754.</p>				

**Administration and Regulatory Affairs
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No. /Bus. Area No. : 1000 / 6500

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
311 Average Speed of Answer (seconds)	I,Q	75	90	68	75
311 Svc Request Submitted via Smartphone or Web	I,Q	6.7%	5.5%	6.0%	5.5%
Alcohol Site Survey Completion (days)	J	7	10	8	10
Houston Permitting Center (HPC) Wait Time (minutes)	J	13	15	35	25
HPC Customer Satisfaction Survey Rating	J	100%	98%	100%	98%
HPC Vehicle-for-Hire Customers Served	Q,P	18,339	17,200	31,034	25,000
Expenditures Budget vs Actual Utilization	F	97%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	101%	100%	100%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Administration and Regulatory Affairs Fund No. /Bus Area No. : 1000 / 6500						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Director's Office 650001 Executive head of Administration and Regulatory Affairs Department with authority over all department policies, procedures, and employees. Defines strategies to pivot operations and identifies opportunities to streamline customer service delivery.	4.3	1,367,282	4.0	1,290,447	5.0	1,367,957
Regulatory Permitting Services 650003 Administers ordinances related to regulation of vehicles for hire, alcohol related businesses, dance halls, game rooms, etc. Issues permits for burglar alarms.	34.3	4,219,453	39.5	5,341,371	47.6	5,334,155
Franchise Administration 650004 Regulates utilities such as electricity, natural gas, and private water companies. Manages franchises for the use of City right-of-ways.	5.0	520,584	6.0	709,847	5.9	698,265
Financial Services 650005 Develops, manages, and monitors ARA's operating budget. Provides accounting services for ARA and various other departments.	8.0	991,873	8.0	1,277,318	6.8	1,100,521
Operations 650006 Manages 311 Call Center and responds to citizens' questions and requests for service. Organizes and manages the citywide records program. Manages the City's Xerox and HISD contracts. Sells surplus city property. Provides mailroom services to 611 Walker, City Hall and City Hall Annex.	98.9	6,576,534	97.4	7,027,172	97.9	7,101,198
Payroll Services 650007 Provides time & attendance and payroll processing services to all City employees.	50.2	4,217,305	48.4	4,367,226	47.9	4,189,729

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund							
Business Area : Administration and Regulatory Affairs							
Fund No. /Bus Area No. : 1000 / 6500							
Division Description		FY2014 Actual		FY2015 Estimate		FY2016 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
BARC 650009							
BARC was moved to a Special Revenue Fund 2427 in FY2011. The budget line item "Transfer to Special Revenue Fund" is set up in General Fund.		0.0	7,175,893	0.0	10,090,460	0.0	9,733,849
Total		200.7	25,068,924	203.3	30,103,841	211.1	29,525,674

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	42.0	41.0	(1.0)
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	4.0	4.0	0.0
ADMIN. & REG. AFFAIRS DIRECTOR	37	1.0	1.0	0.0
ADMINISTRATION MANAGER	26	10.0	12.0	2.0
ADMINISTRATIVE ASSISTANT	17	13.0	12.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	12.0	7.0	(5.0)
ADMINISTRATIVE COORDINATOR	24	2.0	3.0	1.0
ADMINISTRATIVE SPECIALIST	20	15.0	16.0	1.0
ADMINISTRATIVE SUPERVISOR	22	4.0	4.0	0.0
ASSISTANT DIRECTOR (EXEC)	32	4.0	3.0	(1.0)
CUSTOMER SERVICE MANAGER	29	1.0	0.0	(1.0)
CUSTOMER SERVICE REP. I	13	13.0	16.0	3.0
CUSTOMER SERVICE REP. II	15	5.0	5.0	0.0
CUSTOMER SERVICE REP. III	16	6.0	7.0	1.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	0.0
CUSTOMER SERVICE SUPERVISOR	18	1.0	2.0	1.0
DEPUTY ASSISTANT DIRECTOR (EXEC)	30	3.0	3.0	0.0
DEPUTY DIRECTOR (EXEC)	34	0.0	1.0	1.0
DIVISION MANAGER	29	7.0	8.0	1.0
FINANCIAL ANALYST IV	25	1.0	0.0	(1.0)
FIXED ASSET SPECIALIST	13	1.0	1.0	0.0
GRAPHIC DESIGNER	17	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	3.0	2.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	0.0
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	1.0	0.0
MANAGEMENT ANALYST I	15	2.0	5.0	3.0
MANAGEMENT ANALYST II	18	1.0	2.0	1.0
MANAGEMENT ANALYST III	21	1.0	2.0	1.0
MANAGEMENT INTERN	11	1.0	0.0	(1.0)
OFFICE SUPERVISOR	17	1.0	0.0	(1.0)
RECORDS ADMINISTRATOR	23	1.0	1.0	0.0
REGULATORY INVESTIGATOR	11	4.0	10.0	6.0
REGULATORY SUPERVISOR	20	1.0	2.0	1.0
SENIOR 3-1-1 TELECOMMUNICATOR	15	12.0	12.0	0.0
SENIOR ACCOUNT CLERK	13	1.0	1.0	0.0
SENIOR ACCOUNTANT	20	3.0	3.0	0.0
SENIOR CLERK	8	3.0	3.0	0.0
SENIOR REGULATORY INVESTIGATOR	14	7.0	6.0	(1.0)
SENIOR STAFF ANALYST	28	5.0	7.0	2.0
STAFF ANALYST	26	9.0	6.0	(3.0)
TRAINER	17	2.0	1.0	(1.0)
TRAINING ADMINISTRATOR	24	1.0	1.0	0.0
Total FTEs		207.0	213.0	6.0
Less Adjustment for Civilian Vacancy Factor		3.4	1.9	(1.5)
Full-Time Equivalents		203.6	211.1	7.5

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
6500030001	ARA - Transportation			
421220	School Bus Licenses & Permits	32,425	44,218	39,401
421230	Taxicab Licenses & Permits	1,327,420	1,332,848	1,375,160
421280	Other Licenses & Permits	0	422,020	613,212
421570	Limousine Permits	870,958	1,094,124	1,027,653
421580	Charter Bus Permits	142,323	189,947	234,771
421600	Jitney Permit & Inspection Fees	4,881	4,881	5,020
421610	Low Speed Shuttle Permit/Inspection Fees	1,852	1,852	2,543
421620	Pedicab Permits & Inspection Fees	9,067	11,547	9,864
421630	Administrative Fee - Licenses & Permits	171,441	174,207	194,842
426240	Limousine Inspection Fees	90,716	122,922	106,668
6500030002	ARA - Franchise Administration			
416010	Electricity Franchise Tax	99,169,603	99,171,777	99,751,844
417010	Telephone Franchise Tax	42,225,000	42,700,000	41,165,000
418010	Natural Gas Franchise Tax	14,538,332	14,538,332	14,839,561
419010	Cable TV Franchise Tax	21,200,000	23,400,000	23,900,000
419040	Solid Waste Hauler Franchise Fee	6,400,000	6,750,000	6,980,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	45,184	45,184	44,600
419090	Telecomm Franchise Fees - Prior Year	0	7,976	(300,000)
419120	Solid Waste Franchise Fees-Prior Year	0	101,727	0
421590	Right-of-way Permits	290,742	290,742	287,000
6500030003	ARA - Commercial Permitting			
421100	Occupation Licenses	209,616	186,365	185,947
421110	Sexually Oriented Business Permits	25,497	23,499	23,158
421130	Decals for Coin-Ope.Amusement Machines	376,673	392,351	374,329
421140	Dance Licenses	57,440	51,744	57,710
421150	Liquor Licenses	1,516,968	1,402,728	1,358,208
421280	Other Licenses & Permits	251,870	359,514	394,853
421630	Administrative Fee - Licenses & Permits	57,283	57,734	50,141
426330	Miscellaneous Copies Fees	70	70	62
428090	Miscellaneous Fines & Forfeitures	0	18,360	0
6500030005	ARA - Burglar Alarm Permitting			
421170	Burglar Alarm Permits	8,400,000	9,215,452	9,139,245
421630	Administrative Fee - Licenses & Permits	576,635	644,902	638,772
428050	False Alarm Penalties	1,958,467	1,976,326	1,952,480
6500070001	ARA - Payroll Services			
424080	Interfund Payroll Services	673,310	657,632	664,570
426290	Other Service Charges	90,270	88,094	87,168
6500070007	ARA - Asset Disposition/PDMO			
434205	Sale of Scrap Metal	2,000	2,020	2,000
434225	Sale of Non-Capital Equip. & Merchandise	300,000	303,000	300,000
6500080003	ARA - 3-1-1			
424040	Interfund 311	373,376	373,376	373,376
Total	Administration and Regulatory Affairs	201,409,845	206,177,897	205,899,584

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	9,260,615	9,946,189	9,799,783	10,167,332
500030	Salary Part Time - Civilian	368,761	321,671	359,671	346,619
500060	Overtime - Civilian	42,833	40,060	75,833	49,335
500090	Premium Pay - Civilian	13,092	23,930	13,454	23,930
500110	Bilingual Pay - Civilian	46,931	52,957	48,395	52,663
500210	Pay for Performance-Municipal	5,000	25,698	46,098	25,698
501050	Employee Awards	2,626	6,500	6,500	6,500
501070	Pension - Civilian	2,173,508	2,522,349	2,503,422	2,781,782
501120	Termination Pay - Civilian	186,211	92,765	125,487	11,373
502010	FICA - Civilian	751,811	790,520	790,521	808,372
503010	Health Ins-Act Civilian	1,472,231	1,509,927	1,508,883	1,413,931
503015	Basic Life Insurance - Active Civilian	5,445	5,788	5,648	5,906
503060	Long Term Disability-Civilian	15,472	16,728	15,861	17,011
503090	Workers Compensation-Civilian-Admin	44,127	54,270	56,441	62,569
503100	Workers Compensation-Civilian-Claim	33,975	27,557	70,557	27,557
504030	Unemployment Claims - Administration	15,656	17,000	17,000	17,000
Total	Personnel Services	14,438,294	15,453,909	15,443,554	15,817,578
511020	Construction Materials	22	0	0	0
511040	Audiovisual Supplies	(108)	0	0	0
511045	Computer Supplies	12,230	22,247	22,247	11,347
511050	Paper & Printing Supplies	2,356	15,287	15,287	6,434
511055	Publications & Printed Materials	655	1,400	1,400	600
511060	Postage	24,508	20,900	20,900	20,900
511070	Miscellaneous Office Supplies	33,694	46,882	46,882	47,602
511110	Fuel	12,164	22,140	22,140	10,123
511115	Vehicle Repair & Maintenance Supplies	821	4,112	4,112	4,112
511120	Clothing	4,414	6,530	6,530	6,530
511125	Food Supplies	0	1,480	1,480	480
511150	Miscellaneous Parts & Supplies	6,691	14,478	14,478	14,478
511160	Protective Gear	527	0	0	0
Total	Supplies	97,974	155,456	155,456	122,606
520100	Temporary Personnel Services	107,996	106,689	127,595	121,812
520102	Security Services	2,696	9,600	9,600	9,600
520105	Accounting & Auditing Services	1,439,117	1,495,402	1,495,402	1,488,038
520107	Computer Info/Contr	1,998	3,500	3,500	3,500
520108	Information Resource Services	101	23,450	23,450	200
520109	Medical Dental & Laboratory Services	1,518	530	1,382	530
520110	Management Consulting Services	7,575	21,731	21,731	21,731
520112	Banking Services	57,211	100,000	100,000	100,000
520114	Miscellaneous Support Services	28,182	33,860	33,860	33,860
520119	Computer Eq/SW Mnt	147,870	196,216	196,216	196,216
520121	IT Application Svcs	367,013	304,403	304,403	318,867
520123	Vehicle & Motor Equipment Services	18,194	0	0	0
520124	Other Equipment Services	(60)	0	0	0
520141	Engineering Services	96	0	0	0
520510	Mail/Delivery Services	230	690	690	650
520515	Print Shop Services	38,483	31,005	38,182	23,001

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520520	Printing & Reproduction Services	16,205	20,015	19,590	24,432
520605	Advertising Services	1,143	190	1,545	190
520705	Insurance Fees	2,452	8,313	8,313	6,738
520725	Assessments - Other Governments	0	4,200	4,200	4,200
520765	Membership & Professional Fees	7,593	8,383	8,383	8,383
520805	Education & Training	19,890	20,650	20,650	17,140
520905	Travel - Training Related	16,183	16,604	16,604	16,604
520910	Travel - Non-Training Related	961	10,495	10,495	1,000
521405	Building Maintenance Services	0	20,000	20,000	0
521605	Data Services	108,870	126,986	126,986	84,883
521610	Voice Services	305,803	406,545	406,545	370,376
521620	Voice Equipment	10,388	10,499	9,499	2,856
521625	Voice Labor	592	12,042	12,042	18,561
521630	GIS Revolving Fund Services	17,349	31,013	31,013	27,463
521635	Voice Services -Wireless	71,160	117,960	115,620	95,888
521705	Vehicle/Equipment Rental/Lease	3,214	7,039	7,039	7,039
521715	Office Equipment Rental	66,059	71,445	71,445	71,445
521730	Parking Space Rental	37,737	85,098	85,098	85,098
521735	Hobby Parking Space Rental	39,522	56,600	56,600	56,600
522405	Management Savings	(495)	0	0	0
522430	Misc Othr Svcs & Chrg	76,530	10,242	10,242	6,209
522435	Interest Charges Past Due Accounts	290	500	500	500
522720	Interfund Payroll Services	(139)	0	0	0
522721	Interfund HR Client Services	160,298	303,527	303,527	243,943
522722	KRONOS Service Chargeback	9,311	9,938	9,938	12,102
522795	Other Interfund Services	112,547	119,618	119,618	0
522840	Houston Permitting Center Rent Chargeback	321,395	415,854	415,854	358,495
522845	Interfund Vehicle Services	0	31,843	17,900	13,491
Total	Other Services and Charges	3,623,078	4,252,675	4,265,257	3,851,641
560220	Vehicles	0	68,454	68,454	0
560230	Computer HW and Developed SW	5,736	0	0	0
Total	Equipment	5,736	68,454	68,454	0
551010	Non-Cap Office Furniture & Equipment	942	10,253	8,026	0
551015	Non-Capital Computer Equipment	3,645	72,634	72,634	0
551040	Non-Capital Other	13,237	0	0	0
Total	Non-Capital Equipment	17,824	82,887	80,660	0
532015	Transfers to Convention & Entertainment	(289,875)	0	0	0
532025	Transfers to Special Revenues	7,175,893	10,090,460	10,090,460	9,733,849
Total	Debt Service and Other Uses	6,886,018	10,090,460	10,090,460	9,733,849
Grand Total Expenditures		25,068,924	30,103,841	30,103,841	29,525,674



CITY CONTROLLER

Department Description and Mission

The mission of the Office of the City Controller is to protect the financial integrity of Houston's City government by:

- o Accurately and timely reporting on the City's current financial condition.
- o Assessing the City's future financial condition with accurate forecasts of projected revenues and expenses.
- o Certifying to City Council that funds are available for all appropriations and commitments of funds and keeping accurate books of account to reflect these commitments.
- o Certifying that vendors with City contracts are not delinquent on City taxes.
- o Auditing the financial activities of the City departments.
- o Ensuring that every City dollar is fully and wisely invested at all times.
- o Serving as the financial voice for City government, informing the citizens about important financial issues.

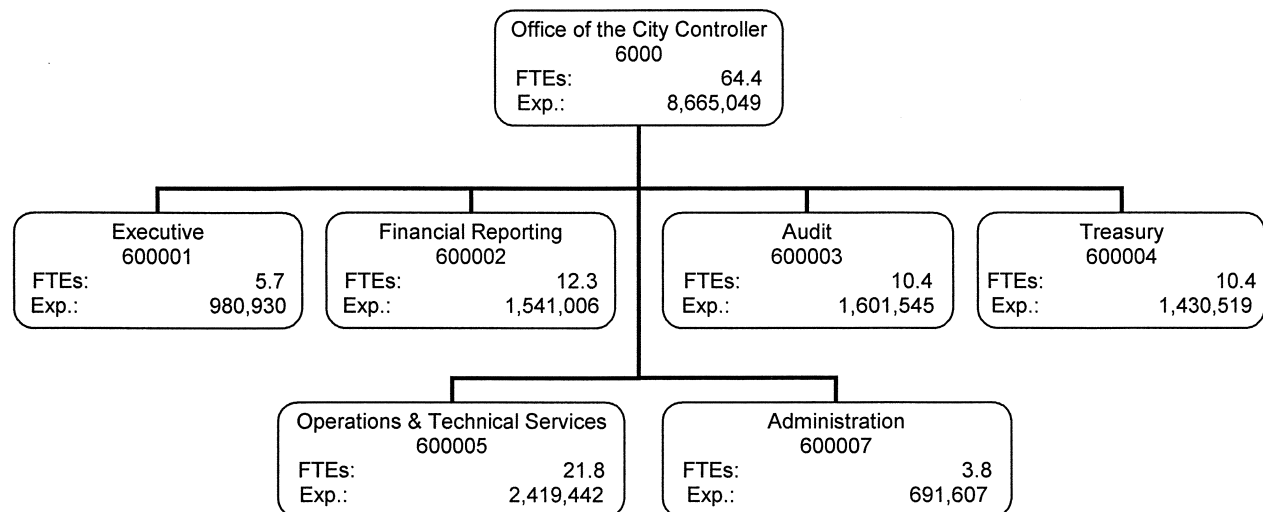
Department Short Term Goals:

- o Increase transparency of government spending.
- o Automate the City's Comprehensive Annual Financial Report.
- o Retain AAA rating from Standard and Poor's for the City's Investment Portfolio.
- o Work to implement paperless approval of City's invoices.

Department Long Term Goals:

- o Resume expansion of the Audit Division.
- o Successfully pass a peer review process for the Audit Division.
- o Complete paperless workflow system for financial data.

Department Organization

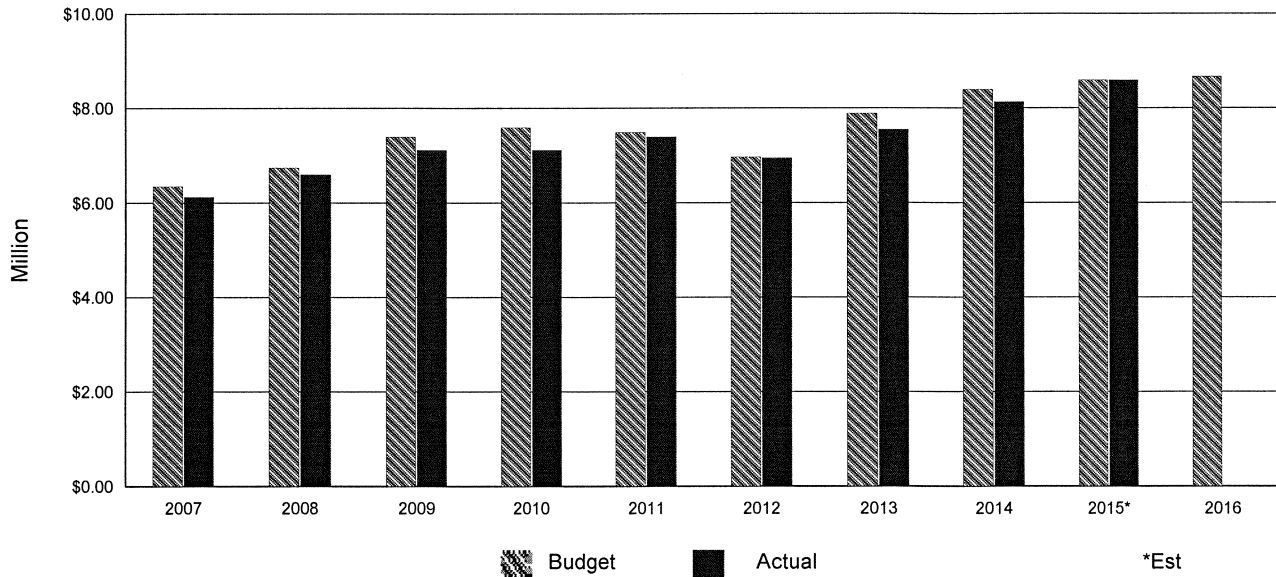


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund					
Business Area : City Controller					
Fund No. /Bus. Area No. : 1000 / 6000		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	7,030,597	7,173,107	7,173,107	7,348,315
	Supplies	76,838	154,362	154,362	129,098
	Other Services and Charges	1,026,423	1,262,141	1,262,141	1,187,636
	Total M & O Expenditures	<u>8,133,858</u>	<u>8,589,610</u>	<u>8,589,610</u>	<u>8,665,049</u>
	Debt Service & Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total Expenditure	<u>8,133,858</u>	<u>8,589,610</u>	<u>8,589,610</u>	<u>8,665,049</u>
Revenues		(50)	0	0	0
Staffing	Full-Time Equivalents - Civilian	65.3	64.5	64.5	64.4
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	65.3	64.5	64.5	64.4
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2016 Budget provides funding for health benefits and pension contribution.				
	o The FY2016 Budget provides funding for the continuation of current service levels.				

**City Controller
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : City Controller Fund No. /Bus Area No. : 1000 / 6000						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Executive 600001 Sets policy for the City Controller's Office, serves as the independent financial voice for the City of Houston, and provides the communication link between the office and the public.	7.0	1,028,088	5.7	919,271	5.7	980,930
Financial Reporting 600002 Provides timely and accurate monthly financial reports and prepares the Comprehensive Annual Financial Report (CAFR).	12.2	1,319,571	12.3	1,498,961	12.3	1,541,006
Audit 600003 Provides the Mayor, City Council and department management with independent analyses and recommendations concerning the adequacy and effectiveness of the City's internal control structure. Responds to Fraud Hotline.	11.4	1,569,306	10.4	1,628,619	10.4	1,601,545
Treasury 600004 Manages all investments of City funds except pension and trust funds. Oversees all debt operations, revolving credit agreements and letters of credit, new debt issuances and refinancing of existing debt.	8.7	1,278,513	9.5	1,394,098	10.4	1,430,519
Operations & Technical Services 600005 Reviews and approves financial transactions relating to disbursements and payroll; maintains archive records of City transactions; performs bank reconciliations; coordinates tax reviews of City vendors. Certifies funds for Council Action. Processes unclaimed property.	22.5	2,299,504	22.8	2,416,023	21.8	2,419,442

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : City Controller Fund No. /Bus Area No. : 1000 / 6000						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Administration 600007 Provides the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.	3.5	638,876	3.8	732,638	3.8	691,607
Total	65.3	8,133,858	64.5	8,589,610	64.4	8,665,049

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : City Controller
Fund No./Bus. Area No. : 1000 / 6000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNTANT SUPERVISOR	24	1.0	1.0	0.0
ADMINISTRATION MANAGER	26	1.0	1.0	0.0
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	0.0
ADMINISTRATIVE ASSISTANT	17	8.0	7.0	(1.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	0.0	1.0	1.0
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	0.0
ADMINISTRATIVE COORDINATOR	24	2.0	3.0	1.0
ADMINISTRATIVE SPECIALIST	20	1.0	0.0	(1.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	0.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	0.0
ASSISTANT CITY AUDITOR III	25	4.0	4.0	0.0
ASSISTANT CITY AUDITOR IV	27	3.0	3.0	0.0
ASSISTANT CITY AUDITOR V	29	2.0	2.0	0.0
ASSISTANT CITY CONTROLLER I	13	2.0	1.0	(1.0)
ASSISTANT CITY CONTROLLER II	19	2.0	3.0	1.0
ASSISTANT CITY CONTROLLER III	25	4.0	4.0	0.0
ASSISTANT CITY CONTROLLER IV	27	5.0	5.0	0.0
ASSISTANT CITY CONTROLLER V	29	3.0	3.0	0.0
CITY AUDITOR (EXE LEV)	34	1.0	1.0	0.0
CITY CONTROLLER		1.0	1.0	0.0
DEPUTY CITY CONTROLLER (EXE LEV)	36	4.0	4.0	0.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DEPUTY DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	31	2.0	3.0	1.0
FINANCIAL ANALYST I	15	0.0	1.0	1.0
LAN SPECIALIST	26	1.0	1.0	0.0
MANAGEMENT ANALYST IV	25	2.0	2.0	0.0
MICROCOMPUTER ANALYST	20	1.0	1.0	0.0
SENIOR ACCOUNT CLERK	13	1.0	1.0	0.0
SENIOR STAFF ANALYST	28	0.0	1.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	0.0
SENIOR TREASURY ANALYST	26	3.0	3.0	0.0
STAFF ANALYST (EXE LEV)	26	1.0	1.0	0.0
STUDENT INTERN II	10	1.0	1.0	0.0
SYSTEMS SUPPORT ANALYST IV	25	2.0	2.0	0.0
TREASURY ANALYST	21	1.0	0.0	(1.0)
TREASURY MANAGER	30	1.0	1.0	0.0
Total FTEs		68.0	68.0	0.0
Less Adjustment for Civilian Vacancy Factor		3.5	3.6	0.1
Full-Time Equivalents		64.5	64.4	(0.1)

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : City Controller
Fund No./Bus. Area No. : 1000 / 6000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	4,873,032	4,971,619	4,971,619	4,915,646
500030	Salary Part Time - Civilian	77,655	33,506	33,506	175,366
500060	Overtime - Civilian	22	0	0	0
500110	Bilingual Pay - Civilian	1,803	1,820	1,820	1,820
501070	Pension - Civilian	1,139,502	1,260,800	1,260,800	1,344,922
501120	Termination Pay - Civilian	68,385	60,801	60,801	43,500
501160	Vehicle Allowance - Civilian	4,216	4,200	4,200	4,200
502010	FICA - Civilian	360,154	367,739	367,739	371,798
503010	Health Ins-Act Civilian	480,359	443,338	443,338	459,722
503015	Basic Life Insurance - Active Civilian	2,886	2,890	2,890	2,945
503060	Long Term Disability-Civilian	4,945	5,399	5,399	5,305
503090	Workers Compensation-Civilian-Admin	13,794	16,900	16,900	18,996
503100	Workers Compensation-Civilian-Claim	0	1,580	1,580	1,580
504030	Unemployment Claims - Administration	3,844	2,515	2,515	2,515
Total	Personnel Services	7,030,597	7,173,107	7,173,107	7,348,315
511045	Computer Supplies	23,628	66,512	66,512	50,532
511050	Paper & Printing Supplies	49	3,500	3,500	3,500
511055	Publications & Printed Materials	1,174	3,600	3,600	3,600
511060	Postage	31,884	38,000	38,000	37,216
511070	Miscellaneous Office Supplies	18,329	34,250	34,250	28,750
511150	Miscellaneous Parts & Supplies	1,774	8,500	8,500	5,500
Total	Supplies	76,838	154,362	154,362	129,098
520100	Temporary Personnel Services	51,215	36,500	36,500	36,500
520105	Accounting & Auditing Services	396,762	392,000	392,000	392,000
520108	Information Resource Services	54,533	85,000	85,000	80,000
520109	Medical Dental & Laboratory Services	158	200	200	200
520110	Management Consulting Services	3,918	0	0	0
520112	Banking Services	83,253	160,000	160,000	150,584
520114	Miscellaneous Support Services	12,427	15,000	15,000	14,000
520119	Computer Eq/SW Mnt	54,425	82,000	82,000	77,000
520120	Communications Equipment Services	5,940	6,000	6,000	6,000
520121	IT Application Svcs	97,501	99,217	99,217	100,467
520510	Mail/Delivery Services	173	2,600	2,600	2,600
520515	Print Shop Services	5,052	5,473	5,473	5,473
520520	Printing & Reproduction Services	7,363	21,100	21,100	18,100
520705	Insurance Fees	930	989	989	1,130
520765	Membership & Professional Fees	4,687	9,165	9,165	10,165
520805	Education & Training	18,444	26,500	26,500	27,700
520905	Travel - Training Related	26,992	30,500	30,500	30,500
520910	Travel - Non-Training Related	1,877	5,500	5,500	5,500
521605	Data Services	25,307	6,035	6,035	6,416
521610	Voice Services	20,234	12,647	12,647	11,034

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : City Controller
Fund No./Bus. Area No. : 1000 / 6000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521620	Voice Equipment	593	1,750	1,750	526
521625	Voice Labor	0	2,218	2,218	3,419
521630	GIS Revolving Fund Services	2,644	3,730	3,730	3,477
521635	Voice Services -Wireless	8,017	7,949	7,949	4,992
521715	Office Equipment Rental	16,793	27,000	27,000	27,000
521720	Computer Equipment Rental	25,800	26,000	26,000	26,000
521725	Other Rental	0	1,300	1,300	1,300
521730	Parking Space Rental	37,790	48,377	48,377	40,000
522430	Misc Othr Svcs & Chrg	10,979	70,670	70,670	30,670
522721	Interfund HR Client Services	49,727	73,656	73,656	71,150
522722	KRONOS Service Chargeback	2,889	3,065	3,065	3,733
Total	Other Services and Charges	1,026,423	1,262,141	1,262,141	1,187,636
Grand Total Expenditures		8,133,858	8,589,610	8,589,610	8,665,049



CITY COUNCIL

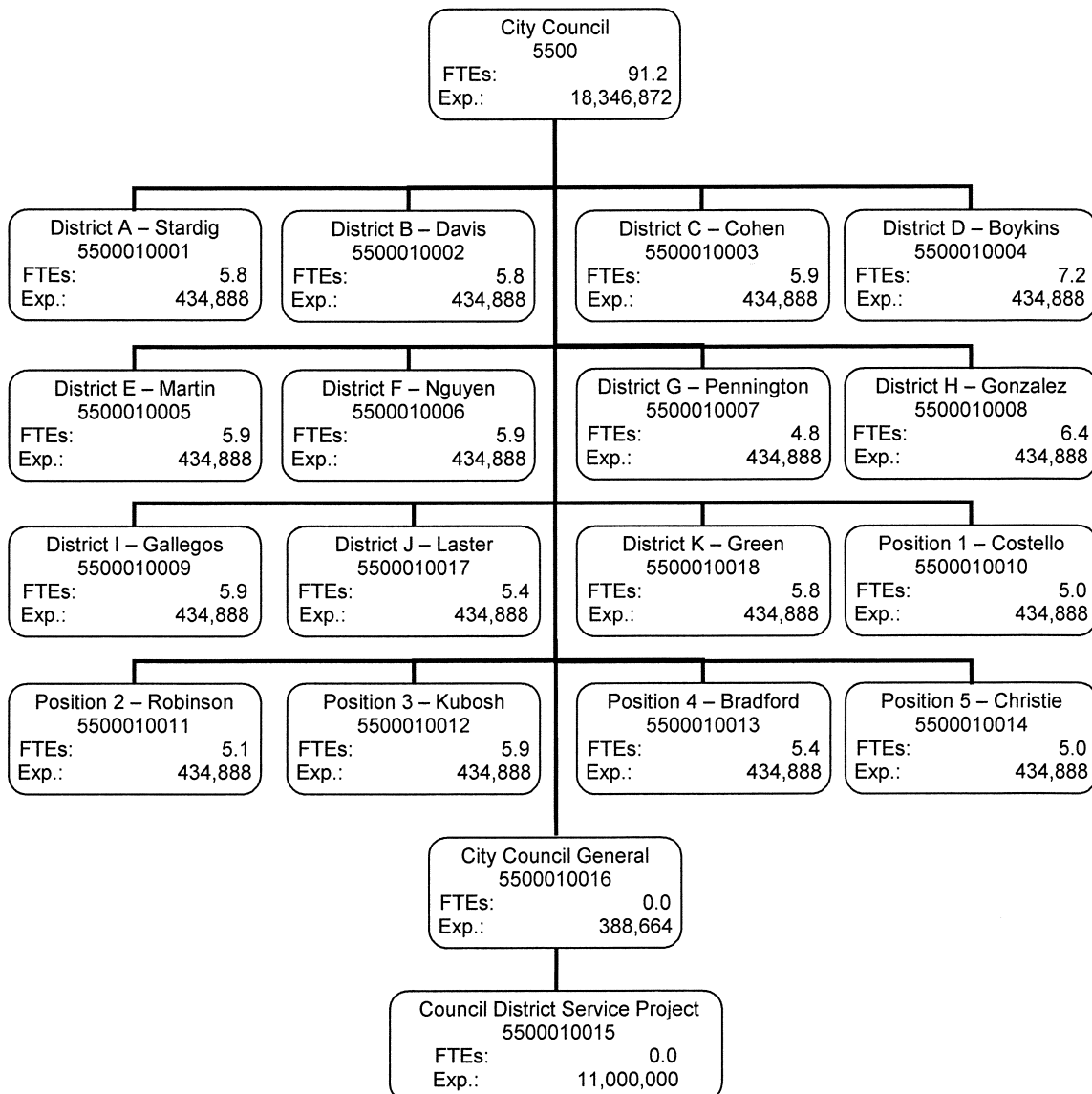
Department Description and Mission

There are sixteen Council Members who represent eleven geographical districts and five at-large positions.

The Houston City Council serves as the legislative body with power to enact all ordinances and resolutions. The Members of Council jointly determine policy and initiate legislation. The City Council convenes twice weekly to administer duties set forth by the City Charter.

The Council Members respond to several thousand constituents' calls and letters weekly, hold community meetings, and attend civic organization meetings. The Administrative Office of City Council provides the administrative support function for City Council.

Department Organization



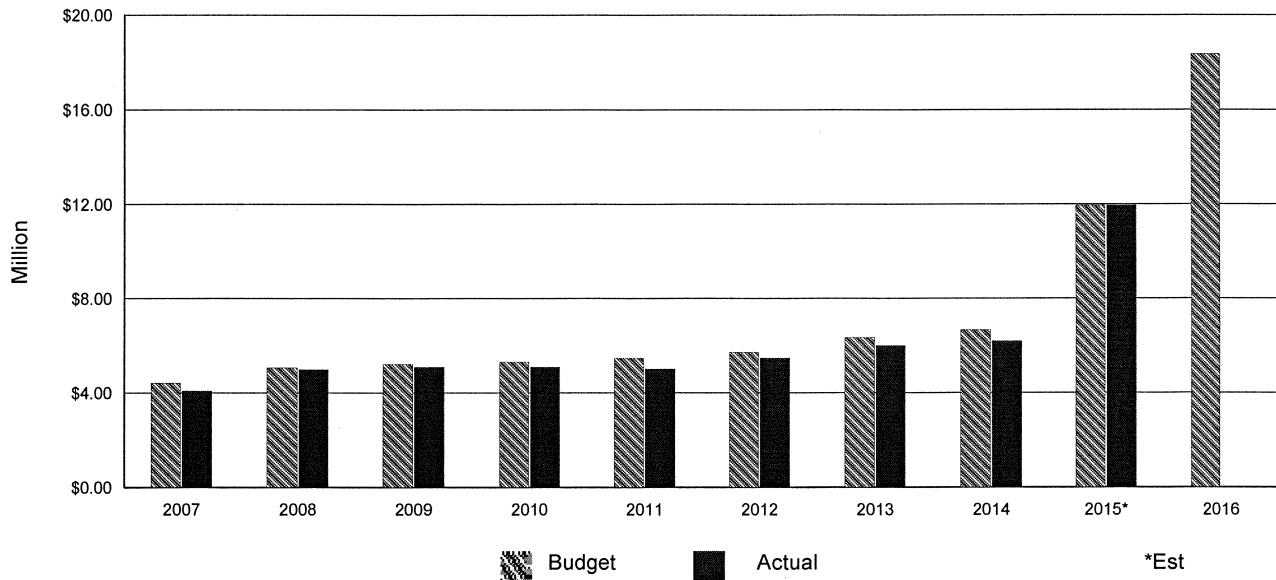
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : City Council
Fund No. /Bus. Area No. : 1000 / 5500

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	5,826,016	7,149,104	7,145,530	6,841,580
	Supplies	87,191	491,645	478,474	71,448
	Other Services and Charges	289,806	4,199,933	4,216,678	11,433,844
	Equipment	0	18,870	18,870	0
	Non-Capital Equipment	5,274	98,656	98,656	0
	Total M & O Expenditures	<u>6,208,287</u>	<u>11,958,208</u>	<u>11,958,208</u>	<u>18,346,872</u>
	Debt Service & Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total Expenditure	<u>6,208,287</u>	<u>11,958,208</u>	<u>11,958,208</u>	<u>18,346,872</u>
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	74.6	87.5	87.5	91.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	<u>74.6</u>	<u>87.5</u>	<u>87.5</u>	<u>91.2</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Includes funding for Council District Service Project Program. 				

**City Council
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : City Council Fund No. /Bus Area No. : 1000 / 5500							
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget		
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$	
City Council 550001 Serves as a legislative body with power to enact all ordinances and resolutions. The Council Members determine policy, initiate legislation and administer duties set forth in the City Charter.	74.6	6,208,287	87.5	6,958,208	91.2	7,346,872	
Council District Service Project 550002 Council District Service Project Program establishes a method to address minor neighborhood issues. Each District Council Member is allocated an equal amount from the \$5,000,000 to be utilized based on neighborhood needs and constituents' input in determining what money will be spent on what issues, with approval by the Mayor.	0.0	0	0.0	5,000,000	0.0	11,000,000	
Total	74.6	6,208,287	87.5	11,958,208	91.2	18,346,872	

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : City Council
Fund No./Bus. Area No. : 1000 / 5500

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
COUNCIL ADMINISTRATIVE ASSISTANT (EXEC)	20	13.3	13.1	(0.2)
COUNCIL INTERN (EXEC)	8	7.0	13.3	6.3
COUNCIL MEMBER		16.0	16.0	0.0
COUNCIL RESEARCH ASSISTANT (EXEC)	23	16.0	10.0	(6.0)
COUNCIL SECRETARY (EXEC)	15	18.2	19.8	1.6
SENIOR COUNCIL AIDE (EXEC)	28	17.0	19.0	2.0
Total FTEs		87.5	91.2	3.7
Less Adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		87.5	91.2	3.7

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : City Council
Fund No./Bus. Area No. : 1000 / 5500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	3,864,560	4,153,941	4,166,135	4,196,519
500030	Salary Part Time - Civilian	294,460	441,732	430,843	631,809
500060	Overtime - Civilian	618	172,297	172,000	0
500070	Overtime - Classified	0	429,000	429,000	0
500110	Bilingual Pay - Civilian	5,887	6,326	3,615	4,518
501070	Pension - Civilian	904,345	1,058,886	1,056,536	1,148,161
501160	Vehicle Allowance - Civilian	68,428	67,456	67,456	67,456
502010	FICA - Civilian	315,939	352,506	351,943	369,718
503010	Health Ins-Act Civilian	346,554	435,297	437,417	388,664
503015	Basic Life Insurance - Active Civilian	2,282	2,486	2,482	2,589
503060	Long Term Disability-Civilian	4,689	4,988	4,985	4,930
503090	Workers Compensation-Civilian-Admin	18,254	24,189	23,118	27,216
Total	Personnel Services	5,826,016	7,149,104	7,145,530	6,841,580
511020	Construction Materials	0	9,500	9,500	0
511025	Electrical Hardware & Parts	0	112,000	112,000	0
511045	Computer Supplies	14,521	12,228	2,600	9,800
511050	Paper & Printing Supplies	394	665	665	700
511055	Publications & Printed Materials	4,278	5,770	4,499	5,042
511060	Postage	7,503	3,171	2,621	2,050
511070	Miscellaneous Office Supplies	44,625	45,561	45,861	40,099
511100	Veterinary & Animal Supplies	0	260,000	260,000	0
511120	Clothing	8,625	7,689	5,900	8,676
511125	Food Supplies	760	332	0	700
511135	Recreational Supplies	0	26,250	26,250	0
511140	Landscaping & Gardening Supplies	0	3,200	3,200	0
511150	Miscellaneous Parts & Supplies	6,485	5,279	5,378	4,381
Total	Supplies	87,191	491,645	478,474	71,448
520100	Temporary Personnel Services	0	120,000	120,000	0
520106	Architectural Services	0	160,500	160,500	0
520107	Computer Info/Contr	9,547	11,487	8,475	11,193
520109	Medical Dental & Laboratory Services	1,616	454	0	163
520110	Management Consulting Services	1,555	3,500	0	3,000
520115	Real Estate Lease/Office Rental	1,500	6,000	0	6,000
520120	Communications Equipment Services	0	1,326	1,326	1,326
520121	IT Application Svcs	52,928	67,745	67,745	80,682
520122	Office Equipment Services	410	310	0	100
520124	Other Equipment Services	1,165	0	0	0
520126	Construction Site Work Services	0	65,500	65,500	0
520127	Structural Construction Work Services	0	110,000	110,000	0
520515	Print Shop Services	26,656	16,753	15,087	18,017
520520	Printing & Reproduction Services	29,344	17,500	15,250	11,900
520605	Advertising Services	1,169	2,007	349	1,100
520755	Contingency	0	16,747	45,140	115,815
520765	Membership & Professional Fees	1,615	135,975	135,850	1,125
520805	Education & Training	0	121,700	121,700	600
520905	Travel - Training Related	8,512	7,272	3,630	8,648
520910	Travel - Non-Training Related	36,383	67,304	72,922	73,196
521415	Land and Grounds Maintenance	0	45,000	45,000	0
521420	Infrastructure Maintenance Service	0	6,353	6,353	0
521505	Electricity	0	42,284	42,284	0
521605	Data Services	51,435	37,609	37,609	33,622
521610	Voice Services	20,415	15,575	15,575	13,488
521620	Voice Equipment	580	5,424	5,424	1,632
521625	Voice Labor	0	6,880	6,880	10,608

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area : City Council
 Fund No./Bus. Area No. : 1000 / 5500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521630	GIS Revolving Fund Services	3,584	4,624	4,624	4,720
521635	Voice Services -Wireless	28,649	27,963	27,963	25,493
521705	Vehicle/Equipment Rental/Lease	1,820	0	0	0
521715	Office Equipment Rental	5,600	5,952	5,952	5,952
521725	Other Rental	0	23,500	29,500	0
522430	Misc Othr Svcs & Chrg	1,675	3,043,036	3,042,387	11,001,000
522722	KRONOS Service Chargeback	3,648	3,653	3,653	4,464
Total	Other Services and Charges	289,806	4,199,933	4,216,678	11,433,844
560810	Cap Exp-Controlled Equipment	0	18,870	18,870	0
Total	Equipment	0	18,870	18,870	0
551010	Non-Cap Office Furniture & Equipment	5,274	95,386	95,386	0
551015	Non-Capital Computer Equipment	0	3,270	3,270	0
Total	Non-Capital Equipment	5,274	98,656	98,656	0
Grand Total Expenditures		6,208,287	11,958,208	11,958,208	18,346,872

CITY SECRETARY

Department Description and Mission

The Office of the City Secretary is responsible for recording the minutes of City Council meetings and maintaining all official City records. The activities of the City Secretary include: preparing the Council meeting agenda, administering City elections, receiving vendor bid proposals, and processing Council motions, resolutions, and ordinances.

Department Organization

	City Secretary	
	750001	
FTEs:		11.2
Exp.:		888,982

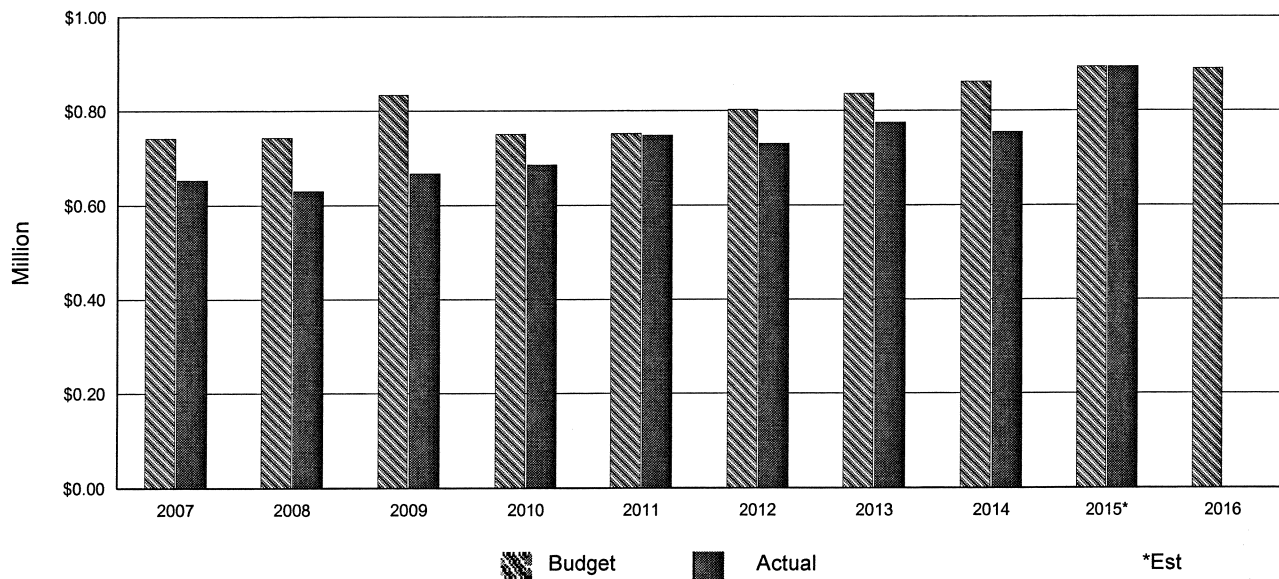
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : City Secretary
Fund No. /Bus. Area No. : 7500 / 1000

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	661,902	724,820	713,960	727,516
	Supplies	7,267	15,843	15,843	16,286
	Other Services and Charges	85,694	152,428	163,288	145,180
	Total M & O Expenditures	<u>754,863</u>	<u>893,091</u>	<u>893,091</u>	<u>888,982</u>
	Debt Service & Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total Expenditure	<u>754,863</u>	<u>893,091</u>	<u>893,091</u>	<u>888,982</u>
Revenues		9,885	15,000	15,000	15,000
Staffing	Full-Time Equivalents - Civilian	10.7	12.0	12.0	11.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	<u>10.7</u>	<u>12.0</u>	<u>12.0</u>	<u>11.2</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<p>o The FY2016 Budget provides funding for health benefits and pension contribution.</p>				

**City Secretary
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : City Secretary Fund No. /Bus Area No. : 1000 / 7500							
Division Description		FY2014 Actual FTEs Costs \$		FY2015 Estimate FTEs Costs \$		FY2016 Budget FTEs Costs \$	
CSC - City Secretary 750001 The official custodian of the proceedings of City Council meetings; prepare weekly agenda. Prepare minutes and motions in final form, process ordinances and resolutions and receive vendor bid proposals.		10.7	754,863	12.0	893,091	11.2	888,982
Total		10.7	754,863	12.0	893,091	11.2	888,982

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : City Secretary
Fund No./Bus. Area No. : 1000 / 7500

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	0.0
ADMINISTRATIVE ASSOCIATE	13	3.0	3.0	0.0
CITY SECRETARY	34	1.0	1.0	0.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.2	(0.8)
OFFICE ASSISTANT	9	1.0	1.0	0.0
OFFICE SUPERVISOR	17	1.0	1.0	0.0
SENIOR CLERK	8	1.0	1.0	0.0
SENIOR WORD PROCESSOR	12	1.0	1.0	0.0
WORD PROCESSOR	10	2.0	2.0	0.0
Total FTEs		12.0	11.2	(0.8)
Less Adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		12.0	11.2	(0.8)

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : City Secretary
Fund No./Bus. Area No. : 1000 / 7500

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
7500010001 426330	CSEC - City Secretary Miscellaneous Copies Fees	15,000	15,000	15,000
Total	City Secretary	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : City Secretary
Fund No./Bus. Area No. : 1000 / 7500

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	418,733	457,584	449,644	433,417
500030	Salary Part Time - Civilian	33,327	37,767	37,767	61,467
500060	Overtime - Civilian	2,869	0	0	0
500110	Bilingual Pay - Civilian	1,805	0	0	0
501070	Pension - Civilian	97,902	116,043	114,030	118,582
501120	Termination Pay - Civilian	0	2,000	2,000	2,000
502010	FICA - Civilian	33,457	37,892	36,985	37,857
503010	Health Ins-Act Civilian	70,488	68,841	68,841	69,431
503015	Basic Life Insurance - Active Civilian	244	264	264	247
503060	Long Term Disability-Civilian	593	935	935	850
503090	Workers Compensation-Civilian-Admin	2,484	3,144	3,144	3,315
504030	Unemployment Claims - Administration	0	350	350	350
Total	Personnel Services	661,902	724,820	713,960	727,516
511060	Postage	689	2,000	2,000	2,000
511070	Miscellaneous Office Supplies	6,478	5,000	5,000	5,184
511150	Miscellaneous Parts & Supplies	100	8,843	8,843	9,102
Total	Supplies	7,267	15,843	15,843	16,286
520111	Real Estate Services	0	35,493	35,493	35,493
520121	IT Application Svcs	7,985	10,191	10,191	10,680
520122	Office Equipment Services	0	1,822	1,822	1,822
520515	Print Shop Services	5,652	7,500	7,500	7,500
520705	Insurance Fees	1,767	2,343	2,343	2,084
521605	Data Services	10,023	6,325	17,185	6,433
521610	Voice Services	41,489	49,947	49,947	43,574
521620	Voice Equipment	16	687	687	206
521625	Voice Labor	0	870	870	1,342
521630	GIS Revolving Fund Services	460	667	667	647
521635	Voice Services -Wireless	0	334	334	0
521715	Office Equipment Rental	2,127	12,500	12,500	12,500
521730	Parking Space Rental	6,832	9,800	9,800	9,800
522721	Interfund HR Client Services	8,824	13,392	13,392	12,421
522722	KRONOS Service Chargeback	519	557	557	678
Total	Other Services and Charges	85,694	152,428	163,288	145,180
Grand Total Expenditures		754,863	893,091	893,091	888,982

FINANCE

Department Description and Mission

The Finance Department's mission is to safeguard the fiscal integrity of the City, its component units, and other dependent entities, and enable other City stakeholders to do the same. We will achieve the mission in the next three years by meeting strategic objectives and achieving goals.

The Finance Department's strategic objectives are to:

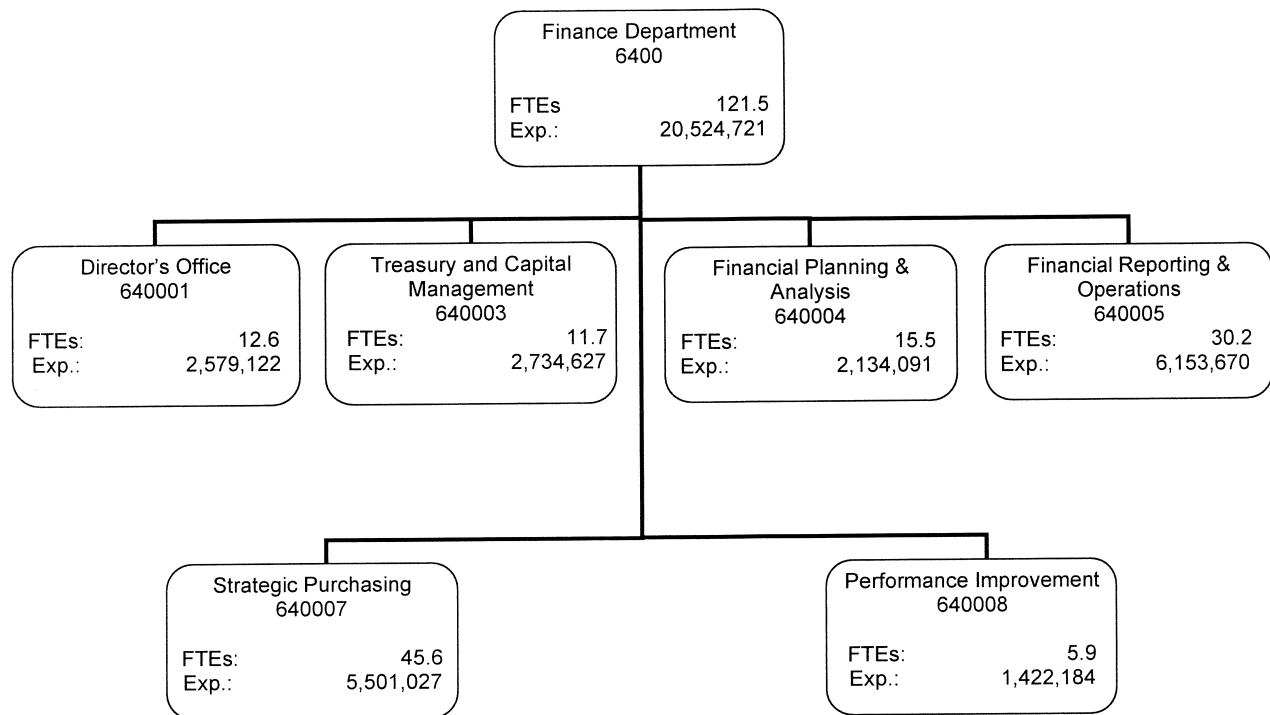
- Promote fiscal responsibility
- Provide high-quality financial services and information to the Mayor's Office, City Council, City departments and citizens
- Improve process execution internally and citywide
- Engage staff and provide them the resources they need to get the job done

Three year goals include:

- Promote fiscal responsibility
 - Encourage and enable compliance with the City's Financial Policies
 - Optimize acquisition, maintenance and usage of the City's capital assets: facilities, fleet, equipment, and information technology
 - Ensure full cost recovery of General Fund dollars
 - Increase collection rates on accounts receivable
 - Achieve zero findings in annual external audit of the City
 - Receive Texas Comptroller's Gold Certificate Leadership Circle Award for Financial Transparency
- Provide high-quality financial services and information to the Mayor's Office, City Council, City departments and citizens
 - Develop fiscally sustainable operating and capital budget proposals for the Mayor that maximize City resources and promote the Administration's priorities
 - Work with operating departments to create efficiencies by centralizing financial work functions
 - Ensure City Council access to high-quality administrative services, and timely and helpful information in support of their role as elected officials
 - Produce meaningful and useful strategy, planning, budgeting, reporting, and administrative support according to 95% of council members, staff, and members of the Mayor's administration
- Improve process execution internally and citywide
 - Document controls, written procedures, instruction manuals, training curriculum, and metrics/goals for all financial management and procurement processes
 - Create a data warehousing environment for operational and financial data that enables citywide access to useful business intelligence and analytics, and external access to open data
 - Develop and maintain City goals, initiatives and performance measures in one system used to guide financial and business decisions in every department
 - Promote and advance the Lean Six Sigma process improvement program such that every City department is in a mode of continuous improvement
 - Identify and achieve savings through procurement, active cost management and business process improvements

- Engage staff and provide them the resources they need to get the job done
 - Expand employee opportunities to develop professionally and advance in responsibility and compensation
 - Provide staff the resources and/or time such that 75% of our employees have certification specific to their area of expertise or a post-graduate degree
 - Establish baseline scores for finance staff employee engagement and have these scores show significant improvement
 - Provide employees and managers with constructive 360 degree performance assessments to assist in professional development

Department Organization





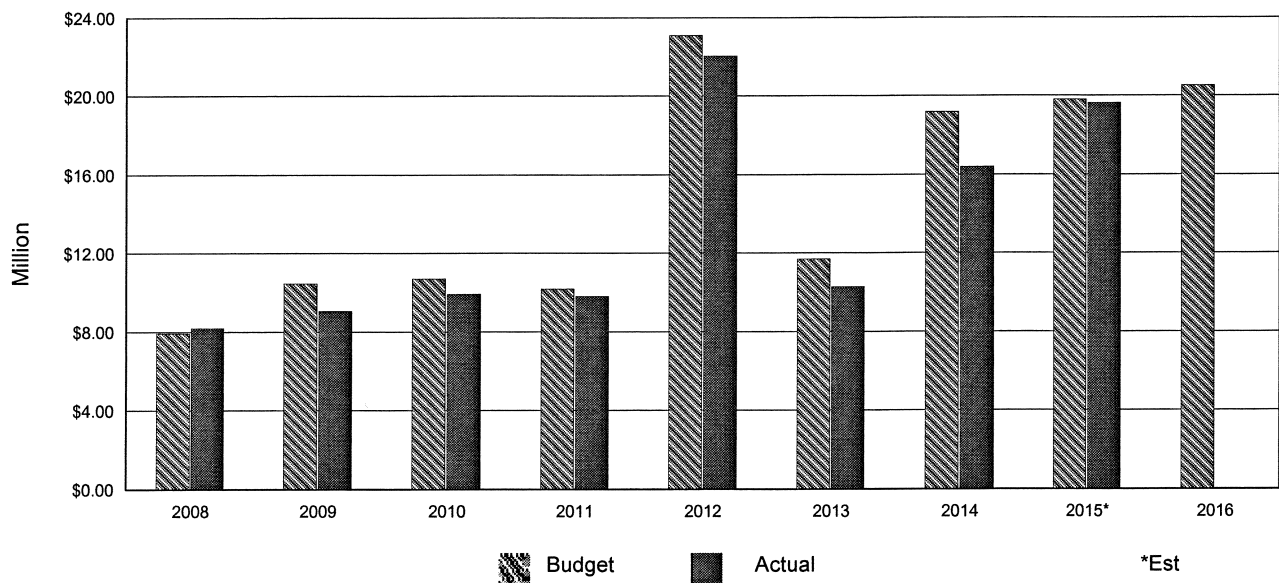
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1000 / 6400

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	10,892,489	13,168,757	12,933,552	14,257,662
	Supplies	123,490	93,451	96,416	93,407
	Other Services and Charges	5,371,818	6,539,221	6,600,261	6,173,652
	Equipment	0	2,928	2,928	0
	Total M & O Expenditures	16,387,797	19,804,357	19,633,157	20,524,721
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	16,387,797	19,804,357	19,633,157	20,524,721
Revenues		1,626,071,966	1,752,830,448	1,772,608,279	1,826,019,661
Staffing	Full-Time Equivalents - Civilian	106.5	117.9	113.3	121.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	106.5	117.9	113.3	121.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2016 Budget provides funding for health benefits and pension contribution.				
	o The FY2016 Budget continues to include the citywide Enterprise Risk Management (ERM) process to evaluate Internal Controls and Process Documentation for various departments in the City.				

**Finance Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area : Finance Department Fund No. /Bus. Area No. : 1000 / 6400					
Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Average Days from Purchase Requisition to Purchase Order	F	7	10	7	10
Average Days to Procurement (MOU to Council Award)	F	92	130	122	130
Average Weighted General Obligation Debt Maturity (years)	F	8.6	12.0	8.5	12.0
CIP Plan vs Appropriation	F	N/A	100%	77%	100%
City Contracts with Negotiated Early Payment Discounts	F	0%	2%	1%	5%
Citywide Employees Trained in Lean Six Sigma	F	750	1,200	1,450	1,800
Citywide General Fund Expenditures Budget vs Actual Utilization	F	99%	98%	99%	98%
Citywide General Fund Revenues Budget vs Actual Utilization	F	102%	100%	103%	100%
Compliance Rate with City Financial Policies	F	N/A	N/A	N/A	100%
Cost Allocation Plan vs Actual Indirect Cost Rate Recovery to the General Fund	F	95%	95%	95%	95%
Debt Service Expenditures as % of General Fund Revenues	F	12%	20%	12%	20%
Executive Insight Savings Citywide	F	N/A	\$5.0M	\$3.2M	\$5.1M
Procurement Cost Savings Identified/Negotiated	F	N/A	\$10.0M	\$28.8M	10.0M
Procurement Projects vs. Procurement Plan	F	N/A	N/A	N/A	100%
Unassigned Fund Balance as % of General Fund Expenditures less Debt Service and PAYGO	F	12.2%	7.5%	12.0%	7.5%
Variance of Monthly Sales Tax Revenue Forecast to Actual (benchmark: 3 yr avg = 4.5%)	F	0.1%	4.0%	3.4%	4.0%
Variance of Property Tax Collection Rate Forecast to Actual	F	1%	1%	1%	1%
Expenditures Budget vs Actual Utilization	F	85%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	102%	100%	101%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p> Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Finance Department Fund No. /Bus Area No. : 1000 / 6400						
Division Description	FY2014 Actual FTEs	Costs \$	FY2015 Estimate FTEs	Costs \$	FY2016 Budget FTEs	Costs \$
Director's Office 640001 Promotes financial and strategic policies and the financial health of the City of Houston. In alignment with the departmental mission to serve the citizens of Houston and City Council, the Director's Office is committed to providing superior financial services through prudent and efficient management of the City's financial affairs.	15.9	2,256,540	13.9	2,722,414	12.6	2,579,122
Treasury and Capital Management 640003 The division serves the citizens of Houston by providing cost-efficient debt management services, managing the City's Capital Improvement Plan, monitoring the General Government capital budget and spending, managing City revenues, forecast and model tax revenues, and ensure compliance with the Truth in Taxation requirements.	8.5	2,176,143	10.8	2,597,103	11.7	2,734,627
Financial Planning & Analysis 640004 The primary responsibility of this division is to develop and manage the City's Operating Budget and the Five Year Plan. Provide effective financial planning to promote fiscal responsibility and financial health to the City of Houston.	12.2	1,552,498	13.3	1,819,100	15.5	2,134,091
Financial Reporting & Operations 640005 The division is responsible for citywide oversight and monitoring of accounting, fixed assets, grants, cost accounting, accounts receivable and collections of general fund revenue streams, internal controls, and Enterprise Risk Management (ERM) process including updating financial and accounting policies and procedures. Coordinates the Comprehensive Annual Financial Report (CAFR) and Single Audit Report (SAR) for the administration.	25.7	5,206,939	27.5	6,164,213	30.2	6,153,670
Strategic Purchasing 640007 Manages citywide procurement of goods and services applying best practices that are consistent with applicable City policies and procedures and the State of Texas Bid Laws.	39.8	4,214,780	41.9	4,957,981	45.6	5,501,027

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Finance Department Fund No. /Bus Area No. : 1000 / 6400						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Performance Improvement 640008 Leads financial and operational performance improvement projects to increase revenues, optimize expenditures, and improve operational effectiveness.	4.4	980,897	5.9	1,372,346	5.9	1,422,184
Total	106.5	16,387,797	113.3	19,633,157	121.5	20,524,721

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area : Finance Department
 Fund No./Bus. Area No. : 1000 / 6400

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ACCOUNT CLERK	10	1.0	1.0	0.0
ACCOUNTANT ASSOCIATE	14	0.0	1.0	1.0
ADMINISTRATION MANAGER	26	1.0	1.0	0.0
ADMINISTRATIVE AIDE	10	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	5.0	4.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	0.0
ADMINISTRATIVE COORDINATOR	24	4.0	5.0	1.0
ADMINISTRATIVE SPECIALIST	20	7.0	6.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	1.0	1.0	0.0
ASSISTANT CHIEF POLICY OFFICER (EXEC)	32	0.0	1.0	1.0
ASSISTANT DIRECTOR (EXEC)	32	1.0	2.0	1.0
AUDITOR MANAGER	28	2.0	1.0	(1.0)
AUDITOR SUPERVISOR	25	1.0	1.0	0.0
CHIEF PROCUREMENT OFFICER (EXEC)	36	0.0	1.0	1.0
CONTRACT ADMINISTRATOR	22	1.0	1.0	0.0
DEPUTY ASSISTANT DIRECTOR (EXEC)	30	9.0	9.0	0.0
DEPUTY DIRECTOR (EXEC)	34	1.0	1.0	0.0
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	3.0	2.0	(1.0)
DIVISION MANAGER	29	11.0	11.0	0.0
FINANCE DIRECTOR	37	1.0	1.0	0.0
FINANCIAL ANALYST I	15	0.0	1.0	1.0
FINANCIAL ANALYST II	18	1.0	2.0	1.0
FINANCIAL ANALYST III	21	4.0	5.0	1.0
FINANCIAL ANALYST IV	25	15.0	15.0	0.0
MANAGEMENT ANALYST I	15	1.0	0.0	(1.0)
MANAGEMENT ANALYST II	18	2.0	1.0	(1.0)
MANAGEMENT ANALYST IV	25	3.0	2.0	(1.0)
MANAGEMENT INTERN	11	1.0	0.0	(1.0)
PROCUREMENT SPECIALIST	24	8.0	8.0	0.0
PURCHASING MANAGER	27	2.0	3.0	1.0
SENIOR AUDITOR	21	2.0	3.0	1.0
SENIOR BUYER	22	3.0	2.0	(1.0)
SENIOR PROCUREMENT SPECIALIST	27	11.0	11.0	0.0
SENIOR STAFF ANALYST	28	10.8	12.0	1.2
STAFF ANALYST	26	6.0	7.0	1.0
SYSTEMS CONSULTANT	26	1.0	1.0	0.0
Total FTEs		122.8	125.0	2.2
Less Adjustment for Civilian Vacancy Factor		4.9	3.5	(1.4)
Full-Time Equivalents		117.9	121.5	3.6

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Finance Department
Fund No./Bus. Area No. : 1000 / 6400

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
6400030001	Capital Management			
424110	Other Interfund Services	10,000	10,000	8,400
6400070001	Strategic Procurement			
452030	Miscellaneous Revenue	276,500	243,128	225,000
6400090002	Accounts Receivable & Collections			
426330	Miscellaneous Copies Fees	0	181	0
428030	Release of Liens	24,000	24,000	25,000
428080	Returned Check Charges	100	100	300
428100	Interest on Liens-COH	60,000	48,609	45,000
434150	Streets & Bridges Assessments	59,300	91,962	60,000
6400090003	Treasury			
411020	Current Property Tax	978,268,258	980,778,026	1,016,225,510
411030	Current Year Delinquent Property Tax	63,861,740	69,192,230	73,404,910
411040	Delinquent Property Tax - Prior Years	738,164	713,826	715,996
411041	Prior Year Delinquent Property Tax-2014	0	0	4,534,966
411160	Prior Year Delinquent Property Tax-2003	19,467	17,289	0
411170	Prior Year Delinquent Property Tax-2004	166,312	149,107	56,295
411171	Prior Year Delinquent Property Tax-2005	164,630	152,395	149,560
411172	Prior Year Delinquent Property Tax-2006	201,489	212,637	152,859
411173	Prior Year Delinquent Property Tax-2007	284,130	111,777	213,284
411174	Prior Year Delinquent Property Tax-2008	319,846	458,645	112,117
411175	Prior Year Delinquent Property Tax-2009	625,825	936,712	460,039
411176	Prior Year Delinquent Property Tax-2010	1,215,343	1,134,065	939,560
411177	Prior Year Delinquent Property Tax-2011	2,109,478	1,507,189	1,137,512
411178	Prior Year Delinquent Property Tax-2012	3,056,929	2,294,491	1,511,770
411179	Prior Year Delinquent Property Tax-2013	4,806,387	4,519,702	2,302,348
411180	Current Delinquent - P & I	5,312,828	4,694,005	5,005,071
411190	Penalty&Interest-Delinq. Property Tax	6,687,172	7,305,995	7,790,153
411210	Property Tax Rebates	(500,000)	(627,325)	(682,970)
412010	Sales Tax	666,968,000	676,666,000	688,837,000
413010	Mixed Beverage Tax	13,977,900	15,600,760	16,397,311
414010	Bingo Tax	190,000	214,500	281,670
428060	Other Interest Income	11,000	11,000	11,000
432010	Interest on Pooled Investments	2,400,000	3,000,000	3,000,000
452020	Recoveries & Refunds	50,000	0	50,000
452030	Miscellaneous Revenue	1,000,000	1,000,000	1,000,000
452040	Payment in Lieu of Taxes	0	1,997,273	2,000,000
6400090005	DARLEP			
428095	Red Light Enforcement	465,000	150,000	50,000
432010	Interest on Pooled Investments	650	0	0
Total	Finance Department	1,752,830,448	1,772,608,279	1,826,019,661

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Finance Department
Fund No./Bus. Area No. : 1000 / 6400

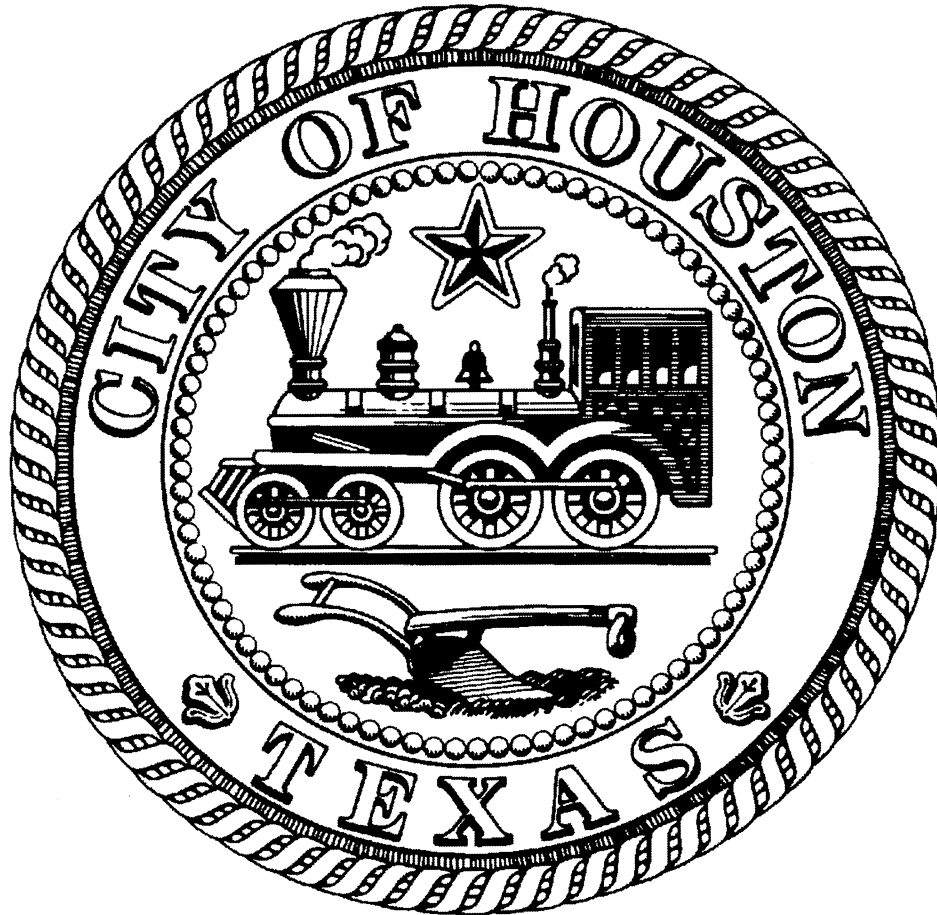
Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	7,518,868	9,175,533	8,894,077	9,767,996
500030	Salary Part Time - Civilian	30,088	0	0	0
500060	Overtime - Civilian	101	0	0	0
500110	Bilingual Pay - Civilian	713	907	907	907
501050	Employee Awards	4,533	2,700	2,700	2,700
501060	Moving Expenses	1,189	0	0	0
501070	Pension - Civilian	1,758,147	2,337,133	2,256,876	2,672,515
501120	Termination Pay - Civilian	128,916	19,018	142,003	97,668
502010	FICA - Civilian	556,816	689,240	664,057	724,676
503010	Health Ins-Act Civilian	827,786	885,282	885,282	901,901
503015	Basic Life Insurance - Active Civilian	4,351	5,234	5,085	5,703
503060	Long Term Disability-Civilian	8,132	10,046	9,385	10,335
503090	Workers Compensation-Civilian-Admin	21,227	31,158	30,155	35,850
503100	Workers Compensation-Civilian-Claim	27,313	7,695	32,766	32,600
504030	Unemployment Claims - Administration	4,309	4,811	10,259	4,811
Total	Personnel Services	10,892,489	13,168,757	12,933,552	14,257,662
511040	Audiovisual Supplies	890	9,125	9,242	6,717
511045	Computer Supplies	44,056	15,107	14,270	13,529
511050	Paper & Printing Supplies	0	7,842	7,842	7,842
511055	Publications & Printed Materials	994	2,449	1,949	1,558
511060	Postage	21,714	5,750	4,750	4,688
511070	Miscellaneous Office Supplies	40,394	42,852	49,111	50,068
511110	Fuel	113	202	202	205
511115	Vehicle Repair & Maintenance Supplies	0	200	0	0
511125	Food Supplies	1,220	1,300	1,500	1,350
511150	Miscellaneous Parts & Supplies	14,109	8,624	7,550	7,450
Total	Supplies	123,490	93,451	96,416	93,407
520100	Temporary Personnel Services	245,369	242,503	242,531	77,402
520105	Accounting & Auditing Services	1,802,050	1,138,690	1,138,900	1,236,900
520108	Information Resource Services	182	151	151	151
520109	Medical Dental & Laboratory Services	949	500	500	500
520110	Management Consulting Services	817,978	1,575,388	1,655,118	1,655,912
520112	Banking Services	1,704	1,300	1,764	1,764
520114	Miscellaneous Support Services	8,766	20,420	21,000	21,000
520119	Computer Eq/SW Mnt	38,897	61,568	68,206	116,106
520120	Communications Equipment Services	1,352	2,618	2,618	2,611
520121	IT Application Svcs	119,573	175,344	175,344	181,401
520136	Billing & Collection Services	1,100,515	1,280,677	1,280,677	1,249,474
520139	Motor Pool Charges	0	550	0	0
520149	Internship Program	4,000	0	0	0
520157	Computer Software Maintenance Services	46,887	74,020	74,020	47,020
520510	Mail/Delivery Services	208	450	461	487
520515	Print Shop Services	30,245	47,181	25,836	25,829
520520	Printing & Reproduction Services	0	1,876	1,876	1,876
520605	Advertising Services	70,495	71,300	71,000	71,000
520705	Insurance Fees	2,265	9,178	9,178	6,419
520725	Assessments - Other Governments	0	7,679	0	0

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area : Finance Department
 Fund No./Bus. Area No. : 1000 / 6400

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520765	Membership & Professional Fees	10,763	11,067	11,067	10,827
520805	Education & Training	56,762	191,777	191,486	193,798
520905	Travel - Training Related	17,347	30,497	33,297	33,047
520910	Travel - Non-Training Related	4,542	10,000	6,400	6,400
521405	Building Maintenance Services	0	700	700	700
521605	Data Services	29,227	49,751	49,751	40,654
521610	Voice Services	7,286	8,185	8,185	7,141
521620	Voice Equipment	5,757	890	890	268
521625	Voice Labor	1,188	1,129	1,129	1,739
521630	GIS Revolving Fund Services	9,597	35,271	35,321	6,399
521635	Voice Services -Wireless	8,909	12,572	12,572	5,802
521715	Office Equipment Rental	36,484	44,232	33,732	15,732
521730	Parking Space Rental	43,102	35,000	37,253	37,253
521735	Hobby Parking Space Rental	28,406	33,424	44,888	44,888
522430	Misc Othr Svcs & Chrg	92,273	71,574	72,651	73,150
522620	Claims & Judgments	0	310,000	310,000	0
522721	Interfund HR Client Services	146,214	205,344	205,344	222,486
522722	KRONOS Service Chargeback	4,532	4,922	4,922	5,994
522795	Other Interfund Services	577,728	771,022	771,022	771,022
522845	Interfund Vehicle Services	266	471	471	500
Total	Other Services and Charges	5,371,818	6,539,221	6,600,261	6,173,652
560810	Cap Exp-Controlled Equipment	0	2,928	2,928	0
Total	Equipment	0	2,928	2,928	0
Grand Total Expenditures		16,387,797	19,804,357	19,633,157	20,524,721



HOUSTON INFORMATION TECHNOLOGY SERVICES

Department Description and Mission

The Information Technology Department (ITD) was created in 2002 to improve technology utilization throughout the City by using proven and emerging strategies to reduce cost, limit growth and improve citizen services, as well as, reduce security and system failure risks. On October 17, 2012, City Council approved Ordinance 2012-0908 pertaining to affairs with ITD. This ordinance also authorized the official department name change to "Houston Information Technology Services" (HITS).

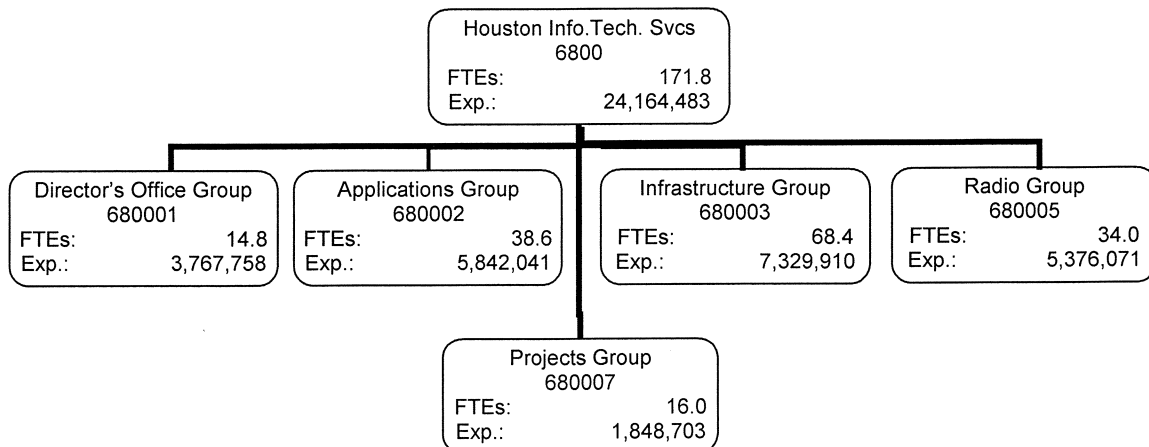
Department Short Term Goals

1. Implement Information Security framework and practice citywide with Chief Information Security Officer;
2. Ensure adoption of IT Project Management Methodology citywide;
3. Finish IT Asset Inventory Plan, Conversion and Delivery citywide;
4. Improve IT services by streamlining processes, consolidating resources, adopting new technology and aggregating such as service desk, network, telephony, servers, data centers and call centers;
5. Support and maintain the Municipal Court Department Court System for Management of Resources and Technology (CSMART), the Health & Human Services application Health Trak and the 700 MHz Radio System;
6. Continue delivery of the three year IT Plan Roadmap with one year Service Delivery Plan; and
7. Consolidate remaining department assets into the two Data Centers using Managed Service providers.

Department Long Term Goals

1. Continue organizational change management inside the Houston IT Services to extend the focus on service delivery and customer satisfaction;
2. Implement new service delivery processes that are documented, measurable and repeatable;
3. Significantly improve reliability and stability of email, networks, data centers, call/contact centers and IP telephony;
4. Revise and adopt IT Continuous Planning as part of the IT Governance Process for IT Investment & Prioritization;
5. Consolidate IT services, where appropriate for their improvement, while driving cost avoidance citywide; consolidating processes and facilities; adopting new technology; aggregating purchases across consolidated departments;
6. Consistently deliver innovative solutions to business requirements while minimizing operating expense;
7. Optimize the use of our enterprise resource planning tools, in a program called "SAP FIRST"; and
8. Refine Data Mart implementation plan for business decision making, citywide.

Department Organization



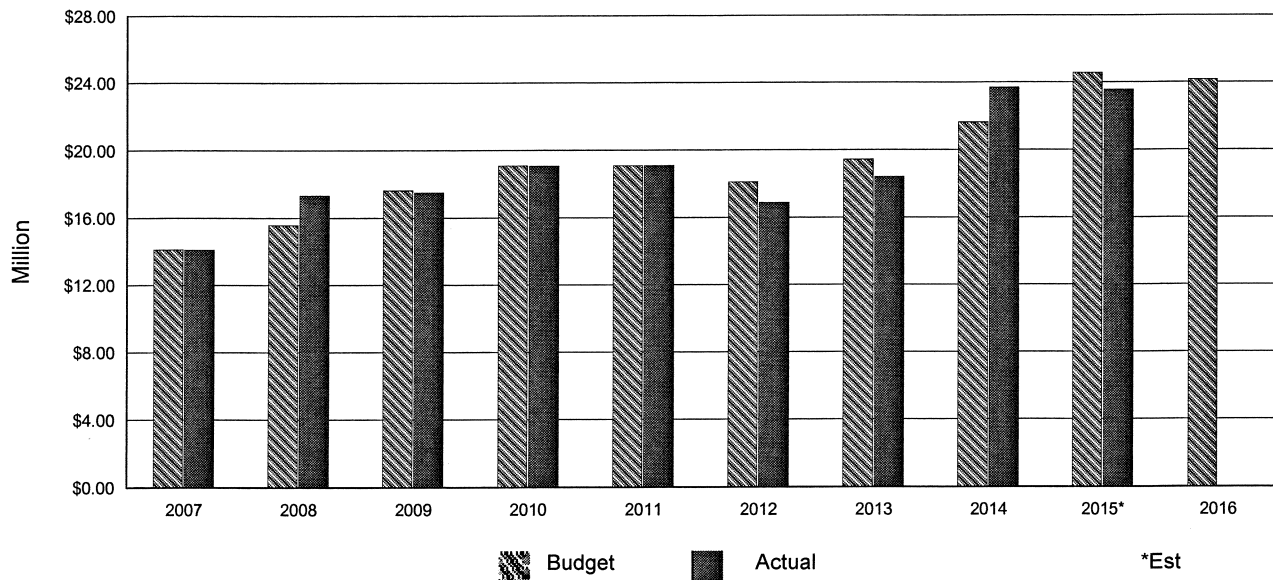
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No. /Bus. Area No. : 1000 / 6800

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	16,408,577	18,881,514	17,872,771	18,767,097
	Supplies	445,786	510,821	510,821	507,011
	Other Services and Charges	6,830,247	5,147,371	5,155,724	4,890,375
	Non-Capital Equipment	11,446	25,684	25,684	0
	Total M & O Expenditures	23,696,056	24,565,390	23,565,000	24,164,483
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	23,696,056	24,565,390	23,565,000	24,164,483
Revenues		154,885	425,480	479,680	859,152
Staffing	Full-Time Equivalents - Civilian	153.6	173.2	165.2	171.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	153.6	173.2	165.2	171.8
	Full-Time Equivalents - Overtime	2.7	1.1	1.3	2.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o FY2016 Budget provides funding of health benefits and pension contribution. o Increase in support costs for 700 Mhz radio system and opening a joint support facility with Harris County. o Increase in radio revenues related to rate increase. o Continuing the consolidation of two Tier III data centers to reduce operating and capital expenses. 				

**Houston Information Technology Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No. /Bus. Area No. : 1000 / 6800

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Call Center Abandonment Rate	I	7%	7%	17%	10%
Customer Service Calls Resolved within 5 Days	I	82%	89%	69%	89%
Customer Service First Contact Resolution	I	44%	57%	41%	50%
Customer Service Rating Responses (max. score of 5)	I	4	5	4	5
Customer Service Requests/Incidents Received	I	48,255	45,000	72,023	55,000
Customer Service Survey Responses Received	I	15%	11%	18%	15%
Expenditures Budget vs Actual Utilization	F	96%	98%	96%	98%
Revenues Budget vs Actual Utilization	F	50%	100%	113%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Houston Information Technology Services Fund No. /Bus Area No. : 1000 / 6800						
Division Description	FY2014 Actual FTEs Costs \$	FY2015 Estimate FTEs Costs \$	FY2016 Budget FTEs Costs \$			
HITS - Director's Office Group 680001 Citywide IT oversight, administrative support in financial analysis and reporting, cost accounting, capital planning, project staffing, funds management, asset management, procurement, contract compliance, open records and accounts payable. Management of cost common to entire IT Department.	14.5 3,124,374	14.7 4,006,908	14.8 3,767,758			
HITS - Applications Group 680002 Provides citywide applications support and IT solutions for business processes to City departments. Responsible for implementing and supporting commercial off-the-shelf applications like 3-1-1, Fleet, the Contact Center, etc. The ERP Team supports Procurement, Human Resources, Financials, and Payroll applications.	22.1 4,333,666	34.6 5,174,410	38.6 5,842,041			
HITS - Infrastructure Group 680003 Provides help desk/field support for citywide applications. Manages the City's network/telecommunications infrastructure, internet access and remote connectivity to ensure reliability. Manages server platforms, storage systems, data center facilities, server rooms, e-mail, communication systems, and system management tools.	60.4 6,062,706	62.0 6,970,193	68.4 7,329,910			
HITS - Public Safety 680005 Responsible for upgrading current city radios to 700 MHz. (Radio Interoperability Project). The four existing radio systems will be replaced with a reliable, effective and efficient radio system that will improve citywide communications and provide for inter-agency interoperability between City, County, Regional, State and Federal agencies.	30.3 4,437,556	30.0 5,133,431	34.0 5,376,071			
HITS - Client Solutions 680006 Provides system administration for the court's information system, application support, field services, data management, business analysis, and IT-related administrative support. This division has been reassigned to other divisions in FY2016.	18.0 1,534,331	11.9 965,927	0.0 0			

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Houston Information Technology Services Fund No. /Bus Area No. : 1000 / 6800						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
HITS - Projects Group 680007 Responsible for business continuity and the development and implementation of IT policies, procedures and standards.	8.3	4,203,423	12.0	1,314,131	16.0	1,848,703
Total	153.6	23,696,056	165.2	23,565,000	171.8	24,164,483

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1000 / 6800

Job Description	Pay Grade	FY2015.00 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATIVE ASSOCIATE	13	1.0	0.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	1.0	2.0	1.0
ADMINISTRATIVE SPECIALIST	20	7.0	7.0	0.0
ADMINISTRATIVE SUPERVISOR	22	2.0	1.0	(1.0)
ASSISTANT CUSTOMER SERVICE MANAGER	26	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	8.0	7.0	(1.0)
ASSISTANT OPERATIONS MANAGER	22	2.0	2.0	0.0
CENTRAL NETWORK ADMINISTRATOR	26	6.0	7.0	1.0
CHIEF INFORMATION OFFICER (EXE LEV)	36	1.0	1.0	0.0
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	4.0	3.0	(1.0)
CONTRACT ADMINISTRATOR	22	1.0	1.0	0.0
CUSTOMER SERVICE CLERK	10	0.0	1.0	1.0
CUSTOMER SERVICE REP. I	13	1.0	1.0	0.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	1.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	2.3	2.3	0.0
DIVISION MANAGER	29	2.0	1.0	(1.0)
ERP BUSINESS SYSTEMS CONSULTANT	28	4.0	4.0	0.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.0	(1.0)
FIXED ASSET MANAGER	25	1.0	1.0	0.0
GIS MANAGER	29	1.0	1.0	0.0
INFORMATION SYSTEMS ADMINISTRATOR	30	1.0	0.0	(1.0)
IRM MANAGER	29	4.0	5.0	1.0
IS/IT HELP DESK COORDINATOR	10	1.0	2.0	1.0
IT PROJECT MANAGER	28	7.0	7.0	0.0
LAN SPECIALIST	26	3.0	3.0	0.0
MANAGEMENT ANALYST IV	25	1.0	1.0	0.0
MICROCOMPUTER ANALYST	20	5.0	1.0	(4.0)
OPERATIONS MANAGER	27	1.0	1.0	0.0
PROGRAMMER ANALYST I	16	2.0	2.0	0.0
PROGRAMMER ANALYST II	19	1.0	1.0	0.0
PROGRAMMER ANALYST III	22	1.0	1.0	0.0
PROGRAMMER ANALYST IV	25	3.0	3.0	0.0
SENIOR CENTRAL NETWORK ADMINISTRATOR	28	4.0	3.0	(1.0)
SENIOR COMMUNICATIONS TECHNICIAN	19	2.0	2.0	0.0
SENIOR DATA BASE ANALYST	25	2.0	2.0	0.0
SENIOR GIS ANALYST	24	1.0	1.0	0.0
SENIOR INVENTORY MANAGEMENT CLERK	12	1.0	1.0	0.0
SENIOR IS/IT HELP DESK COORDINATOR	14	0.0	1.0	1.0
SENIOR IT PROJECT MANAGER (EXE LEV)	30	4.0	4.0	0.0
SENIOR MICROCOMPUTER ANALYST	23	14.0	16.0	2.0
SENIOR PROJECT MANAGER	27	1.0	1.0	0.0
SENIOR STAFF ANALYST	28	2.0	3.0	1.0
SENIOR TELECOMMUNICATIONS SPECIALIST	21	5.0	5.0	0.0
STAFF ANALYST	26	3.0	3.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1000 / 6800

Job Description	Pay Grade	FY2015.00 Current Budget FTE	FY2016 Budget FTE	Change
SYSTEMS ACCOUNTANT IV	29	2.0	2.0	0.0
SYSTEMS CONSULTANT	26	6.0	6.0	0.0
SYSTEMS SUPPORT ANALYST I	16	2.0	3.0	1.0
SYSTEMS SUPPORT ANALYST II	19	2.0	2.0	0.0
SYSTEMS SUPPORT ANALYST III	22	5.0	4.0	(1.0)
SYSTEMS SUPPORT ANALYST IV	25	7.0	8.0	1.0
TECHNICAL HARDWARE ANALYST I	17	8.0	8.0	0.0
TECHNICAL HARDWARE ANALYST II	21	18.0	18.0	0.0
TECHNICAL HARDWARE ANALYST III	23	8.0	8.0	0.0
TELECOMMUNICATIONS SPECIALIST	18	1.0	1.0	0.0
TRAINING COORDINATOR	24	1.0	1.0	0.0
Total FTEs		175.3	173.3	(2.0)
Less Adjustment for Civilian Vacancy Factor		2.1	1.5	(0.6)
Full-Time Equivalents		173.2	171.8	(1.4)

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1000 / 6800

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
6800050001	HITS - Radio Comm Services			
424210	Interfund Radio Parts & Labor	1,440	1,440	1,440
424215	Interfund Radio System Access	48,240	48,240	90,048
426055	External Radio Parts & Labor	28,800	80,000	28,800
426520	External Radio System Fees	342,000	350,000	738,864
457020	Interfund Communication Equipment Repair	5,000	0	0
Total	Houston Information Technology Services	425,480	479,680	859,152

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1000 / 6800

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	10,857,840	12,801,921	11,854,388	12,524,092
500060	Overtime - Civilian	218,882	195,500	252,093	224,500
500090	Premium Pay - Civilian	4,864	0	6,456	5,000
500110	Bilingual Pay - Civilian	1,810	2,000	2,000	0
500250	HOPE Union Business Usage	0	0	307	250
501070	Pension - Civilian	2,538,188	3,246,565	3,006,273	3,426,590
501120	Termination Pay - Civilian	473,943	50,000	240,000	100,000
502010	FICA - Civilian	824,929	981,135	906,861	961,712
503010	Health Ins-Act Civilian	1,424,260	1,506,065	1,506,065	1,421,608
503015	Basic Life Insurance - Active Civilian	6,272	7,461	7,461	7,295
503060	Long Term Disability-Civilian	12,695	14,726	14,726	14,607
503090	Workers Compensation-Civilian-Admin	31,679	45,385	45,385	50,687
503100	Workers Compensation-Civilian-Claim	3,971	7,500	7,500	7,500
504030	Unemployment Claims - Administration	9,244	23,256	23,256	23,256
Total	Personnel Services	16,408,577	18,881,514	17,872,771	18,767,097
511010	Chemical Gases & Special Fluids	476	0	1,000	0
511015	Cleaning & Sanitary Supplies	344	0	500	0
511020	Construction Materials	29,319	1,000	500	1,000
511025	Electrical Hardware & Parts	110,674	179,750	99,600	190,000
511030	Mechanical Hardware & Parts	1,084	0	150	0
511040	Audiovisual Supplies	0	3,000	2,800	3,000
511045	Computer Supplies	15,637	36,500	36,000	35,000
511050	Paper & Printing Supplies	0	0	200	0
511055	Publications & Printed Materials	557	1,200	1,000	800
511060	Postage	59	0	0	0
511070	Miscellaneous Office Supplies	31,431	41,200	41,200	41,200
511090	Medical & Surgical Supplies	0	0	50	0
511095	Small Technical & Scientific Equipment	74,870	105,000	185,000	105,000
511110	Fuel	58,008	60,971	60,971	49,111
511115	Vehicle Repair & Maintenance Supplies	2,830	0	0	0
511120	Clothing	765	3,500	3,500	3,500
511125	Food Supplies	2,900	4,000	4,000	4,000
511140	Landscaping & Gardening Supplies	121	0	0	0
511145	Small Tools & Minor Equipment	13,589	23,000	23,000	23,000
511150	Miscellaneous Parts & Supplies	103,122	51,700	51,350	51,400
Total	Supplies	445,786	510,821	510,821	507,011
520100	Temporary Personnel Services	100,245	264,420	264,420	174,279
520107	Computer Info/Contr	76,463	152,107	150,907	153,107
520108	Information Resource Services	353	4,100	4,100	4,100
520109	Medical Dental & Laboratory Services	2,569	1,500	1,500	1,500
520110	Management Consulting Services	987,514	1,020,039	1,020,039	1,001,273
520114	Miscellaneous Support Services	54,128	500	2,500	50,500
520119	Computer Eq/SW Mnt	51,770	98,500	97,500	83,500
520120	Communications Equipment Services	112,665	25,000	25,000	25,000
520121	IT Application Svcs	3,257,522	372,601	372,601	380,917
520123	Vehicle & Motor Equipment Services	5,899	0	0	0
520126	Construction Site Work Services	58,015	15,000	11,200	15,000

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Houston Information Technology Services
Fund No./Bus. Area No. : 1000 / 6800

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520128	Other Construction Work Services	(490)	0	0	0
520510	Mail/Delivery Services	559	700	700	700
520515	Print Shop Services	3,671	2,500	2,500	2,646
520605	Advertising Services	6,791	7,000	7,000	7,100
520705	Insurance Fees	118,409	274,691	274,691	287,823
520765	Membership & Professional Fees	165,399	70,000	70,000	180,600
520805	Education & Training	95,145	66,316	65,954	71,750
520905	Travel - Training Related	5,761	7,000	7,000	7,000
520910	Travel - Non-Training Related	9,205	23,500	13,500	13,500
521405	Building Maintenance Services	798	0	4,000	0
521415	Land and Grounds Maintenance	0	0	21,600	50,000
521505	Electricity	75,660	142,282	142,282	129,611
521510	Natural Gas	241	782	782	763
521605	Data Services	179,900	536,659	468,774	128,305
521610	Voice Services	32,776	33,763	33,763	29,458
521620	Voice Equipment	16,145	27,546	12,546	8,281
521625	Voice Labor	22,011	34,922	114,922	53,828
521630	GIS Revolving Fund Services	26,680	112,850	112,850	93,294
521635	Voice Services -Wireless	109,494	101,087	101,087	79,149
521715	Office Equipment Rental	20,137	23,100	23,100	23,100
521725	Other Rental	918,700	1,399,770	1,399,770	1,427,765
521730	Parking Space Rental	41,485	50,550	40,550	50,550
521735	Hobby Parking Space Rental	27,900	27,450	37,450	27,450
521905	Legal Services	213	500	500	500
522430	Misc Othr Svcs & Chrg	58,831	33,500	33,500	96,000
522435	Interest Charges Past Due Accounts	8,011	1,000	1,000	1,000
522721	Interfund HR Client Services	117,429	169,632	169,632	179,570
522722	KRONOS Service Chargeback	6,080	6,919	6,919	8,426
522730	Interfund Engineering Services	1,560	0	0	0
522845	Interfund Vehicle Services	54,603	39,585	39,585	43,030
Total	Other Services and Charges	6,830,247	5,147,371	5,155,724	4,890,375
551015	Non-Capital Computer Equipment	11,446	25,684	25,684	0
Total	Non-Capital Equipment	11,446	25,684	25,684	0
Grand Total Expenditures		23,696,056	24,565,390	23,565,000	24,164,483

HUMAN RESOURCES

Department Description and Mission

The Human Resources Department (HR) provides overall policy direction on human resource management issues and administrative support functions related to the management of employees for all City departments. The mission of the department is to be a strategic partner by providing human resources programs that attract, develop, retain, and engage a skilled and diverse workforce. The vision is to be universally recognized for human resources excellence and as a premier employer.

In addition to providing strategic central human resources functions, the department is responsible for administering the Health Benefits, Workers' Compensation, and Long-Term Disability programs. Further responsibilities include: citywide coordination of the Combined Municipal Campaign program, the Employee Recognition program, temporary employee services, publishing newsletters, reporting City events and activities, and employee information.

Department Short Term Goals

DO IT BETTER - Quality/Process Improvement

LET 'EM DO IT - Employee Empowerment/Engagement

DO IT SMARTER - Improve Financial Performance

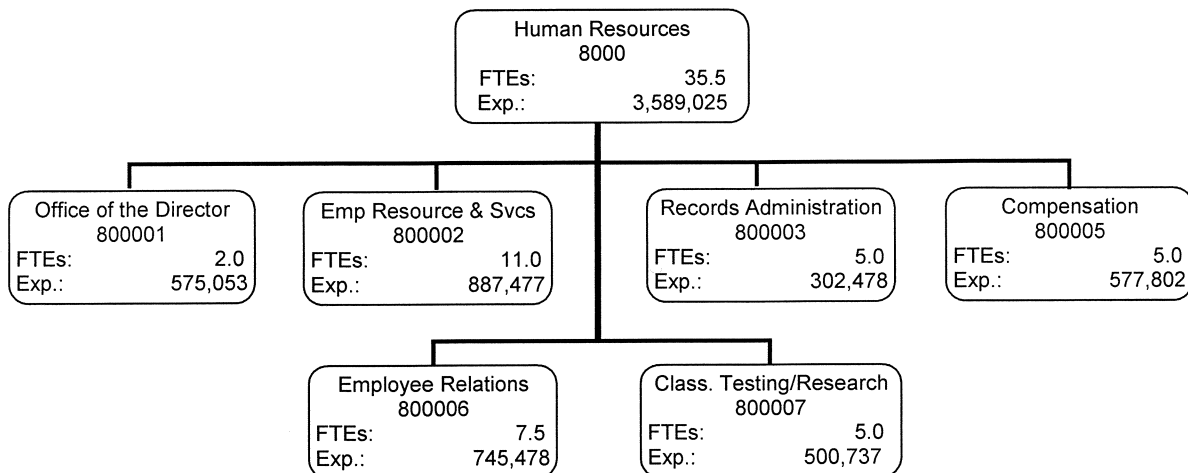
DO IT FOR THEM . . . NOW - Enhance Customer Service

DO IT RIGHT - Ensure High Compliance Standards

Department Long Term Goals

To exceed the expectations of the stakeholders by committing to our shared values (Integrity, Customer Service, Accountability, Honesty and Respect), by achieving highest levels of customer service.

Department Organization



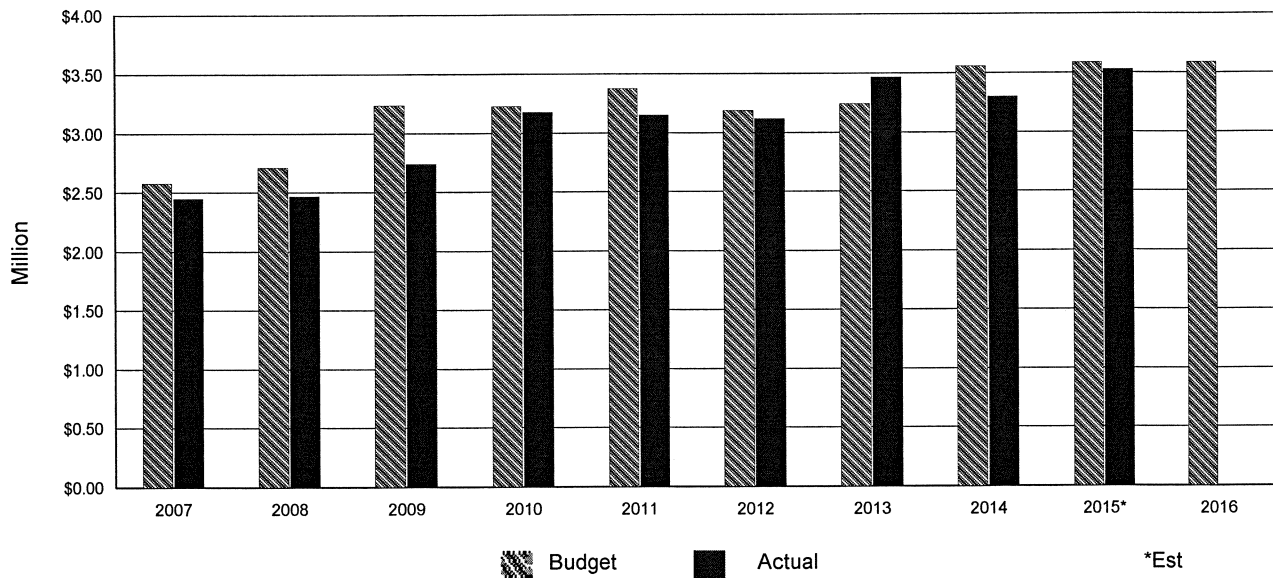
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Human Resources
Fund No. /Bus. Area No. : 1000 / 8000

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	2,789,920	3,018,230	2,954,761	3,182,420
	Supplies	44,850	63,065	56,996	42,427
	Other Services and Charges	447,749	487,100	496,064	360,978
	Equipment	9,530	0	0	0
	Non-Capital Equipment	8,414	21,300	22,300	3,200
	Total M & O Expenditures	3,300,463	3,589,695	3,530,121	3,589,025
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	3,300,463	3,589,695	3,530,121	3,589,025
Revenues		125,844	6,000	11,800	10,000
Staffing	Full-Time Equivalents - Civilian	29.5	35.0	35.0	35.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	29.5	35.0	35.0	35.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2016 Budget provides funding for health benefits and pension contribution.				
	o Pursue and implement technological advances to improve operations, employee access/communications and transparency.				

**Human Resources
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Human Resources
Fund No. /Bus. Area No. : 1000 / 8000

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Audit Active Personnel Files	J	10,160	16,519	24,778	20,000
Average Job Applications per Posting	J	N/A	75	80	80
Days to Fill	J	37	37	35	35
Job Applications Processed	J	269,505	188,721	283,081	290,000
New Hires Activity	J	2,388	983	1,475	1,500
Participate In and Conduct Pay Structure Surveys	J,F	247	122	183	180
Total Positions Filled	J	4,287	3,017	4,500	4,500
Expenditures Budget vs Actual Utilization	F	93%	98%	98%	98%
Revenues Budget vs Actual Utilization	F	2,097%	100%	197%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : Human Resources Fund No. /Bus Area No. : 1000 / 8000							
Division Description	FY2014 Actual FTEs	Costs \$	FY2015 Estimate FTEs	Costs \$	FY2016 Budget FTEs	Costs \$	
Office of the Director 800001 Provide executive support and leadership to all the divisions of the department.	1.7	593,609	2.0	611,240	2.0	575,053	
Employment Resource & Services Div 800002 Manages system and processes that attract, recruit and onboard candidates. Serves as the final hiring authority for all City of Houston departments. Ensures all personnel actions meet employment eligibility requirements and comply with federal, state and city regulations. Tracks applicants and staffing trends, and supports city departments in meeting employment goals.	11.0	830,428	11.0	877,563	11.0	887,477	
Records Administration 800003 Official custodian of the City's approximately 40,000 personnel records (Hardcopy and E-File) for all active and inactive employees. Administers the employment verification contract, ensuring vendor compliance. Ensures timely response to Texas Public Information Act (TPIA) requests, subpoenas and social service requests.	2.9	291,287	5.0	304,258	5.0	302,478	
Compensation 800005 Plans, designs, develops and implements the City's corporate classification and compensation programs to attract, maintain and retain an experienced, competitive workforce. Ensures compliance with all applicable laws, regulations and codes.	5.0	556,297	5.0	580,633	5.0	577,802	
Employee Relations 800006 The division promotes compliance (in areas such as EEO; ADA; TPIA; related laws, policies, and procedures; union contracts, and grievance processes) by providing advice; analysis; training; timely processing; policy and procedure development and updates, and data tracking. This division also handles the administrative activities of the Civil Service Commission (CSC) and the Police Officers' CSC.	6.3	689,646	7.0	695,476	7.5	745,478	

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Human Resources Fund No. /Bus Area No. : 1000 / 8000						
Division Description	FY2014 Actual FTEs Costs \$	FY2015 Estimate FTEs Costs \$	FY2016 Budget FTEs Costs \$			
Classified Testing and Research 800007 The HR Classified Testing Team (CT) supports and advises the Houston Fire and Police departments in their efforts to select and promote members. This is done primarily through the use of fair and valid testing procedures and processes. The CT team is responsible for creating and delivering tests, conducting job analyses for each rank/specialty tested, and maintaining testing standards and practices that can bear legal and scientific scrutiny.	2.6 339,196	5.0 460,951	5.0 500,737			
Total	29.5 3,300,463	35.0 3,530,121	35.5 3,589,025			

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Human Resources
Fund No./Bus. Area No. : 1000 / 8000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATION MANAGER	26	0.0	1.0	1.0
ADMINISTRATIVE ASSOCIATE	13	0.0	1.0	1.0
ADMINISTRATIVE COORDINATOR	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	2.0	2.0	0.0
DIVISION MANAGER	29	3.0	3.0	0.0
HUMAN RESOURCES ASSISTANT	13	0.0	1.0	1.0
HUMAN RESOURCES DIRECTOR	35	1.0	1.0	0.0
HUMAN RESOURCES SPECIALIST	17	5.0	3.0	(2.0)
HUMAN RESOURCES SUPERVISOR	24	2.0	2.0	0.0
HUMAN RESOURCES TECHNICIAN	12	3.0	3.0	0.0
RECORDS SUPERVISOR	18	1.0	1.0	0.0
RECORDS TECHNICIAN	9	4.0	4.0	0.0
SENIOR COMPENSATION SPECIALIST	22	2.0	2.0	0.0
SENIOR HUMAN RESOURCES SPECIALIST	21	7.0	8.0	1.0
STAFF ANALYST	26	2.0	2.0	0.0
Total FTEs		35.0	36.0	1.0
Less Adjustment for Civilian Vacancy Factor		0.0	0.5	0.5
Full-Time Equivalents		35.0	35.5	0.5

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Human Resources
Fund No./Bus. Area No. : 1000 / 8000

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
8000010001	Office of the Director			
426330	Miscellaneous Copies Fees	6,000	11,800	10,000
Total	Human Resources	<u>6,000</u>	<u>11,800</u>	<u>10,000</u>

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Human Resources
Fund No./Bus. Area No. : 1000 / 8000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	1,797,709	2,014,262	1,988,359	2,116,318
500060	Overtime - Civilian	6	0	0	0
500090	Premium Pay - Civilian	0	0	80	0
500110	Bilingual Pay - Civilian	4,819	4,518	4,518	5,422
501070	Pension - Civilian	420,936	510,821	504,133	579,028
501120	Termination Pay - Civilian	106,882	17,778	10,789	0
502010	FICA - Civilian	136,451	157,282	148,245	159,064
503010	Health Ins-Act Civilian	267,598	300,215	281,104	303,396
503015	Basic Life Insurance - Active Civilian	1,045	1,209	1,238	1,232
503060	Long Term Disability-Civilian	2,577	2,975	2,868	3,018
503090	Workers Compensation-Civilian-Admin	6,463	9,170	8,774	10,472
503100	Workers Compensation-Civilian-Claim	45,434	0	4,653	4,470
Total	Personnel Services	2,789,920	3,018,230	2,954,761	3,182,420
511040	Audiovisual Supplies	903	1,000	0	0
511045	Computer Supplies	822	3,950	3,200	3,200
511050	Paper & Printing Supplies	1,569	8,379	7,879	7,007
511055	Publications & Printed Materials	12,307	15,700	13,990	12,520
511060	Postage	2,415	2,555	2,555	2,555
511070	Miscellaneous Office Supplies	25,041	28,721	26,612	15,385
511125	Food Supplies	1,543	1,500	1,500	1,500
511150	Miscellaneous Parts & Supplies	250	1,260	1,260	260
Total	Supplies	44,850	63,065	56,996	42,427
520100	Temporary Personnel Services	51,529	37,700	37,700	7,000
520109	Medical Dental & Laboratory Services	159	0	130	0
520110	Management Consulting Services	17,651	10,000	10,000	10,000
520114	Miscellaneous Support Services	43,676	93,116	103,758	51,561
520119	Computer Eq/SW Mnt	32,564	36,899	35,353	29,229
520120	Communications Equipment Services	419	300	300	300
520121	IT Application Svcs	89,969	113,381	113,381	120,850
520122	Office Equipment Services	870	0	0	0
520515	Print Shop Services	1,737	4,249	2,899	2,899
520520	Printing & Reproduction Services	178	1,000	1,000	1,000
520605	Advertising Services	614	1,950	3,400	3,000
520705	Insurance Fees	722	1,264	1,214	1,314
520765	Membership & Professional Fees	4,297	5,790	4,850	4,650
520805	Education & Training	23,851	26,495	22,696	16,366
520905	Travel - Training Related	4,072	8,000	9,767	9,267
520910	Travel - Non-Training Related	1,730	4,100	4,000	5,000
521605	Data Services	60,201	83,824	83,824	38,661
521610	Voice Services	4,354	10,286	10,286	8,973
521620	Voice Equipment	2,486	4,449	4,449	1,273
521625	Voice Labor	2,159	5,369	5,369	8,276

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Human Resources
Fund No./Bus. Area No. : 1000 / 8000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521630	GIS Revolving Fund Services	1,403	1,835	1,835	1,887
521635	Voice Services -Wireless	8,405	10,866	10,866	12,155
521715	Office Equipment Rental	13,092	12,428	12,428	13,009
521730	Parking Space Rental	8,686	3,800	4,100	4,100
521735	Hobby Parking Space Rental	5,025	7,200	7,200	7,200
522430	Misc Othr Svcs & Chrg	64,032	790	3,250	250
522721	Interfund HR Client Services	2,316	523	523	948
522722	KRONOS Service Chargeback	1,552	1,486	1,486	1,810
Total	Other Services and Charges	447,749	487,100	496,064	360,978
560230	Computer HW and Developed SW	9,530	0	0	0
Total	Equipment	9,530	0	0	0
551010	Non-Cap Office Furniture & Equipment	973	8,200	8,200	0
551015	Non-Capital Computer Equipment	7,441	13,100	14,100	1,900
551020	Non-Capital Communication Equipment	0	0	0	1,300
Total	Non-Capital Equipment	8,414	21,300	22,300	3,200
Grand Total Expenditures		3,300,463	3,589,695	3,530,121	3,589,025



LEGAL

Department Description and Mission

The mission of the Legal Department is to provide the City of Houston with the highest quality municipal legal services, and to facilitate the operations of the City and protect its interests. The department is organized into eight General Fund and three Property and Casualty Fund operating sections to accomplish this mission. The General Fund sections include: Staff Administration, General Counsel, Municipal Prosecution, Real Estate, Neighborhood Services, Contracts, Public Works and Engineering Legal Administration and Office of Inspector General. The Property and Casualty Fund sections include: Claims and Subrogation, General Litigation and Labor, Employment and Civil Rights.

The Legal Department's work is funded primarily from the General Fund (Fund 1000) and the Property and Casualty Fund (Fund 1004). Additionally, some legal services related to workers' compensation benefits are funded out of the Workers' Compensation Fund (Fund 1011).

The central duties of the Legal Department funded from the General Fund include: the preparation of City ordinances and resolutions, research and drafting of legal opinions, preparation of contracts, bond issue representation, deed restriction enforcement, support for the dangerous buildings demolition project, prosecution of violators of City ordinances, and utility regulation. The central duties of the Property Casualty Fund sections include: the collection of revenue on past due accounts, claims resolution, personnel actions, and representing the City in tort commercial and employment litigation.

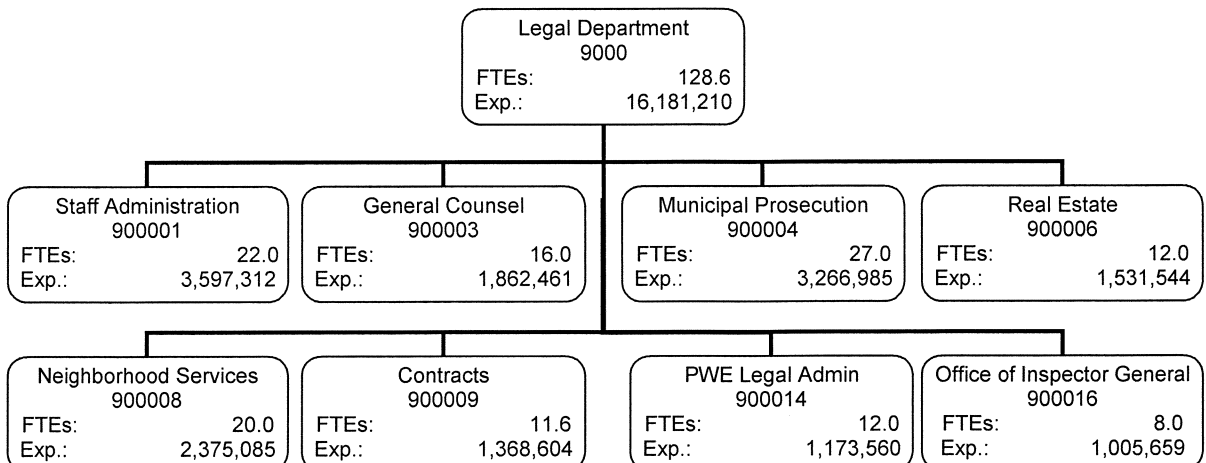
Department Short Term Goals

- Provide greater efficiencies in the provision of high quality and timely legal services.
- Enhance coordination of legal services related to neighborhood preservation and focus attention on consistency in litigation and administrative hearing processes.
- Seek to enhance responsiveness to requests for ordinance and opinion research and drafting.
- Review the department's computer technology and support services to maximize efficient use of resources.
- Recover funds for the City and seek incentives to assist in recruiting and retaining high quality personnel.
- Improve awareness by City employees of liability concerns through training.

Department Long Term Goals

- Reduce turnaround time for assignments and expand use of technology to enhance efficiency of service.
- Continue to improve incentives to aid in recruiting and retaining high quality professionals.

Department Organization



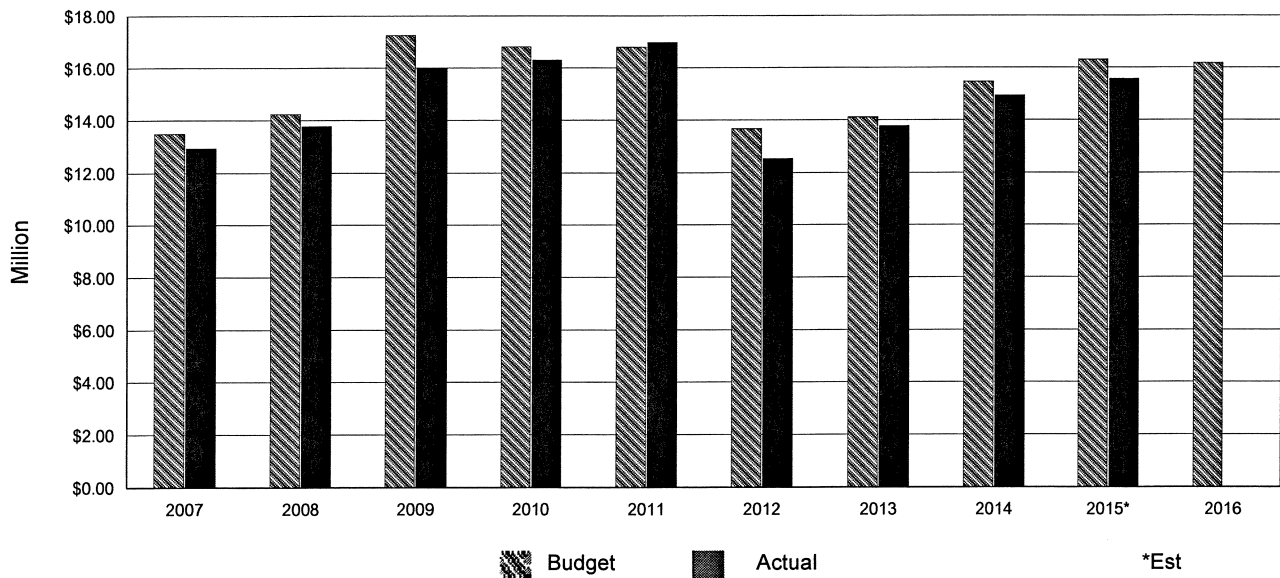
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Legal
Fund No. /Bus. Area No. : 1000 / 9000

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	13,883,236	15,194,638	14,445,912	15,074,643
	Supplies	358,751	366,449	349,378	366,432
	Other Services and Charges	669,309	737,666	738,756	740,135
	Non-Capital Equipment	19,932	18,904	32,327	0
	Total M & O Expenditures	14,931,228	16,317,657	15,566,373	16,181,210
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	14,931,228	16,317,657	15,566,373	16,181,210
Revenues		4,052,302	1,241,082	1,416,096	1,230,291
Staffing	Full-Time Equivalents - Civilian	119.7	127.5	122.4	128.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	119.7	127.5	122.4	128.6
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<p>o The FY2016 Budget provides funding for health benefits and pension contribution.</p> <p>o In FY2016, the department will implement its new Case Management System, a key component of its goal of developing a more technology oriented law office environment that will be more cost effective, enhance litigation techniques, and safeguard the department's data management infrastructure. The department is lagging behind private sector law departments in this area, which compromises its ability to perform at the level needed to compete effectively with firms which have invested in the technology necessary to operate more efficiently.</p>				

**Legal
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Legal
Fund No. /Bus. Area No. : 1000 / 9000

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Contracts Prepared	J,P,I,F,Q	996	900	1,060	900
Deed Restriction Inquiries/Complaints/Opened Files	P,F,Q	2,386	2,410	2,473	3,295
Deed Restriction Matters Closed without Litigation	P,F,Q	1,638	1,650	2,023	2,697
Expenditures Budget vs Actual Utilization	F	97%	98%	95%	98%
Revenues Budget vs Actual Utilization	F	319%	100%	114%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J)
 Fiscal Responsibility (F)

Public Safety (P)
 Quality of Life (Q)

Infrastructure (I)

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Legal Fund No. /Bus Area No. : 1000 / 9000						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
LGL - Staff Administration Section 900001 Responsible for IT, payables, receivables, budget management, facility maintenance, conference rooms, HR assistance, courthouse deliveries, copy services, assignment matter set up, archiving, library organization and management feedback.	21.0	3,286,715	20.7	3,661,383	22.0	3,597,312
LGL - General Counsel Section 900003 Prepares code amendments/ordinances, research/prepare opinions, provide advice to City committees, handle sign code issues, ad valorem taxation, public info. requests, financial disclosure statements, Dept. of Justice submissions, subpoenas, muni. finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters, counsel regulatory boards and commissions.	15.8	1,861,115	15.0	1,707,474	16.0	1,862,461
LGL - Municipal Prosecution Section 900004 Represents the State in Municipal Courts; handles appealed cases, property disposition and tow hearings; assists citizens with direct filing of non-traffic misdemeanors; assists police and City inspectors with statutory and code enforcement and with drafting warrants; works directly with the presiding judge to solve problems and establish policy for the Municipal Courts.	25.8	2,929,606	26.6	3,166,996	27.0	3,266,985
LGL - Real Estate Section 900006 Provides legal services/draft ordinances, contracts, opinions, title reports and other documents relating to buying/selling/leasing/abandoning real estate, eminent domain proceedings, environmental and land development regulation, economic incentives and federal/state grant programs.	12.0	1,393,013	12.0	1,502,974	12.0	1,531,544
LGL - Neighborhood Services Section 900008 Enforces deed restrictions, responds to citizen complaints and Council and Mayor inquiries, files lawsuits, provides title work for Inspections and Public Service and deed restriction matters, attends dangerous building hearings, investigates Texas Alcohol Beverage Commission complaints, enforces sexually - oriented business ordinances and statutes, attends public hearings.	18.7	2,328,137	17.8	2,240,044	20.0	2,375,085
LGL - Contracts Section 900009 Responsible for preparing, reviewing, negotiating City contracts, drafting budget and appropriation ordinances and opinions, researching and issuing bid irregularity opinions, handles McGregor Act claims and grants greater than \$400,000.	9.5	1,248,683	11.4	1,276,407	11.6	1,368,604

Division Summary						
Fund Name : General Fund Business Area : Legal Fund No. /Bus Area No. : 1000 / 9000						
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
LGL - PWE Legal Administration Section 900014 Captures the payroll costs of 12 FTEs in the Real Estate, Contracts and Labor, Employment and Civil Rights Sections who provide services exclusively to PWE which reimburses the Legal Department for said costs.	11.0	1,139,428	11.5	1,080,176	12.0	1,173,560
LGL - Office of Inspector General Section 900016 Investigates alleged violations by City employees (excluding employees of HPD), elected officials, Mayoral appointees, vendors and contractors of state or federal laws, City Charter provisions, City Ordinances, City Council Code of Conduct, Executive Orders, Administrative Procedures. Ombudsman for citizens with allegations of police misconduct; consults with Independent Police Oversight Board.	5.9	744,531	7.5	930,919	8.0	1,005,659
Total	119.7	14,931,228	122.4	15,566,373	128.6	16,181,210

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Legal
Fund No./Bus. Area No. : 1000 / 9000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATIVE AIDE	10	2.0	2.0	0.0
ADMINISTRATIVE ASSISTANT	17	3.0	3.0	0.0
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	1.0	1.0	0.0
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	0.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	0.0
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	0.0
ASSISTANT CITY ATTORNEY I	24	22.0	18.0	(4.0)
ASSISTANT CITY ATTORNEY II	27	17.0	18.0	1.0
CITY ATTORNEY	39	1.0	1.0	0.0
COMMUNITY LIAISON	18	1.0	0.0	(1.0)
DIVISION MANAGER	29	3.0	3.0	0.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	0.0
FIRST ASSISTANT CITY ATTORNEY	37	2.0	2.0	0.0
HUMAN RESOURCES ASSISTANT	13	1.0	1.0	0.0
HUMAN RESOURCES SUPERVISOR	24	1.0	1.0	0.0
HUMAN RESOURCES TECHNICIAN	12	0.0	1.0	1.0
IRM MANAGER	29	1.0	1.0	0.0
LEGAL INVESTIGATOR	18	2.0	2.0	0.0
LEGAL WORD PROCESSOR	11	1.0	1.0	0.0
MESSENGER	6	1.0	1.0	0.0
PARALEGAL I	12	3.0	9.0	6.0
RECEPTIONIST	7	1.0	1.0	0.0
RECORDS TECHNICIAN	9	1.0	1.0	0.0
SENIOR ACCOUNT CLERK	13	1.0	1.0	0.0
SENIOR ASSISTANT CITY ATTORNEY I	32	13.0	18.0	5.0
SENIOR ASSISTANT CITY ATTORNEY II	35	12.6	9.6	(3.0)
SENIOR ASSISTANT CITY ATTORNEY,SECTION CHIEF	35	4.0	4.0	0.0
SENIOR LEGAL TITLE EXAMINER	19	0.0	1.0	1.0
SENIOR LEGAL WORD PROCESSOR	13	1.0	1.0	0.0
SENIOR OFFICE ASSISTANT	12	2.0	1.0	(1.0)
SENIOR PARALEGAL	19	21.0	16.0	(5.0)
SENIOR PUBLIC LOSS INVESTIGATOR	24	2.0	2.0	0.0
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	0.0
SYSTEMS SUPPORT ANALYST III	22	1.0	1.0	0.0
SYSTEMS SUPPORT ANALYST IV	25	0.0	1.0	1.0
Total FTEs		127.6	128.6	1.0
Less Adjustment for Civilian Vacancy Factor		0.1	0.0	(0.1)
Full-Time Equivalents		127.5	128.6	1.1

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Legal
Fund No./Bus. Area No. : 1000 / 9000

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
9000010001	LGL - General Admin of Dept			
424070	Interfund Legal Services	1,220,282	1,127,659	1,209,491
426330	Miscellaneous Copies Fees	700	300	700
434305	Judgments & Claims	15,000	208,137	15,000
452020	Recoveries & Refunds	5,000	80,000	5,000
452030	Miscellaneous Revenue	100	0	100
Total	Legal	1,241,082	1,416,096	1,230,291

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Legal
Fund No./Bus. Area No. : 1000 / 9000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	9,717,157	10,424,823	9,799,680	10,142,865
500030	Salary Part Time - Civilian	88,026	86,058	91,525	85,888
500110	Bilingual Pay - Civilian	6,427	6,328	7,232	7,232
501070	Pension - Civilian	2,238,345	2,643,729	2,485,199	2,775,087
501120	Termination Pay - Civilian	147,201	213,095	272,509	242,696
502010	FICA - Civilian	681,918	756,115	710,477	743,291
503010	Health Ins-Act Civilian	958,829	997,497	997,497	1,006,124
503015	Basic Life Insurance - Active Civilian	5,597	6,083	6,083	5,923
503060	Long Term Disability-Civilian	9,676	10,787	10,787	10,880
503090	Workers Compensation-Civilian-Admin	25,066	33,423	33,423	37,957
503100	Workers Compensation-Civilian-Claim	0	1,500	1,500	1,500
504030	Unemployment Claims - Administration	4,994	15,200	30,000	15,200
Total	Personnel Services	13,883,236	15,194,638	14,445,912	15,074,643
511020	Construction Materials	22,182	0	0	0
511045	Computer Supplies	97,561	90,000	90,000	90,000
511050	Paper & Printing Supplies	9,043	16,000	11,500	12,500
511055	Publications & Printed Materials	135,546	172,200	167,725	176,111
511060	Postage	13,258	18,000	16,600	17,000
511070	Miscellaneous Office Supplies	78,952	68,896	61,700	70,260
511110	Fuel	1,065	1,353	1,353	561
511150	Miscellaneous Parts & Supplies	1,144	0	500	0
Total	Supplies	358,751	366,449	349,378	366,432
520107	Computer Info/Contr	0	3,000	3,000	3,000
520108	Information Resource Services	0	0	8,675	0
520109	Medical Dental & Laboratory Services	822	800	550	800
520112	Banking Services	381	300	300	300
520114	Miscellaneous Support Services	169,534	173,000	173,000	176,000
520119	Computer Eq/SW Mnt	0	7,000	3,600	7,000
520121	IT Application Svcs	75,662	90,139	90,139	103,452
520510	Mail/Delivery Services	540	300	600	300
520515	Print Shop Services	3,871	4,650	4,600	4,650
520520	Printing & Reproduction Services	35,738	35,000	35,000	35,000
520605	Advertising Services	301	0	0	0
520705	Insurance Fees	1,786	7,343	7,343	5,287
520740	Document Recording/Filing Fees	77	0	0	0
520765	Membership & Professional Fees	33,074	31,710	33,000	33,000
520805	Education & Training	15,577	21,400	21,400	22,000
520905	Travel - Training Related	14,981	10,700	9,900	12,500
520910	Travel - Non-Training Related	5,065	9,600	7,200	7,700
521405	Building Maintenance Services	0	0	2,754	0
521605	Data Services	53,161	60,523	60,523	48,057
521610	Voice Services	46,558	33,235	33,235	28,995
521620	Voice Equipment	3,480	1,556	1,556	468
521625	Voice Labor	2,022	1,973	1,973	3,040
521630	GIS Revolving Fund Services	4,805	6,704	6,704	10,534
521635	Voice Services -Wireless	14,874	12,744	12,744	12,180
521715	Office Equipment Rental	45,953	44,500	45,300	46,500

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Legal
Fund No./Bus. Area No. : 1000 / 9000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
521730	Parking Space Rental	81,266	88,100	81,200	82,000
521905	Legal Services	24,800	80,000	80,000	80,000
522420	Petty Cash/Change Special Fund	278	1,500	578	1,500
522430	Misc Othr Svcs & Chrg	28,720	3,220	4,000	4,000
522435	Interest Charges Past Due Accounts	95	0	100	100
522721	Interfund HR Client Services	0	2,093	2,093	2,559
522722	KRONOS Service Chargeback	5,047	5,619	5,619	6,843
522735	Interfund Communication Equipment Repair	0	100	0	0
522845	Interfund Vehicle Services	841	857	2,070	2,370
Total	Other Services and Charges	669,309	737,666	738,756	740,135
551010	Non-Cap Office Furniture & Equipment	0	18,904	32,327	0
551015	Non-Capital Computer Equipment	19,932	0	0	0
Total	Non-Capital Equipment	19,932	18,904	32,327	0
Grand Total Expenditures		14,931,228	16,317,657	15,566,373	16,181,210



MAYOR'S OFFICE

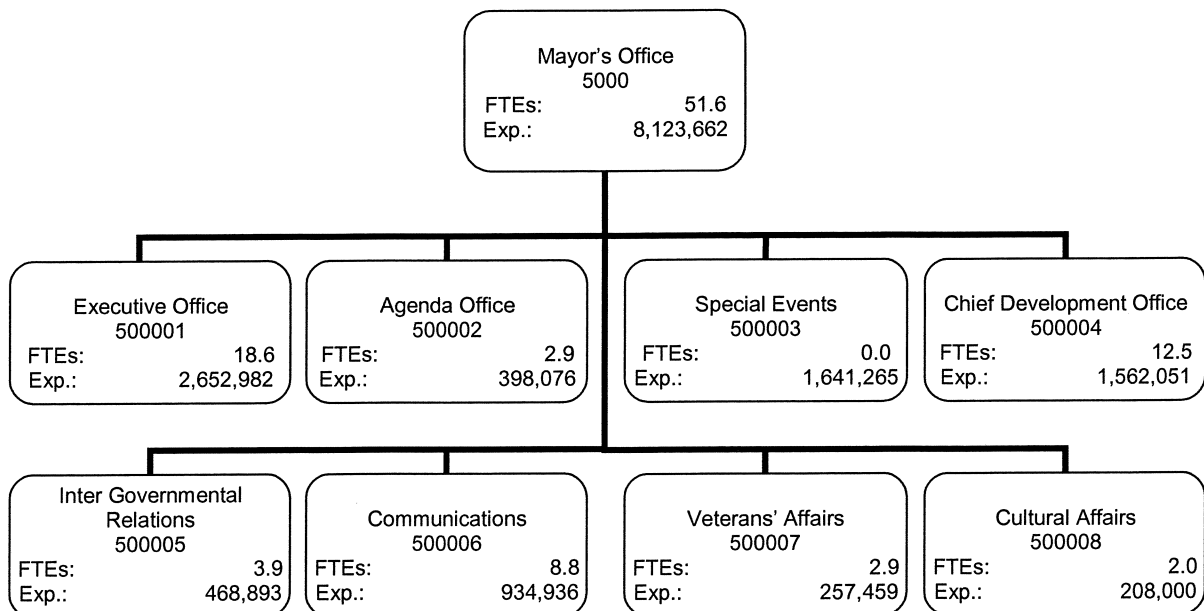
Department Description and Mission

The Mayor of Houston is designated by City Charter as the Chief Executive Officer of the City. The Mayor's Office directs, monitors and coordinates the service delivery and work product of all City departments.

The Mayor's responsibilities include the following:

- Overall City policy development and coordination.
- Directing and monitoring all City services, focusing on efficient and responsive delivery of those services.
- Directing management of the City's fiscal policy.
- Responding to information and service inquiries by the public.
- Responding to information inquiries by the press.
- Analysis of legislative issues that affect City government at the state and federal level.
- Promoting and encouraging economic development as a source of fiscal strength for the community.
- Protecting and bettering Houstonians' quality of life.
- Providing constituency services to the citizens of Houston.
- Representing the City's interests in international trade development.
- Improving mobility by directing regional transportation policies.
- Directing infrastructure and environmental policies.
- Directing the City's boards and commissions.
- Directing supervision of the Homeland Security Department.
- Directing the agenda for council and presiding over City Council meetings.

Department Organization



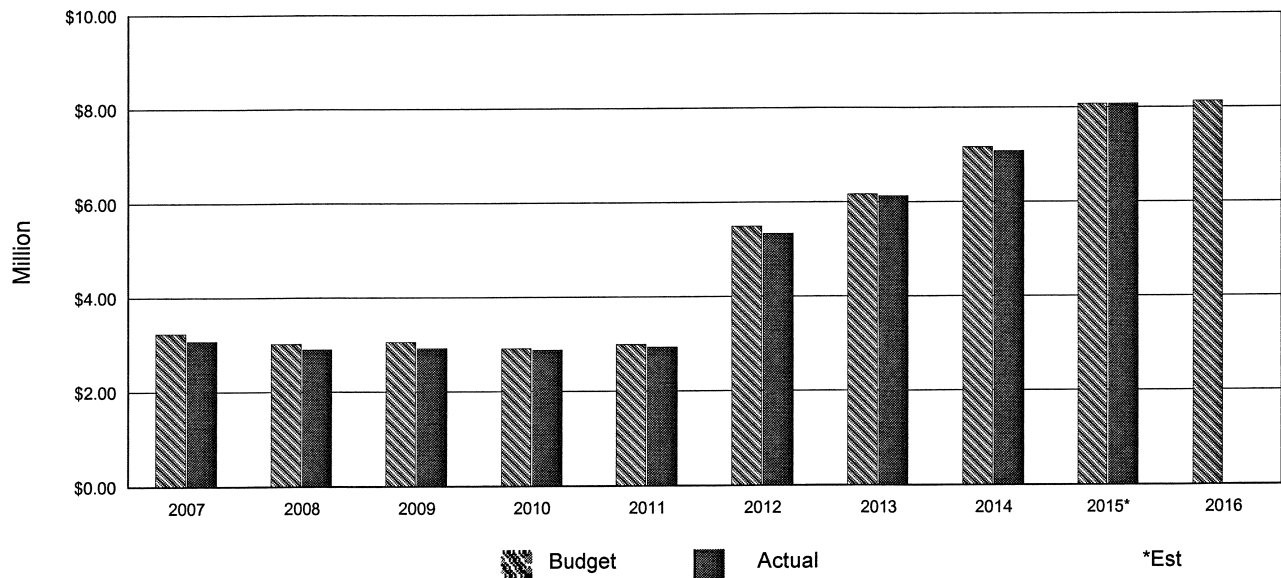
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No. /Bus. Area No. : 1000 / 5000

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	6,237,451	5,480,395	5,480,395	5,940,479
	Supplies	113,186	72,346	72,346	43,981
	Other Services and Charges	722,474	875,465	875,465	497,937
	Total M & O Expenditures	7,073,111	6,428,206	6,428,206	6,482,397
	Debt Service & Other Uses	0	1,640,507	1,640,507	1,641,265
	Total Expenditure	7,073,111	8,068,713	8,068,713	8,123,662
Revenues		16,878,886	15,000,000	16,004,000	18,235,000
Staffing	Full-Time Equivalents - Civilian	57.6	48.9	48.9	51.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	57.6	48.9	48.9	51.6
	Full-Time Equivalents - Overtime	0.9	0.5	0.5	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2016 Budget provides funding for health benefits and pension contribution. o Provides funding of \$550,482 for 3 FTEs and operational expenses to support the newly established Chief Compliance Office. 				

**Mayor's Office
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Division Summary							
Fund Name : General Fund Business Area : Mayor's Office Fund No. /Bus Area No. : 1000 / 5000							
Division Description	FY2014 Actual		FY2015 Estimate		FY2016 Budget		
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$	
Executive Office 500001 Provides support functions necessary to fulfill the chartered requirements of the Mayor and oversees departmental activity. Provides timely and effective customer service to the public and City of Houston departments.	24.0	2,499,716	16.6	2,153,288	18.6	2,652,982	
Agenda Office 500002 Assists with processing contracts, awards and ordinance amendments through efficient communication with City departments and City Council in coordination with the City Secretary.	3.0	354,223	2.9	395,439	2.9	398,076	
Special Events 500003 Produces, co-produces, and permits events that enhance the image of the City and highlights Houston's diverse culture.	10.0	1,498,611	0.0	1,640,507	0.0	1,641,265	
Chief Development Office 500004 Promotes economic development through the use of a variety of tools. Develops, implements, and manages citywide policies and procedures for economic development programs such as Tax Increment Reinvestment Zones (TIRZ), tax abatements and other innovative incentive programs.	16.4	1,915,311	11.7	1,592,181	12.5	1,562,051	
Inter Government Relations 500005 Provides effective counsel and advocacy for the Mayor's policies and city operations before federal and state governments. Develops strategic initiatives to strengthen regional cooperation.	4.2	476,956	3.9	591,753	3.9	468,893	
Communications 500006 Directs policy development and messaging strategy and manages all aspects of Mayor's Office communications.	0.0	328,294	8.9	914,595	8.8	934,936	

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Mayor's Office Fund No. /Bus Area No. : 1000 / 5000						
Division Description	FY2014 Actual FTEs Costs \$	FY2015 Estimate FTEs Costs \$	FY2016 Budget FTEs Costs \$			
Veterans' Affairs 500007 Provides central coordination and support for Veterans service organizations within the City of Houston. Assists Veterans and their families by providing information regarding health/education benefits, housing, employment, etc. Represents the Mayor and City of Houston at military ceremonies and functions. Serves as liaison to the VA Department of the federal government, the TX Veterans Commission, and other agencies serving Veterans.	0.0 0	2.9 221,105	2.9 257,459			
Cultural Affairs 500008 Facilitates arts/cultural programs, projects, initiatives, and organizations on behalf of the City. Serves as liaison to Houston Arts Alliance, the City's non-profit arts partner organization, which has City contracts to manage arts/cultural grants program funded through Hotel Occupancy Tax (HOT) and the City's artwork collection. Assists with historic preservation initiatives, parks, and library projects.	0.0 0	2.0 559,845	2.0 208,000			
Total	57.6 7,073,111	48.9 8,068,713	51.6 8,123,662			

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No./Bus. Area No. : 1000 / 5000

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	0.0	(1.0)
ADMINISTRATION MANAGER (EXE LEV)	26	3.0	1.0	(2.0)
ADMINISTRATIVE AIDE	10	1.0	1.0	0.0
ADMINISTRATIVE ASSISTANT	17	2.0	5.0	3.0
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	3.0	0.0	(3.0)
ADMINISTRATIVE ASSOCIATE	13	0.0	2.0	2.0
ADMINISTRATIVE COORDINATOR	24	3.0	5.0	2.0
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	4.0	2.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	3.0	10.0	7.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	3.0	0.0	(3.0)
ADMINISTRATIVE SUPERVISOR	22	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	6.0	2.0
CHIEF OF STAFF-MAYOR'S OFFICE (EXE LEV)	36	1.0	1.0	0.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	1.0	0.0
DEPUTY DIRECTOR (EXE LEV)	34	2.0	1.0	(1.0)
DIVISION MANAGER	29	1.0	1.0	0.0
EXECUTIVE STAFF ANALYST (EXE LEV)	30	2.0	3.0	1.0
FINANCIAL ANALYST II	18	0.0	1.0	1.0
FINANCIAL ANALYST III	21	1.0	0.0	(1.0)
FINANCIAL ANALYST IV	25	1.0	1.0	0.0
MAYOR		1.0	1.0	0.0
RECEPTIONIST	7	1.0	1.0	0.0
SENIOR STAFF ANALYST	28	2.0	2.0	0.0
SENIOR STAFF ANALYST (EXE LEV)	28	3.0	3.0	0.0
STAFF ANALYST	26	2.0	3.0	1.0
STAFF ANALYST (EXE LEV)	26	2.0	1.0	(1.0)
STUDENT INTERN II	10	2.0	0.0	(2.0)
TEMP JOB CODE	NA	0.0	1.0	1.0
Total FTEs		50.0	53.0	3.0
Less Adjustment for Civilian Vacancy Factor		1.1	1.4	0.3
Full-Time Equivalents		48.9	51.6	2.7

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No./Bus. Area No. : 1000 / 5000

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
5000010001	MYR- Mayor's Office			
421270	City Election Fees	0	0	35,000
5000040000	MYR - Chief Development Office			
415010	Industrial District Assessment	15,000,000	16,000,000	18,200,000
421630	Administrative Fee - Licenses & Permits	0	4,000	0
Total	Mayor's Office	15,000,000	16,004,000	18,235,000

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No./Bus. Area No. : 1000 / 5000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	4,214,589	3,763,253	3,763,253	4,123,609
500030	Salary Part Time - Civilian	0	80,000	80,000	0
500060	Overtime - Civilian	62,964	165	165	0
500110	Bilingual Pay - Civilian	7,674	5,423	5,423	4,519
500180	Temporary Employees	6,424	0	0	0
501070	Pension - Civilian	982,390	954,360	954,360	1,128,218
501120	Termination Pay - Civilian	200,687	15,596	15,596	10,000
502010	FICA - Civilian	313,794	275,263	275,263	290,812
503010	Health Ins-Act Civilian	425,785	361,913	361,913	356,159
503015	Basic Life Insurance - Active Civilian	2,440	2,221	2,221	2,411
503060	Long Term Disability-Civilian	4,511	4,180	4,180	4,388
503090	Workers Compensation-Civilian-Admin	11,845	12,878	12,878	15,220
503100	Workers Compensation-Civilian-Claim	4,348	0	0	0
504030	Unemployment Claims - Administration	0	5,143	5,143	5,143
Total	Personnel Services	6,237,451	5,480,395	5,480,395	5,940,479
511020	Construction Materials	6,909	0	0	0
511040	Audiovisual Supplies	14,904	0	0	0
511045	Computer Supplies	3,996	6,900	6,900	5,400
511050	Paper & Printing Supplies	0	1,750	1,750	1,750
511055	Publications & Printed Materials	18	7,853	7,853	2,353
511060	Postage	2,561	4,318	4,318	2,818
511070	Miscellaneous Office Supplies	30,267	21,562	21,562	20,762
511110	Fuel	20,737	13,000	13,000	2,935
511115	Vehicle Repair & Maintenance Supplies	49	2,500	2,500	2,500
511120	Clothing	104	0	0	0
511125	Food Supplies	386	10,263	10,263	263
511150	Miscellaneous Parts & Supplies	33,255	4,200	4,200	5,200
Total	Supplies	113,186	72,346	72,346	43,981
520100	Temporary Personnel Services	29,808	8,500	8,500	4,500
520109	Medical Dental & Laboratory Services	601	571	571	571
520110	Management Consulting Services	6,000	255,374	255,374	49,374
520114	Miscellaneous Support Services	12,206	53,000	53,000	9,600
520115	Real Estate Lease/Office Rental	(2,132)	46,084	46,084	0
520120	Communications Equipment Services	0	200	200	200
520121	IT Application Svcs	108,448	80,370	80,370	107,537
520122	Office Equipment Services	0	1,000	1,000	0
520123	Vehicle & Motor Equipment Services	7,499	0	0	0
520132	Contracts/Sponsorships	30,000	0	0	0
520510	Mail/Delivery Services	136	1,074	1,074	574
520515	Print Shop Services	12,206	12,509	12,509	10,509
520520	Printing & Reproduction Services	16,490	0	0	0
520605	Advertising Services	3,459	977	977	0
520705	Insurance Fees	963	810	810	996
520755	Contingency	5,000	5,000	5,000	5,000
520765	Membership & Professional Fees	1,792	20,655	20,655	1,596
520805	Education & Training	0	4,295	4,295	8,795
520905	Travel - Training Related	11,593	16,600	16,600	12,600

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Mayor's Office
Fund No./Bus. Area No. : 1000 / 5000

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
520910	Travel - Non-Training Related	34,543	40,395	40,395	21,395
521505	Electricity	0	1,200	1,200	0
521510	Natural Gas	(59)	300	300	0
521605	Data Services	79,710	89,221	89,221	29,228
521610	Voice Services	29,440	25,404	25,404	23,940
521620	Voice Equipment	(753)	1,665	1,665	642
521625	Voice Labor	910	2,111	2,111	4,171
521630	GIS Revolving Fund Services	2,181	3,280	3,280	7,820
521635	Voice Services -Wireless	37,913	18,030	18,030	41,129
521705	Vehicle/Equipment Rental/Lease	33,270	0	0	0
521715	Office Equipment Rental	27,197	25,575	25,575	26,575
521725	Other Rental	16,821	750	750	750
521730	Parking Space Rental	42,767	36,025	36,025	33,377
521735	Hobby Parking Space Rental	75	0	0	0
522430	Misc Othr Svcs & Chrg	102,111	39,968	39,968	20,945
522435	Interest Charges Past Due Accounts	62	500	500	0
522721	Interfund HR Client Services	51,119	74,772	74,772	67,762
522722	KRONOS Service Chargeback	2,458	2,647	2,647	3,223
522845	Interfund Vehicle Services	18,640	6,603	6,603	5,128
Total	Other Services and Charges	722,474	875,465	875,465	497,937
532025	Transfers to Special Revenues	0	1,640,507	1,640,507	1,641,265
Total	Debt Service and Other Uses	0	1,640,507	1,640,507	1,641,265
Grand Total Expenditures		7,073,111	8,068,713	8,068,713	8,123,662

OFFICE OF BUSINESS OPPORTUNITY

Department Description and Mission

The mission of the Office of Business Opportunity (OBO) is to create a competitive and diverse business environment in the City of Houston by promoting the growth and success of local small businesses, with special emphasis on historically underutilized groups by ensuring their meaningful participation in the government procurement process.

The vision for OBO is to achieve program success by leveling the playing field for all city and local businesses regardless of race or gender, and by obliterating internal and external barriers in contracting. This can be achieved by attracting qualified certification candidates, administering a reputable certification and Hire Houston First designation process while providing unparalleled service delivery, ensuring that prime contractors consistently meet and exceed utilization goals on contracts, and tracking progress towards departmental goals through metrics.

The primary services offered by the Office of Business Opportunity include the following:

- Certification of Businesses for participation on City and Federally Funded projects: Certifies Minority, Women, Small, and Persons with Disabilities Business Enterprises (MWSBE and PDBE), as well as Disadvantaged Business Enterprises (DBE), collectively "certified firms", to be eligible to participate for credit on goal oriented portions of City contracts.
- Contract Compliance: Enforces Equal Employment Opportunity, nondiscrimination, prevailing wages, and other labor standards on City contracts. In addition, Contract Compliance Officers conduct audits to ensure certified firms are utilized and receive payment. Monitors City contracts to ensure Good Faith Efforts are being made to ensure meaningful participation.
- Department Services: Evaluates waivers, proposed contract goals, and pre-award certified firm utilization plans. Facilitates the Procurement Training Institute that educates departments on common compliance issues and best practices. Assists departments with setting contract goals based on market availability of certified firms.
- External Affairs and Outreach: Organizes events to raise awareness of City of Houston contract opportunities. Sends out quarterly newsletter and promotes certification to eligible firms.
- Vendor Services: Evaluates the pool of certified firms to promote their utilization on upcoming City of Houston contracts, and provides assistance and facilitates business development programs for certified firms.
- Houston Business Solutions Center (HBSC): Provides free assistance, counseling, financial advice, and business training workshops for individuals that would like to obtain information on how to start, own, and operate their own business. HBSC administers the Hire Houston First Program.

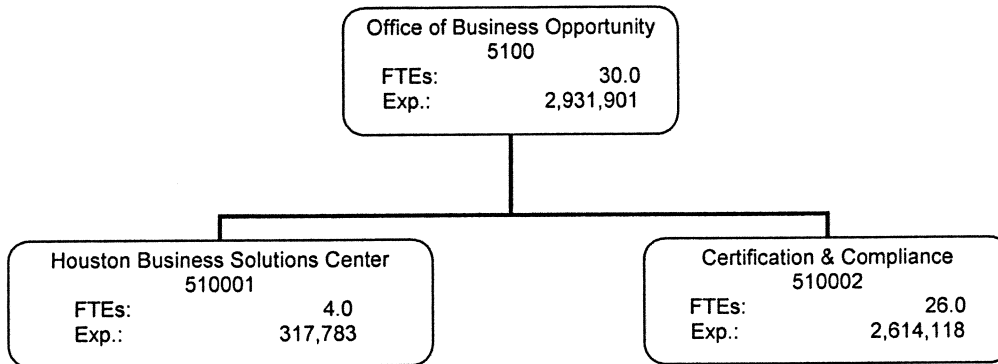
Department Short Term Goals

- Update internal policies and procedures to include current and best practices.
- Create analytical tools to ensure transparency.
- Continue to augment reporting to ensure transparency.
- Modify Contract Compliance workflow, delegating monitoring of utilization to select departments.
- Expand Vendor Services to include capacity building programs which contain detailed tracking metrics to assess efficacy.
- Launch programs that target new businesses and redevelop existing capacity building initiatives.
- Increase program visibility through a targeted marketing plan and outreach efforts to identify prospective companies.
- Launch the second year of the Business Plan Competition with a focus on distinct local businesses.

Department Long Term Goals

- Improve the current contract management system to improve work performance and leverage reporting functions.
- Provide external stakeholders easy access to expanded contract information.
- Conduct disparity studies in the areas of Professional Services, Purchasing and Construction.

Department Organization



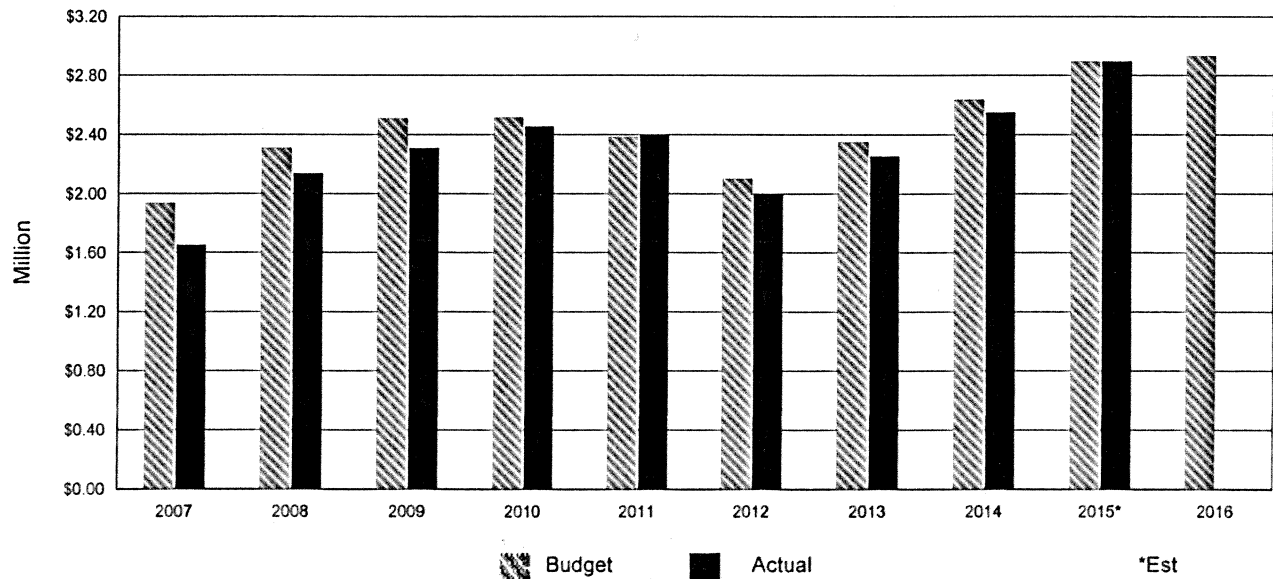


FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name		General Fund				
Business Area		Office of Business Opportunity				
Fund No. /Bus. Area No.		1000 / 5100	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	2,118,265	2,514,291	2,514,291	2,567,098	
	Supplies	27,783	26,403	26,403	26,059	
	Other Services and Charges	403,556	354,237	354,237	338,744	
	Total M & O Expenditures	2,549,604	2,894,931	2,894,931	2,931,901	
	Debt Service & Other Uses	0	0	0	0	
	Total Expenditure	2,549,604	2,894,931	2,894,931	2,931,901	
Revenues		109,355	108,842	115,142	121,905	
Staffing	Full-Time Equivalents - Civilian	26.4	30.0	30.0	30.0	
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0	
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0	
	Total	26.4	30.0	30.0	30.0	
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0	
Significant Budget Changes and Highlights	o The FY2016 Budget provides funding for health benefits and pension contribution.					
	o Continue marketing and advertising efforts to promote services offered by the Office of Business Opportunity for Hire Houston First and Minority, Women, Small and Persons with Disabilities Business Enterprises Program (MWSBE and PDBE), and Disadvantaged Business Enterprises Program (DBE).					
	o Continue marketing and promoting our new three year certification, which allows small businesses and historically underserved groups to remain certified for three years ensuring their meaningful participation in government procurement.					

**Office of Business Opportunity
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Performance Measures

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No. /Bus. Area No. : 1000 / 5100

Performance Measure	Priority	FY2014 Actual	FY2015 Budget	FY2015 Estimate	FY2016 Budget
Certification Processing Timeframe (days)	J	31	30	25	30
MWSBE Contract Participation % - Construction	J	24%	34%	34%	34%
MWSBE Contract Participation % - Professional Services	J	36%	24%	24%	24%
MWSBE Contract Participation % - Purchasing	J	19%	11%	11%	11%
Total Certified Firms	J	2,348	2,628	2,620	2,900
Total Hire Houston First Designations	J	1,432	1,800	1,825	2,225
Expenditures Budget vs Actual Utilization	F	97%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	65%	100%	106%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2016 BUDGET

Division Summary						
Fund Name : General Fund Business Area : Office of Business Opportunity Fund No. /Bus Area No. : 1000 / 5100						
Division Description	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
Houston Business Solutions Center 510001 The Houston Business Solutions Center provides free business assistance and monitors business creation and job development by systematically tracking clients. The HBSC administers the Hire Houston First program.	4.0	294,868	4.0	315,955	4.0	317,783
Certification & Compliance 510002 The Certification and Compliance section consists of Certification, External Affairs and Outreach, Vendor Services, Contract Compliance and Administration.	22.4	2,254,736	26.0	2,578,976	26.0	2,614,118
Total	26.4	2,549,604	30.0	2,894,931	30.0	2,931,901

FISCAL YEAR 2016 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No./Bus. Area No. : 1000 / 5100

Job Description	Pay Grade	FY2015 Current Budget FTE	FY2016 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	0.0
ADMINISTRATIVE ASSOCIATE	13	5.0	5.0	0.0
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	0.0
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	0.0
ASSISTANT DIRECTOR (EXEC)	32	1.0	1.0	0.0
BUSINESS DEVELOPMENT COORDINATOR	18	5.0	4.0	(1.0)
BUSINESS DEVELOPMENT SUPERVISOR	22	1.0	1.0	0.0
DIRECTOR OF BUSINESS OPPORTUNITY (EXEC)	34	1.0	1.0	0.0
DIVISION MANAGER	29	2.0	2.0	0.0
MANAGEMENT ANALYST III	21	1.0	1.0	0.0
PROCUREMENT SPECIALIST	24	2.0	2.0	0.0
PUBLIC INFORMATION OFFICER	26	1.0	1.0	0.0
SENIOR BUSINESS DEVELOPMENT COORDINATOR	20	6.0	4.0	(2.0)
STAFF ANALYST	26	1.0	1.0	0.0
TEMP JOB CODE	NA	0.0	3.0	3.0
Total FTEs		30.0	30.0	0.0
Less Adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		30.0	30.0	0.0

FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No./Bus. Area No. : 1000 / 5100

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
5100020001	Certification & Compliance			
424160	Interfund Affirmative Action Services	83,842	83,842	86,705
426330	Miscellaneous Copies Fees	0	1,300	200
5100020002	Prevailing Wages			
452030	Miscellaneous Revenue	25,000	30,000	35,000
Total	Office of Business Opportunity	108,842	115,142	121,905

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area : Office of Business Opportunity
 Fund No./Bus. Area No. : 1000 / 5100

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
500010	Salary Base Pay - Civilian	1,483,266	1,749,985	1,749,985	1,754,911
500060	Overtime - Civilian	117	0	0	0
500110	Bilingual Pay - Civilian	462	600	1,720	3,616
501070	Pension - Civilian	346,796	435,424	435,424	480,144
501120	Termination Pay - Civilian	4,963	1,345	1,345	0
502010	FICA - Civilian	110,135	130,968	130,968	132,891
503010	Health Ins-Act Civilian	154,849	176,500	176,500	173,114
503015	Basic Life Insurance - Active Civilian	860	1,004	1,004	1,022
503060	Long Term Disability-Civilian	2,001	2,550	2,550	2,550
503090	Workers Compensation-Civilian-Admin	5,512	7,860	7,860	8,850
504030	Unemployment Claims - Administration	9,304	8,055	6,935	10,000
Total	Personnel Services	2,118,265	2,514,291	2,514,291	2,567,098
511045	Computer Supplies	1,774	1,200	1,700	3,200
511055	Publications & Printed Materials	309	1,323	1,823	2,000
511060	Postage	8,875	6,500	6,500	7,200
511070	Miscellaneous Office Supplies	13,654	10,040	9,040	10,800
511110	Fuel	3,013	4,840	4,840	359
511125	Food Supplies	158	2,500	2,500	2,500
Total	Supplies	27,783	26,403	26,403	26,059
520100	Temporary Personnel Services	32,825	0	0	0
520109	Medical Dental & Laboratory Services	506	476	943	476
520110	Management Consulting Services	30,000	6,000	6,000	2,500
520114	Miscellaneous Support Services	6,036	36,800	36,800	79,000
520119	Computer Eq/SW Mnt	0	700	700	1,700
520121	IT Application Svcs	109,380	88,575	88,575	87,860
520123	Vehicle & Motor Equipment Services	2,339	0	0	0
520515	Print Shop Services	1,920	2,800	2,800	3,100
520520	Printing & Reproduction Services	0	8,751	8,751	1,000
520605	Advertising Services	79,686	57,050	57,050	15,967
520705	Insurance Fees	492	663	663	644
520765	Membership & Professional Fees	4,039	2,500	2,500	2,000
520805	Education & Training	250	3,800	3,800	2,500
520905	Travel - Training Related	21,120	16,900	23,900	17,000
520910	Travel - Non-Training Related	3,331	1,300	2,100	1,800
521605	Data Services	16,176	11,408	11,408	10,821
521610	Voice Services	2,735	3,026	3,026	2,640
521620	Voice Equipment	252	678	678	204
521625	Voice Labor	0	860	860	1,326
521630	GIS Revolving Fund Services	1,129	1,540	1,540	1,617
521635	Voice Services -Wireless	7,823	6,688	6,688	4,387
521715	Office Equipment Rental	15,010	10,187	10,187	10,187
521730	Parking Space Rental	15,913	14,300	14,300	14,300

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No./Bus. Area No. : 1000 / 5100

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
522430	Misc Othr Svcs & Chrg	29,077	43,934	35,667	45,636
522435	Interest Charges Past Due Accounts	0	3	3	0
522721	Interfund HR Client Services	20,010	27,900	27,900	30,492
522722	KRONOS Service Chargeback	1,079	1,161	1,161	1,414
522845	Interfund Vehicle Services	2,428	6,237	6,237	173
Total	Other Services and Charges	403,556	354,237	354,237	338,744
Grand Total Expenditures		2,549,604	2,894,931	2,894,931	2,931,901



GENERAL GOVERNMENT

Department Description and Mission

The General Government Budget includes citywide costs that are not attributable to any single department.

Major revenue sources in General Government are the citywide reimbursement for indirect cost allocation, transfer from Houston First Local Government Corporation (LGC) pertaining to a portion of Hotel Occupancy Tax revenue to be disbursed to the Houston Arts, and transfer from Parking Management Fund.

Major expenditure items in General Government include the following:

- Payments related to Limited Purpose Annexation agreements which are offset by increased sales tax revenues.
- Payments related to Chapter 380 Agreements to promote economic development and stimulating business and commercial activity within the City.
- Transfer to Component Unit includes funding for the Houston Forensic Science Local Government Corporation (LGC).
- Transfer to Special Revenues includes funding sent to the Police Special Service Fund to support HPD overtime enhancement within Tax Increment Reinvestment Zones (TIRZs) which is offset by revenue from the TIRZs.
- Health benefits costs for retiree civilians.
- Contribution payment for the encouragement, promotion, improvement and application of arts to promote tourism which is offset by the revenues received from Houston First Local Government Corporation (LGC) funded by Hotel Occupancy Taxes.
- Tax Appraisal Fees.
- Interest related payments for Tax Revenue Anticipation Note (TRANS).
- Transfer to the Maintenance Renewal and Replacement Special Revenue Fund to improve facility maintenance.
- Citywide membership costs for organizations such as the Houston Read Commission and the U.S Conference of Mayors.
- Lease payments for Bob Lanier Public Works Building at 611 Walker.
- Claims and Judgment payments related to lawsuits filed against the City.

Department Organization

General Government	
9900	
FTEs:	0
Exp.:	206,902,551

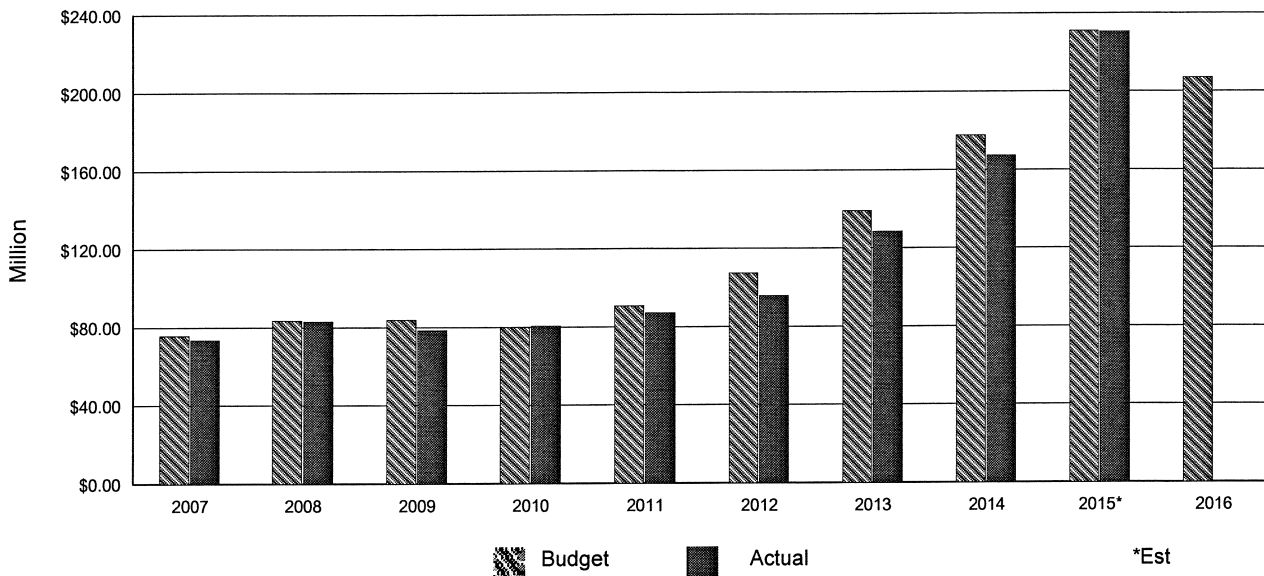
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : General Government
Fund No. /Bus. Area No. : 1000 / 9900

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Personnel Services	10,917,213	13,675,162	13,675,162	14,289,776
	Supplies	0	1,000,000	1,000,000	1,000,000
	Other Services and Charges	105,882,352	113,288,101	112,809,317	118,239,358
	Total M & O Expenditures	116,799,565	127,963,263	127,484,479	133,529,134
	Debt Service & Other Uses	50,481,407	103,044,943	103,044,943	73,373,417
	Total Expenditure	167,280,972	231,008,206	230,529,422	206,902,551
Revenues		52,943,644	62,224,702	88,017,371	67,321,357
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<p>The FY2016 Budget includes:</p> <ul style="list-style-type: none"> o Limited Purpose Annexation Sales Tax payments of \$54.2 million. o Transfer of \$24 million to the Houston Forensic Science Local Government Corporation (LGC). o \$20 million for 380 payments (\$7 million Bayou Greenway 2020). o \$17.9 million for the encouragement, promotion improvement, and application of the arts to promote tourism, offset by Hotel Occupancy Tax revenue from Houston First. o \$17.4 million for transfer to the Maintenance Renewal and Replacement Special Revenue Fund (Fund 2105). o Contingency funding of \$2.5 million for unplanned expenditures in other General Fund Departments. o Energy Contingency of \$2 million (Fuel \$1 million, Electricity \$1 million). o \$1.6 million for Houston Recovery Center. o \$1.5 million for the City of Houston Youth Summer Job Program (SJP). <p>In FY2016, captured revenue transfer to Dedicated Drainage Street and Renewal Fund is no longer included in General Government.</p>				

**General Government
Current Budget vs Actual Expenditures**



FISCAL YEAR 2016 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area : General Government
Fund No./Bus. Area No. : 1000 / 9900

Commit Item	Description	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
9900010003	GGOV - General			
416020	Miscellaneous Franchise Fee	1,500,000	1,400,054	1,390,006
422122	Municipal Service Fees - TIRZ	4,729,200	4,729,200	4,925,200
422141	Intergovernmental Revenue - TIRZ	5,750,193	6,088,747	6,674,276
425010	Indirect Cost Recovery-Aviation	2,838,374	2,838,374	3,258,744
425020	Indirect Cost Recovery - Civic Center	233,181	0	0
425030	Indirect Cost-CUS Fund	8,441,300	8,441,300	9,810,103
425060	Indirect Cost Recover -Public TV	108,499	108,499	121,463
425070	Indirect Cost-Building Inspection	1,454,707	1,454,316	1,595,671
425080	Indirect Cost Recovery-Street & Drainage	1,015,054	1,015,850	1,101,460
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	6,260,244	6,260,244	7,504,934
426330	Miscellaneous Copies Fees	1,200	11,090	11,000
431020	Contributions from Others	0	109,167	0
434240	Sale of Capital Assets-Land/Streets	0	23,500,000	0
434305	Judgments & Claims	100,000	0	100,000
434330	Subrogations	10,000	0	10,000
434505	Prior Year Expenditure Recovery	50,000	0	50,000
434510	Prior Year Revenue	50,000	0	50,000
445050	Cell Tower Revenue	250,000	255,354	250,000
452020	Recoveries & Refunds	800,000	2,452,898	1,300,000
452030	Miscellaneous Revenue	250,000	823,041	250,000
490060	Transfer from Civic Center	1,380,000	1,380,000	1,380,000
490120	Transfer from Component Unit	19,892,750	20,039,237	20,428,500
490140	Transfer from Parking Management	7,000,000	7,000,000	7,000,000
Total	General Government	62,224,702	88,017,371	67,321,357

FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area : General Government
Fund No./Bus. Area No. : 1000 / 9900

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
503050	Health/Life Insurance - Retiree Civilian	10,917,213	13,675,162	13,675,162	12,789,776
504020	Compensation Contingency	0	0	0	1,500,000
Total	Personnel Services	10,917,213	13,675,162	13,675,162	14,289,776
511110	Fuel	0	1,000,000	1,000,000	1,000,000
Total	Supplies	0	1,000,000	1,000,000	1,000,000
520110	Management Consulting Services	1,579,152	639,521	639,521	3,139,521
520112	Banking Services	121,511	127,800	127,800	127,800
520115	Real Estate Lease/Office Rental	4,554,414	4,650,000	4,650,000	4,650,000
520144	Limited Purpose Annexation Payment	47,190,651	51,973,682	51,973,682	54,195,685
520145	Criminal Intelligence Services	1,493,283	0	0	0
520605	Advertising Services	322,603	500,000	500,000	500,000
520730	Tax Appraisal Fees	7,788,238	8,800,000	8,800,000	8,963,403
520735	Tax Refunds	584,257	0	0	0
520750	Elections	2,268,264	0	0	2,500,000
520755	Contingency	7,119	1,095,984	617,200	2,500,000
520760	Contributions	15,644,339	16,972,910	16,972,910	17,853,660
520765	Membership & Professional Fees	1,367,311	1,685,122	1,685,122	1,294,997
521505	Electricity	0	1,000,000	1,000,000	1,000,000
521905	Legal Services	1,117,052	1,585,000	1,585,000	1,585,000
522205	Metro Commuter Passes	719,388	720,000	720,000	720,000
522430	Misc Othr Svcs & Chrg	2,192,160	4,256,292	4,256,292	4,927,502
522435	Interest Charges Past Due Accounts	130	0	0	0
522620	Claims & Judgments	16,524,809	18,277,101	18,277,101	13,277,101
522795	Other Interfund Services	696,723	1,004,689	1,004,689	1,004,689
522845	Interfund Vehicle Services	1,710,948	0	0	0
Total	Other Services and Charges	105,882,352	113,288,101	112,809,317	118,239,358
531085	Other Interest	3,039,502	4,927,500	4,927,500	3,387,500
532015	Transfers to Convention & Entertainment	289,875	0	0	0
532025	Transfers to Special Revenues	39,970,092	60,127,142	60,127,142	24,225,992
532040	Transfers to Component Unit	7,181,938	23,434,621	23,434,621	25,726,245
532135	Ch.380 - Transfers to Other Funds	0	14,555,680	14,555,680	20,033,680
Total	Debt Service and Other Uses	50,481,407	103,044,943	103,044,943	73,373,417
Grand Total Expenditures		167,280,972	231,008,206	230,529,422	206,902,551

GENERAL DEBT SERVICE AND PAY-AS-YOU-GO CAPITAL TRANSFERS

The largest revenue source for the General Debt Service Fund is the General Fund, which transfers a portion of ad valorem taxes (property tax receipts) required for principal and interest payments on tax supported debt.

The largest revenue source for Pay-As-You-Go (PAYGO) capital transfers is ad valorem taxes and the largest recipient of funds is the Dedicated Drainage and Street Renewal Fund (DDSRF).



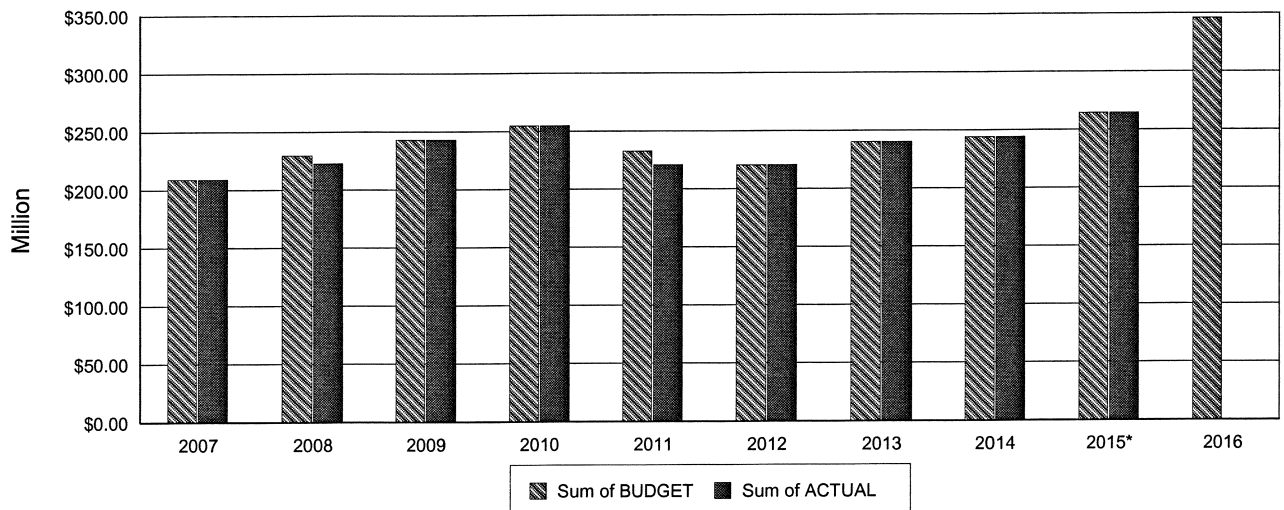
FISCAL YEAR 2016 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : General Debt Service
Fund No. /Bus. Area No. : 1000 / 9700

		FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
Expenditures	Transfers to Special Revenues	0	0	0	27,771,000
	Captured Revenue Transfer to DDSRF	0	0	0	22,275,000
	Trans to PIB Bonds Debt Service	243,813,000	264,500,000	264,500,000	295,954,000
	Debt Service & Other Uses	243,813,000	264,500,000	264,500,000	346,000,000
	Total Expenditure	243,813,000	264,500,000	264,500,000	346,000,000
Revenues		(550)	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0	0	0	0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The transfer of ad valorem tax revenues to the Dedicated Drainage and Street Renewal Fund (DDSRF) has previously been budgeted under General Government. The transfer is now reflected in this business area to highlight it as a Pay-As-You-Go capital investment in infrastructure. o In FY2015, the City refinanced debt across all credits, achieving present value savings of \$44 million. o On July 8, 2014, Standard & Poor's affirmed the Houston, Texas General Obligation long term rating of AA+/Stable. o On July 7, 2014, Moody's Investors Service affirmed the City of Houston's, TX General Obligation Limited Tax long term rating of Aa2; outlook remains stable. 				

General Debt Service Current Budget vs Actual Expenditures



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FISCAL YEAR 2016 BUDGET

Business Area Expenditure Summary

Fund Name : **General Fund**
Business Area : **General Debt Service**
Fund No./Bus. Area No. : **1000 / 9700**

Commit Item	Description	FY2014 Actual	FY2015 Current Budget	FY2015 Estimate	FY2016 Budget
532025	Transfers to Special Revenues	0	0	0	27,771,000
532050	Trans to PIB Bonds Debt Service	243,813,000	264,500,000	264,500,000	295,954,000
532140	Captured Revenue Transfer to DDSRF	0	0	0	22,275,000
Total	Debt Service and Other Uses	243,813,000	264,500,000	264,500,000	346,000,000
Grand Total Expenditures		243,813,000	264,500,000	264,500,000	346,000,000