

## Citywide Performance Measures

| People and Technology Measures                      | FY2015 Actual | FY2016 Budget | FY2016 Estimate | FY2017 Budget |
|---|---------------|---------------|-----------------|---------------|
| Civilian Full-Time Equivalents (FTEs)               | 10,074.1      | 10,863.9      | 10,376.8        | 10,774.2      |
| Classified Firefighter Full-Time Equivalents (FTEs) | 3,871.0       | 3,996.9       | 4,005.4         | 4,069.8       |
| Classified Police Full-Time Equivalents (FTEs)      | 5,172.9       | 5,249.3       | 5,149.8         | 5,250.7       |
| Civilian Attrition Rate                             | 14.0%         | 9.0%          | 14.4%           | 9.0%          |
| Classified Firefighter Attrition Rate               | 3.0%          | 3.0%          | 2.7%            | 3.0%          |
| Classified Police Attrition Rate                    | 3.2%          | 3.0%          | 2.4%            | 3.0%          |
| Civilian Average Annual Base Compensation           | \$48,166      | \$48,297      | \$48,924        | \$50,377      |
| Civilian FTEs Per 1,000 Population                  | 4.5           | 4.8           | 4.5             | 4.7           |
| Classified Firefighters Per 1,000 Population        | 1.7           | 1.7           | 1.8             | 1.8           |
| Classified Police Per 1,000 Population              | 2.3           | 2.3           | 2.3             | 2.3           |
| Civilian Overtime Budget vs Actual Utilization      | 132%          | 98%           | 122%            | 98%           |
| Classified Overtime Budget vs Actual Utilization    | 102%          | 98%           | 104%            | 98%           |
| Civilian Personnel Budget vs Actual Utilization     | 93%           | 98%           | 95%             | 98%           |
| Classified Personnel Budget vs Actual Utilization   | 99%           | 98%           | 99%             | 98%           |

| Financial Measures                                | FY2015 Actual | FY2016 Budget | FY2016 Estimate | FY2017 Budget            |
|---|---------------|---------------|-----------------|--------------------------|
| General Fund Balance % of Expenditures            | 14.65%        | 7.70%         | 9.69%           | 9.27%                    |
| General Fund Surplus or (Deficit)                 | \$82M         | (\$84M)       | (\$91M)         | (\$10M)                  |
| Expenditures Adopted Budget vs Actual Utilization | 98%           | 98%           | 98%             | 98%                      |
| Revenues Adopted Budget vs Actual Utilization     | 101%          | 100%          | 100%            | 100%                     |
| Expenditures Per Capita                           | \$1,831       | \$1,946       | \$1,899         | <del>\$1,942</del> 1,945 |
| Revenues Per Capita                               | \$1,841       | \$1,844       | \$1,838         | <del>\$1,866</del> 1,867 |
| MWSBE Contract Participation % - Construction     | 24%           | 34%           | 34%             | 34%                      |
| Pension Payments as % of Expenditures             | 8.0%          | 8.6%          | 8.7%            | 8.6%                     |
| Pension Payments Per Capita                       | \$148         | \$167         | \$165           | \$167                    |
| General Obligation Debt as % of Appraised Value   | 1.7%          | 1.5%          | 1.5%            | 1.3%                     |
| Tax Supported Per Capita Debt                     | \$1,429       | \$1,332       | \$1,332         | \$1,289                  |

See Appendix for Definitions of Performance Measures.

**FISCAL YEAR 2017 BUDGET**

**Table I  
EXPENDITURE SUMMARY BY DEPARTMENT**

|   | <b>FY2015<br/>Actual</b> | <b>FY2016<br/>Current Budget</b> | <b>FY2016<br/>Estimate</b> | <b>FY2017<br/>Budget</b>                      |
|---|--------------------------|----------------------------------|----------------------------|---|
| <b>Public Safety</b>                                |                          |                                  |                            |   |
| <b>Police Department</b>                            |                          |                                  |                            |   |
| General Fund  | 741,251,981              | 801,945,758                      | 800,945,758                | 811,296,432                                   |
| Special Revenue Fund(s)                             | 38,869,001               | 42,861,462                       | 38,847,037                 | 39,124,693                                    |
| Total Police Department                             | <u>780,120,982</u>       | <u>844,807,220</u>               | <u>839,792,795</u>         | <u>850,421,125</u>                            |
| <b>Fire Department</b>                              |                          |                                  |                            |   |
| General Fund  | 494,140,178              | 507,890,583                      | 507,767,336                | 504,651,890                                   |
| <b>Houston Emergency Center</b>                     |                          |                                  |                            |   |
| General Fund  | 12,517,759               | 10,495,106                       | 10,495,106                 | 10,148,271                                    |
| Special Revenue Fund(s)                             | 24,035,222               | 27,961,853                       | 27,961,853                 | 27,761,817                                    |
| Total Houston Emergency Center                      | <u>36,552,981</u>        | <u>38,456,959</u>                | <u>38,456,959</u>          | <u>37,910,088</u>                             |
| <b>Municipal Courts Department</b>                  |                          |                                  |                            |   |
| General Fund  | 26,862,735               | 29,146,536                       | 28,514,278                 | 29,561,764                                    |
| Special Revenue Fund(s)                             | 3,222,630                | 3,753,736                        | 2,758,693                  | 3,660,634                                     |
| Total Municipal Courts Department                   | <u>30,085,365</u>        | <u>32,900,272</u>                | <u>31,272,971</u>          | <u>33,222,398</u>                             |
| <b>Total Public Safety</b>                          | <u>1,340,899,506</u>     | <u>1,424,055,034</u>             | <u>1,417,290,061</u>       | <u>1,426,205,501</u>                          |
| <b>Development &amp; Maintenance Services</b>       |                          |                                  |                            |   |
| <b>Public Works &amp; Engineering</b>               |                          |                                  |                            |   |
| Enterprise Fund(s)                                  | 1,622,855,185            | 1,844,766,400                    | 1,734,136,763              | 1,857,154,500                                 |
| General Fund  | 32,260,022               | 31,629,308                       | 31,458,088                 | 31,943,989                                    |
| Special Revenue Fund(s)                             | 72,266,017               | 105,234,600                      | 104,588,981                | 98,682,200                                    |
| Total Public Works & Engineering                    | <u>1,727,381,224</u>     | <u>1,981,630,308</u>             | <u>1,870,183,832</u>       | <u>1,987,780,689</u>                          |
| <b>Solid Waste Management</b>                       |                          |                                  |                            |   |
| General Fund  | 74,793,572               | 75,771,536                       | 75,771,536                 | <del>79,163,385</del> <i>80,913,262</i>       |
| Special Revenue Fund(s)                             | 2,605,945                | 3,876,754                        | 3,876,754                  | 6,048,663                                     |
| Total Solid Waste Management                        | <u>77,399,517</u>        | <u>79,648,290</u>                | <u>79,648,290</u>          | <del>85,212,048</del> <i>86,961,925</i>       |
| <b>General Services</b>                             |                          |                                  |                            |   |
| General Fund  | 41,817,398               | 41,382,514                       | 41,221,640                 | 41,223,483                                    |
| Special Revenue Fund(s)                             | 12,247,061               | 14,782,143                       | 14,711,525                 | 16,249,342                                    |
| Total General Services                              | <u>54,064,459</u>        | <u>56,164,657</u>                | <u>55,933,165</u>          | <u>57,472,825</u>                             |
| <b>Planning &amp; Development</b>                   |                          |                                  |                            |   |
| General Fund  | 7,707,990                | 6,118,289                        | 6,118,289                  | 4,189,347                                     |
| Special Revenue Fund(s)                             | 165,077                  | 4,316,921                        | 4,307,221                  | 7,357,408                                     |
| Total Planning & Development                        | <u>7,873,067</u>         | <u>10,435,210</u>                | <u>10,425,510</u>          | <u>11,546,755</u>                             |
| <b>Total Development &amp; Maintenance Services</b> | <u>1,866,718,267</u>     | <u>2,127,878,465</u>             | <u>2,016,190,797</u>       | <del>2,142,012,317</del> <i>2,143,762,194</i> |
| <b>Human &amp; Cultural Services</b>                |                          |                                  |                            |   |
| <b>Department of Neighborhoods</b>                  |                          |                                  |                            |   |
| General Fund  | 12,018,096               | 12,263,579                       | 12,263,579                 | 11,704,705                                    |
| <b>Housing &amp; Community Development</b>          |                          |                                  |                            |   |
| General Fund  | 668,929                  | 577,464                          | 497,634                    | 532,760                                       |
| <b>Library</b>                                      |                          |                                  |                            |   |
| General Fund  | 38,707,100               | 40,205,472                       | 40,137,935                 | 40,916,822                                    |
| Special Revenue Fund(s)                             | 472,332                  | 510,778                          | 510,778                    | 158,650                                       |
| Total Library                                       | <u>39,179,432</u>        | <u>40,716,250</u>                | <u>40,648,713</u>          | <u>41,075,472</u>                             |
| <b>Parks and Recreation</b>                         |                          |                                  |                            |   |
| General Fund  | 68,621,171               | 71,296,783                       | 71,296,783                 | 73,139,214                                    |
| Special Revenue Fund(s)                             | 9,893,373                | 11,310,419                       | 11,274,471                 | 11,655,922                                    |
| Total Parks and Recreation                          | <u>78,514,544</u>        | <u>82,607,202</u>                | <u>82,571,254</u>          | <u>84,795,136</u>                             |

**FISCAL YEAR 2017 BUDGET**

**Table I  
EXPENDITURE SUMMARY BY DEPARTMENT**

|  | <b>FY2015<br/>Actual</b> | <b>FY2016<br/>Current Budget</b> | <b>FY2016<br/>Estimate</b> | <b>FY2017<br/>Budget</b> |
|--|--------------------------|----------------------------------|----------------------------|--------------------------|
| <b>Houston Health Department</b>                   |                          |                                  |                            |                          |
| General Fund                                       | 59,549,369               | 61,441,105                       | 60,639,244                 | 65,639,362               |
| Special Revenue Fund(s)                            | 20,467,868               | 32,873,599                       | 29,251,725                 | 37,741,388               |
| <b>Total Houston Health Department</b>             | <b>80,017,237</b>        | <b>94,314,704</b>                | <b>89,890,969</b>          | <b>103,380,750</b>       |
| <b>Convention &amp; Entertainment</b>              |                          |                                  |                            |                          |
| Enterprise Fund(s)                                 | 104,930,456              | 105,746,489                      | 102,567,915                | 98,955,498               |
| <b>Total Human &amp; Cultural Services</b>         | <b>315,328,694</b>       | <b>336,225,688</b>               | <b>328,440,064</b>         | <b>340,444,321</b>       |
| <b>Administrative Services</b>                     |                          |                                  |                            |                          |
| <b>Mayor's Office</b>                              |                          |                                  |                            |                          |
| General Fund                                       | 7,600,250                | 8,164,446                        | 8,164,446                  | 7,695,641                |
| Special Revenue Fund(s)                            | 6,772,646                | 7,968,205                        | 7,372,056                  | 25,751,182               |
| <b>Total Mayor's Office</b>                        | <b>14,372,896</b>        | <b>16,132,651</b>                | <b>15,536,502</b>          | <b>33,446,823</b>        |
| <b>Office of Business Opportunity</b>              |                          |                                  |                            |                          |
| General Fund                                       | 2,743,152                | 2,947,095                        | 2,913,180                  | 3,048,590                |
| Special Revenue Fund(s)                            | 933,528                  | 1,078,186                        | 757,314                    | 872,024                  |
| <b>Total Office of Business Opportunity</b>        | <b>3,676,680</b>         | <b>4,025,281</b>                 | <b>3,670,494</b>           | <b>3,920,614</b>         |
| <b>City Council</b>                                |                          |                                  |                            |                          |
| General Fund                                       | 10,592,134               | 19,378,939                       | 19,378,939                 | 10,329,477               |
| <b>City Controller</b>                             |                          |                                  |                            |                          |
| General Fund                                       | 8,135,147                | 8,730,585                        | 8,682,542                  | 8,886,974                |
| <b>Finance Department</b>                          |                          |                                  |                            |                          |
| General Fund                                       | 18,358,497               | 20,254,083                       | 19,782,928                 | 19,622,040               |
| <b>Administration and Regulatory Affairs</b>       |                          |                                  |                            |                          |
| General Fund                                       | 28,890,580               | 29,495,673                       | 29,495,673                 | 30,522,833               |
| Special Revenue Fund(s)                            | 30,337,559               | 33,361,087                       | 33,100,145                 | 34,784,241               |
| <b>Total Administration and Regulatory Affairs</b> | <b>59,228,139</b>        | <b>62,856,760</b>                | <b>62,595,818</b>          | <b>65,307,074</b>        |
| <b>Houston Information Technology Services</b>     |                          |                                  |                            |                          |
| General Fund                                       | 22,554,445               | 24,594,024                       | 23,950,478                 | 23,362,802               |
| <b>City Secretary</b>                              |                          |                                  |                            |                          |
| General Fund                                       | 805,096                  | 879,419                          | 800,061                    | 907,691                  |
| <b>Human Resources</b>                             |                          |                                  |                            |                          |
| General Fund                                       | 3,285,302                | 3,637,405                        | 3,578,886                  | 3,053,604                |
| <b>Legal</b>                                       |                          |                                  |                            |                          |
| General Fund                                       | 15,072,057               | 15,839,369                       | 15,746,041                 | 16,046,138               |
| <b>Total Administrative Services</b>               | <b>156,080,393</b>       | <b>176,328,516</b>               | <b>173,722,689</b>         | <b>184,883,237</b>       |
| <b>Other</b>                                       |                          |                                  |                            |                          |
| <b>Houston Airport System</b>                      |                          |                                  |                            |                          |
| Enterprise Fund(s)                                 | 490,610,116              | 495,283,621                      | 495,283,621                | 501,725,267              |
| <b>General Debt Service</b>                        |                          |                                  |                            |                          |
| General Fund                                       | 264,500,000              | 346,000,000                      | 346,000,000                | 293,155,978              |
| <b>General Government</b>                          |                          |                                  |                            |                          |
| General Fund                                       | 235,459,236              | 218,809,422                      | 207,128,646                | 185,877,435              |
| <b>Total Other</b>                                 | <b>990,569,352</b>       | <b>1,060,093,043</b>             | <b>1,048,412,267</b>       | <b>980,758,680</b>       |
| <b>Grand Total Expenditures</b>                    | <b>4,669,596,212</b>     | <b>5,124,580,746</b>             | <b>4,984,055,878</b>       | <b>5,074,304,056</b>     |

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

*5,076,053,933*



**FISCAL YEAR 2017 BUDGET**

**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 3.66%. 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 1.55%. Together these two sources account for approximately 51.08% of all City revenues.

| <b>CITYWIDE REVENUE BY SUMMARY<br/>(\$in Million)</b> |                      |                              |                        |                      |                         |                   |
|---|----------------------|------------------------------|------------------------|----------------------|-------------------------|-------------------|
| <b>Revenue Category</b>                               | <b>FY2015 Actual</b> | <b>FY2016 Current Budget</b> | <b>FY2016 Estimate</b> | <b>FY2017 Budget</b> | <b>FY2017 vs FY2016</b> | <b>% of Total</b> |
| General Property Taxes                                | 1,074                | 1,114                        | 1,093                  | 1,133                | 3.66%                   | 26.57%            |
| Water & Sewer   | 947                  | 1,024                        | 1,029                  | 1,045                | 1.55%                   | 24.51%            |
| Sales Taxes   | 667                  | 689                          | 636                    | 615                  | -3.30%                  | 14.42%            |
| Aviation  | 475                  | 486                          | 486                    | 495                  | 1.85%                   | 11.81%            |
| Charges for Services                                  | 230                  | 221                          | 229                    | 233                  | 1.75%                   | 5.46%             |
| Franchise Fees  | 194                  | 192                          | 197                    | 197                  | 0.00%                   | 4.62%             |
| Intergovernmental                                     | 101                  | 106                          | 131                    | 159                  | 21.37%                  | 3.73%             |
| Licenses and Permits                                  | 126                  | 116                          | 129                    | 127                  | -1.55%                  | 2.98%             |
| Other Tax   | 107                  | 110                          | 107                    | 103                  | -3.74%                  | 2.42%             |
| Other   | 127                  | 73                           | 85                     | 80                   | -5.88%                  | 1.88%             |
| Fines and Forfeits                                    | 40                   | 46                           | 41                     | 40                   | -2.44%                  | 0.94%             |
| Interest Income                                       | 16                   | 17                           | 18                     | 19                   | 5.56%                   | 0.44%             |
| Industrial Assessment                                 | 17                   | 18                           | 19                     | 18                   | -5.26%                  | 0.42%             |
| <b>Total Revenue</b>                                  | <b>4,121</b>         | <b>4,212</b>                 | <b>4,200</b>           | <b>4,264</b>         | <b>1.52%</b>            | <b>100.00%</b>    |

Total may reflect slight variances due to rounding.

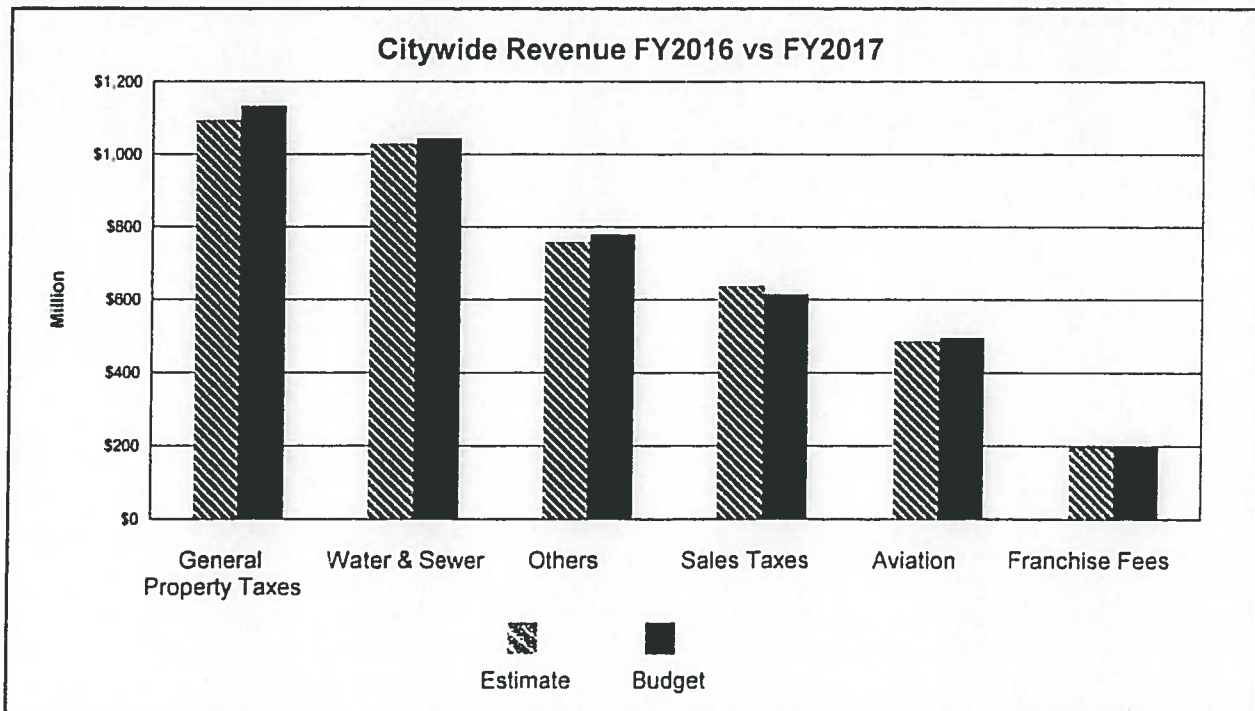
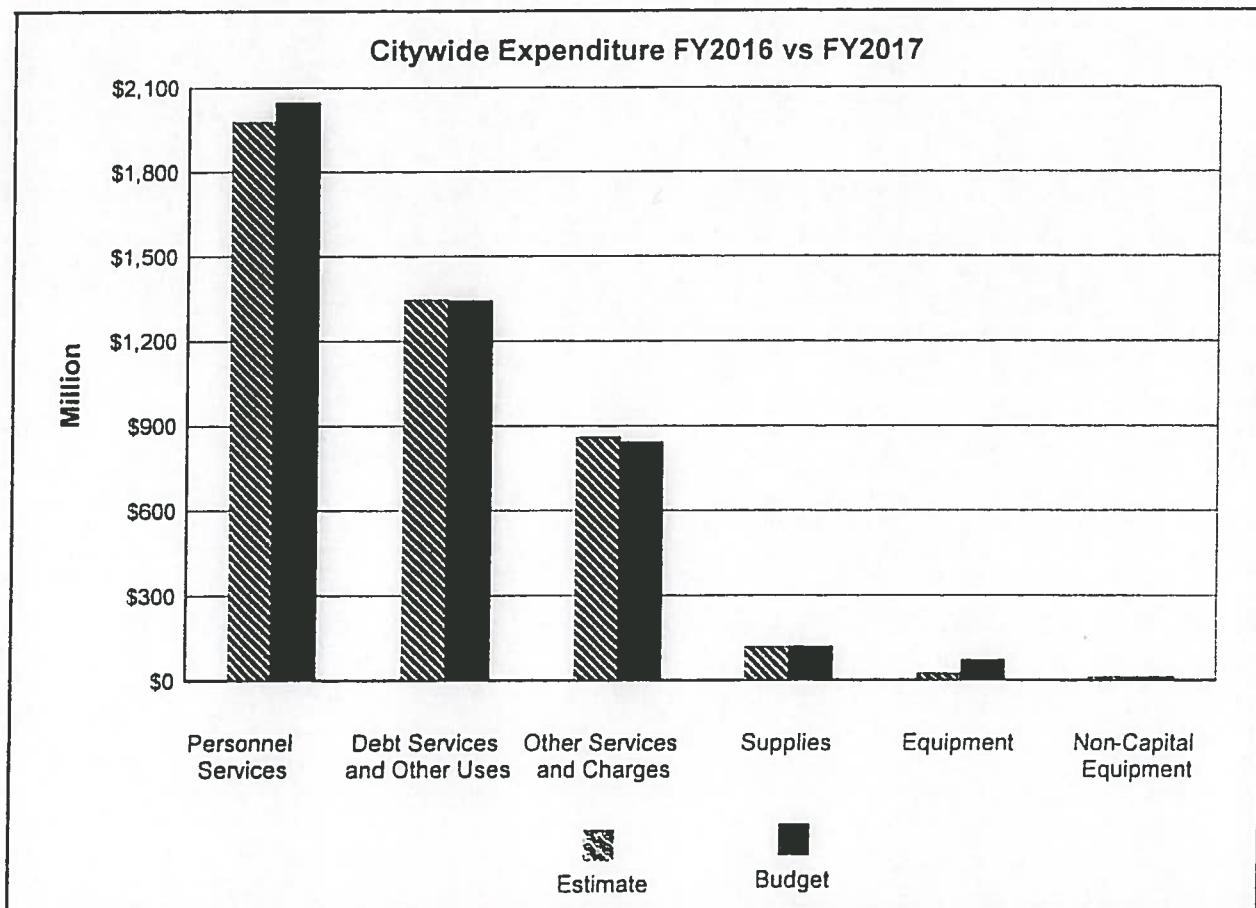


TABLE III  
CITYWIDE EXPENDITURE SUMMARY

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 ~~46.15%~~ <sup>46.13</sup>. The second largest City expenditure is on payment of principal and interest on long-term debt, which is ~~30.28%~~ <sup>30.27</sup> of total expenditures. Together these two categories account for approximately ~~76.43%~~ <sup>76.42</sup> of all City expenditures.

| Expenditure Category        | FY2015 Actual | FY2016 Current Budget | FY2016 Estimate                   | FY2017 Budget                     | FY2017 vs FY2016                   | % of Total                         |
|-----------------------------|---------------|-----------------------|-----------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| Personnel Services          | 1,885         | 2,000                 | 1,977                             | 2,047                             | 3.54%                              | <del>46.15%</del> <sup>46.13</sup> |
| Debt Service and Other Uses | 1,303         | 1,360                 | 1,346                             | 1,343                             | -0.22%                             | <del>30.28%</del> <sup>30.27</sup> |
| Other Services and Charges  | 758           | 896                   | <del>860</del> <sup>860</sup>     | <del>841</del> <sup>842</sup>     | <del>-2.21%</del> <sup>-2.09</sup> | <del>18.96%</del> <sup>18.98</sup> |
| Supplies                    | 114           | 120                   | 118                               | 119                               | 0.85%                              | 2.68%                              |
| Equipment                   | 28            | 56                    | 25                                | 72                                | 188.0%                             | 1.62%                              |
| Non-Capital Equipment       | 12            | 13                    | 13                                | 14                                | 7.69%                              | <del>0.31%</del> <sup>0.32</sup>   |
| <b>Total Expenditure</b>    | <b>4,100</b>  | <b>4,445</b>          | <del>4,339</del> <sup>4,339</sup> | <del>4,436</del> <sup>4,437</sup> | <del>2.24%</del> <sup>2.26</sup>   | 100.00%                            |

Total may reflect slight variances due to rounding.



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**FISCAL YEAR 2017 BUDGET**

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**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 FY1997 – FY2017  
General Fund Available Fund Balances  
(\$ thousands)**

| <u>Fiscal Year</u> | <u>Unassigned<br/>Ending Fund<br/>Balance</u> | <u>M&amp;O<br/>Expenditures</u>   |
|--------------------|---|-----------------------------------|
| 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             | 222,620                                       | 1,821,588                         |
| FY2015 Actual      | 287,842                                       | 1,964,412                         |
| FY2016 Estimate    | 196,394                                       | 2,026,749                         |
| FY2017 Budget      | <del>186,712</del><br>186,735                 | <del>2,013,465</del><br>2,015,215 |

**FISCAL YEAR 2017 BUDGET**

**GENERAL FUND SUMMARY**

Fund Name: General Fund  
Fund No. : 1000

|   | <u>FY2015<br/>Actual</u> | <u>FY2016<br/>Current Budget</u> | <u>FY2016<br/>Estimate</u> | <u>FY2017<br/>Budget</u>                  |
|---|--------------------------|----------------------------------|----------------------------|---|
| Beginning Fund Balance - Unassigned \$        | 222,620,490              | 287,841,857                      | 287,841,857                | 196,393,774                               |
| <b>Revenue and Other Sources</b>              |                          |                                  |                            |   |
| General Property Taxes                        | 1,074,435,185            | 1,114,028,980                    | 1,092,731,468              | 1,133,190,875                             |
| Industrial Assessment                         | 16,735,785               | 18,200,000                       | 18,992,572                 | 18,042,943                                |
| Sales Taxes                                   | 667,061,076              | 688,837,000                      | 636,300,000                | 615,000,000                               |
| Other Tax                                     | 15,992,280               | 16,678,981                       | 16,615,981                 | 16,908,772                                |
| Electric Franchise                            | 100,564,568              | 101,141,850                      | 101,145,516                | 102,029,934                               |
| Telephone Franchise                           | 43,450,849               | 40,865,000                       | 43,219,885                 | 42,000,000                                |
| Gas Franchise                                 | 14,538,332               | 14,839,561                       | 14,839,561                 | 15,015,585                                |
| Other Franchise                               | 31,282,727               | 30,945,026                       | 33,155,801                 | 33,738,694                                |
| Licenses and Permits                          | 37,999,329               | 37,870,062                       | 39,555,871                 | <del>40,040,911</del> 41,810,77           |
| Intergovernmental                             | 24,184,766               | 26,470,476                       | 53,485,088                 | 70,151,379                                |
| Charges for Services                          | 63,224,200               | 53,116,008                       | 58,586,972                 | 58,697,673                                |
| Direct Interfund Services                     | 47,899,633               | 50,796,726                       | 51,614,342                 | 53,896,663                                |
| Indirect Interfund Services                   | 25,327,921               | 26,750,414                       | 28,819,618                 | 27,436,084                                |
| Municipal Courts Fines and Forfeits           | 25,446,824               | 28,698,175                       | 22,812,017                 | 22,812,017                                |
| Other Fines and Forfeits                      | 4,731,608                | 4,155,722                        | 4,309,422                  | 4,306,281                                 |
| Interest                                      | 3,039,623                | 3,000,000                        | 3,600,000                  | 3,000,000                                 |
| Miscellaneous/Other                           | 17,216,852               | 12,756,750                       | 26,426,799                 | 13,824,806                                |
| Total Revenue and Other Sources               | <u>2,213,131,556</u>     | <u>2,269,150,731</u>             | <u>2,246,210,913</u>       | <del>2,270,071,617</del><br>2,271,862,479 |
| <b>Other Resources</b>                        |                          |                                  |                            |   |
| Sale of Capital Assets                        | 46,651,874               | 5,500,000                        | 5,501,000                  | 14,500,000                                |
| Transfers From Other Funds                    | 31,363,014               | 30,724,961                       | 30,041,561                 | 12,049,011                                |
| Total Other Resources                         | <u>78,014,888</u>        | <u>36,224,961</u>                | <u>35,542,561</u>          | <u>26,549,011</u>                         |
| Total Available Resources                     | <u>2,513,766,934</u>     | <u>2,593,217,549</u>             | <u>2,569,595,331</u>       | <del>2,493,014,402</del><br>2,494,805,264 |
| <b>Expenditures and Other Uses</b>            |                          |                                  |                            |   |
| <b>Public Safety</b>                          |                          |                                  |                            |   |
| Fire Department                               | 494,140,178              | 507,890,583                      | 507,767,336                | 504,651,890                               |
| Houston Emergency Center                      | 12,517,759               | 10,495,106                       | 10,495,106                 | 10,148,271                                |
| Municipal Courts Department                   | 26,862,735               | 29,146,536                       | 28,514,278                 | 29,561,764                                |
| Police Department                             | 741,251,981              | 801,945,758                      | 800,945,758                | 811,296,432                               |
| Public Safety                                 | <u>1,274,772,653</u>     | <u>1,349,477,983</u>             | <u>1,347,722,478</u>       | <u>1,355,658,357</u>                      |
| <b>Development &amp; Maintenance Services</b> |                          |                                  |                            |   |
| General Services                              | 41,817,398               | 41,382,514                       | 41,221,640                 | 41,223,483                                |
| Planning & Development                        | 7,707,990                | 6,118,289                        | 6,118,289                  | 4,189,347                                 |
| Public Works & Engineering                    | 32,260,022               | 31,629,308                       | 31,458,088                 | 31,943,989                                |
| Solid Waste Management                        | 74,793,572               | 75,771,536                       | 75,771,536                 | 79,163,385                                |
| Development & Maintenance Services            | <u>156,578,982</u>       | <u>154,901,647</u>               | <u>154,569,553</u>         | <u>156,520,204</u>                        |



**FISCAL YEAR 2017 BUDGET**

**GENERAL FUND SUMMARY**

Fund Name: General Fund  
Fund No. : 1000

|   | FY2015<br>Actual      | FY2016<br>Current Budget | FY2016<br>Estimate   | FY2017<br>Budget                                 |
|---|-----------------------|--------------------------|----------------------|--|
| <b>Human &amp; Cultural Services</b>              |                       |                          |                      |  |
| Department of Neighborhoods                       | 12,018,096            | 12,263,579               | 12,263,579           | 11,704,705                                       |
| Housing & Community Development                   | 668,929               | 577,464                  | 497,634              | 532,760  |
| Houston Health Department                         | 59,549,369            | 61,441,105               | 60,639,244           | 65,639,362                                       |
| Library   | 38,707,100            | 40,205,472               | 40,137,935           | 40,916,822                                       |
| Parks and Recreation                              | 68,621,171            | 71,296,783               | 71,296,783           | 73,139,214                                       |
| <b>Human &amp; Cultural Services</b>              | <b>179,564,665</b>    | <b>185,784,403</b>       | <b>184,835,175</b>   | <b>191,932,863</b>                               |
| <b>Administrative Services</b>                    |                       |                          |                      |  |
| Administration and Regulatory Affairs             | 28,890,580            | 29,495,673               | 29,495,673           | 30,522,833                                       |
| City Controller                                   | 8,135,147             | 8,730,585                | 8,682,542            | 8,886,974  |
| City Council <sup>(1)</sup>                       | 10,592,134            | 19,378,939               | 19,378,939           | 10,329,477                                       |
| City Secretary                                    | 805,096               | 879,419                  | 800,061              | 907,691  |
| Finance Department                                | 18,358,497            | 20,254,083               | 19,782,928           | 19,622,040                                       |
| Houston Information Technology Services           | 22,554,445            | 24,594,024               | 23,950,478           | 23,362,802                                       |
| Human Resources                                   | 3,285,302             | 3,637,405                | 3,578,886            | 3,053,604  |
| Legal   | 15,072,057            | 15,839,369               | 15,746,041           | 16,046,138                                       |
| Mayor's Office                                    | 7,600,250             | 8,164,446                | 8,164,446            | 7,695,641  |
| Office of Business Opportunity                    | 2,743,152             | 2,947,095                | 2,913,180            | 3,048,590  |
| <b>Administrative Services</b>                    | <b>118,036,660</b>    | <b>133,921,038</b>       | <b>132,493,174</b>   | <b>123,475,790</b>                               |
| <b>General Government</b>                         |                       |                          |                      |  |
| General Government                                | 235,459,236           | 218,809,422              | 207,128,646          | 185,877,435                                      |
| <b>Total Expenditures Other than Debt / PAYGO</b> | <b>1,964,412,196</b>  | <b>2,042,894,493</b>     | <b>2,026,749,026</b> | <del>2,043,464,649</del><br><b>2,015,214,526</b> |
| <b>Debt Service and PAYGO Capital</b>             |                       |                          |                      |  |
| Other Adjustments <sup>(2)</sup>                  | 0                     | 27,758,000               | 27,758,000           | (23,544,022)                                     |
| Captured Revenue Transfer to DDSRF                | 0                     | 22,288,000               | 22,288,000           | 34,741,000                                       |
| Trans to PIB Bonds Debt Service                   | 264,500,000           | 295,954,000              | 295,954,000          | 281,959,000                                      |
| <b>Debt Service and PAYGO Capital Projects</b>    | <b>264,500,000</b>    | <b>346,000,000</b>       | <b>346,000,000</b>   | <b>293,155,978</b>                               |
| <b>Total Expenditures and Other Uses</b>          | <b>2,228,912,196</b>  | <b>2,388,894,493</b>     | <b>2,372,749,026</b> | <del>2,308,620,627</del><br><b>2,309,370,504</b> |
| Fund Balance - Unassigned                         | 284,854,738           | 204,323,056              | 196,846,305          | <del>186,143,760</del><br><b>186,143,760</b>     |
| <b>Total Budget</b>                               | <b>2,513,766,934</b>  | <b>2,593,217,549</b>     | <b>2,569,595,331</b> | <del>2,493,814,402</del><br><b>2,494,805,264</b> |
| Changes to Unassigned Fund Balance                | 0                     | (452,531)                | (452,531)            | <del>317,886</del><br><b>300,381</b>             |
| Prepaid Items and Imprest Cash                    | 2,987,119             | 0                        | 0                    | 0  |
| <b>Ending Fund Balance - Unassigned</b>           | <b>287,841,857</b>    | <b>203,870,525</b>       | <b>196,393,774</b>   | <del>186,711,660</del><br><b>186,735,146</b>     |
| <b>Amount Assigned for:</b>                       |                       |                          |                      |  |
| Budget Stabilization Fund Reserve <sup>(3)</sup>  | 20,000,000            | 20,452,531               | 20,452,531           | <del>20,134,646</del><br><b>20,152,145</b>       |
| Ending Fund Balance - Unassigned                  | 287,841,857           | 203,870,525              | 196,393,774          | <del>186,711,660</del><br><b>186,735,146</b>     |
| <b>Total Ending Fund Balance</b>                  | <b>\$ 307,841,857</b> | <b>224,323,056</b>       | <b>216,846,305</b>   | <del>208,846,306</del><br><b>206,887,291</b>     |

(1) City Council budget includes funding for Council District Service Project Program.

(2) Adjustments in FY2016 includes transfer to special fund and FY2017 includes debt prepayment from Building Inspection Fund.

(3) An amount not less than the greater of (a) 1% of expenditures (excluding debt service and PAYGO payment) or (b) \$20M. In FY2016, \$17M was transferred to the 2015 Flood Disaster Fund, leaving FY2017 beginning fund balance of ~~\$2,134,046~~ **\$1,521,145**.

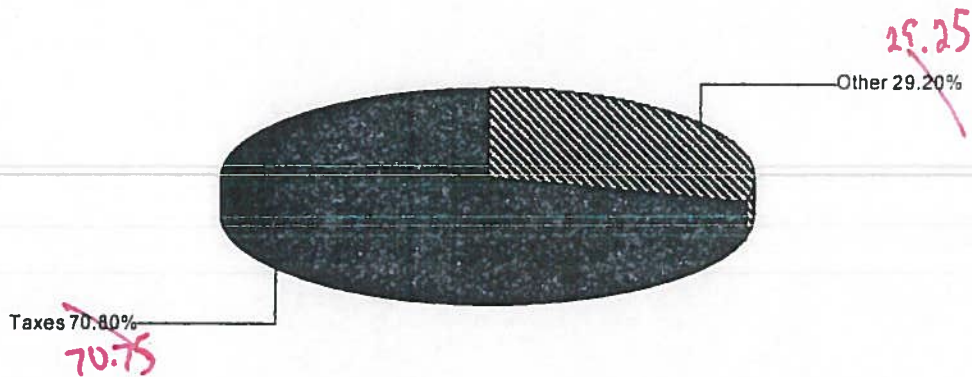
The General Fund Summary in some cases may not agree with some of the departmental totals due to prior year restatements.



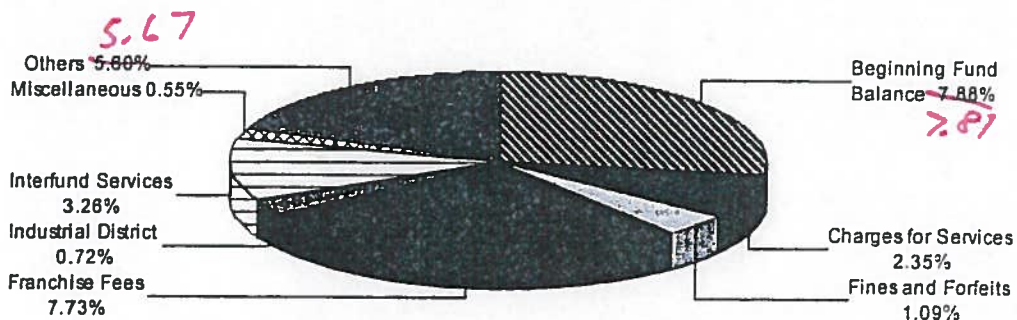
## GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of \$2.5 billion budgeted in FY2017, this fund relies heavily on various forms of revenue to finance its operations. As illustrated below, approximately 70.8% percent of the total resources in the General Fund are from taxes, mainly property and sales taxes.

### GENERAL FUND RESOURCES FY2017 BUDGET



### COMPOSITION OF OTHER (ABOVE)



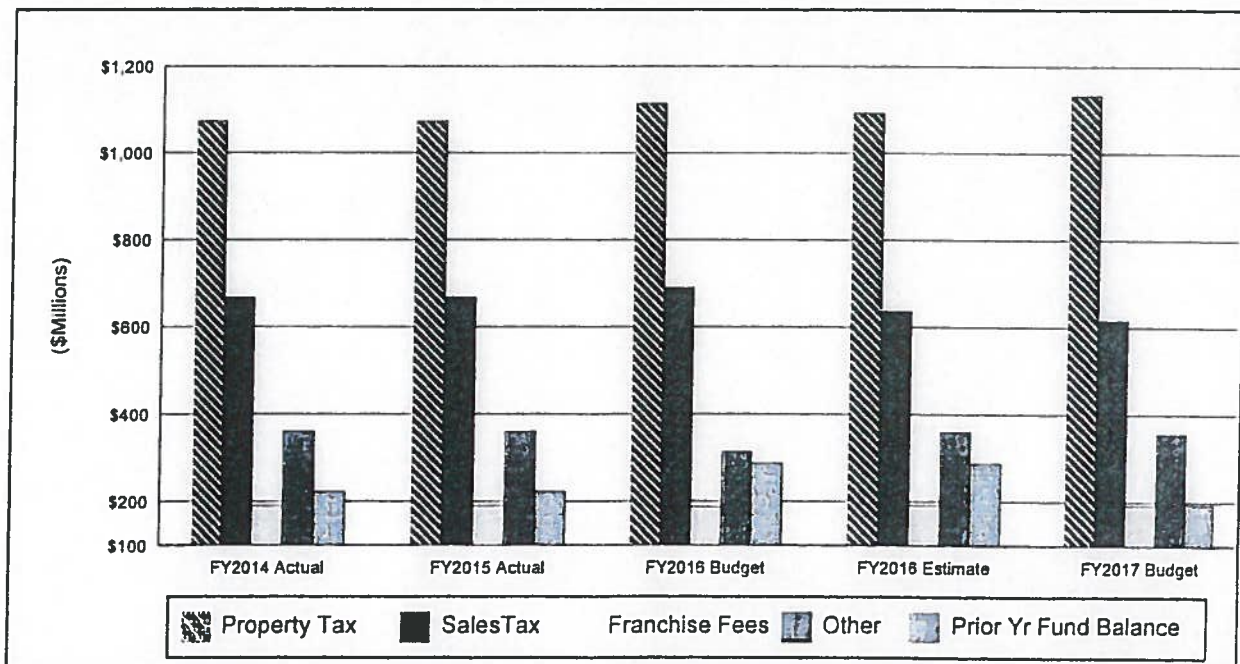
## FISCAL YEAR 2017 BUDGET

The composition of the FY2017 General Fund resources is listed below:

| RESOURCE CATEGORIES                                | RESOURCE<br>FY2017 BUDGET*     | % OF TOTAL<br>BUDGET    |
|--|--------------------------------|-------------------------|
| <b>Taxes:</b>                                      |                                |                         |
| Property Taxes                                     | 1,133,191                      | <del>46.45%</del> 45.42 |
| Sales Taxes  | 615,000                        | <del>24.67%</del> 24.65 |
| Other Tax  | 16,909                         | 0.68%                   |
| Franchise Fees                                     | 192,784                        | 7.73%                   |
| Industrial District                                | 18,043                         | 0.72%                   |
| Licenses and Permits                               | <del>40,020</del> 41,811       | <del>1.62%</del> 1.65   |
| Intergovernmental                                  | 70,151                         | 2.82%                   |
| Charges for Services                               | 58,698                         | 2.35%                   |
| Interfund Services                                 | 81,333                         | 3.26%                   |
| Fines and Forfeits                                 | 27,118                         | 1.09%                   |
| Interest   | 3,000                          | 0.12%                   |
| Miscellaneous/Other                                | 13,825                         | 0.55%                   |
| Total Revenue                                      | <del>2,276,072</del> 2,271,863 | <del>91.06%</del> 91.08 |
| Sale of Capital Assets                             | 14,500                         | 0.58%                   |
| Transfers In                                       | 12,049                         | 0.48%                   |
| Beginning FY2017 Fund Balance                      | 196,394                        | <del>7.88%</del> 7.87   |
| <b>TOTAL RESOURCES</b>                             | <del>2,493,015</del>           | 100.00%                 |
| * Dollars in Thousands                             | 2,494,806                      |                         |
| Total may reflect slight variances due to rounding |                                |                         |

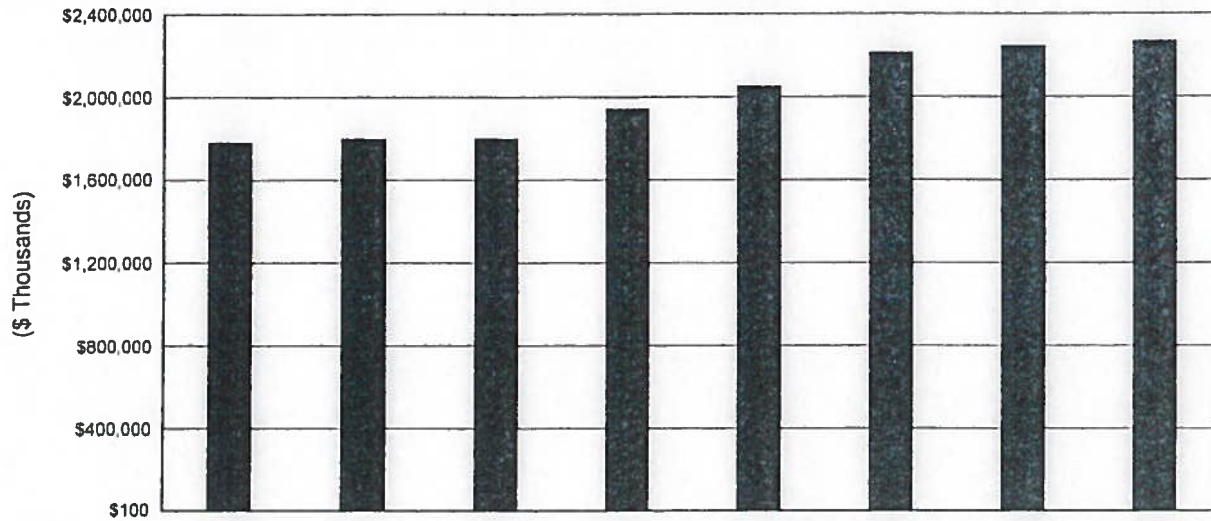
The graph below provides a four-year comparison of the City's resources in millions of dollars.

**RELATIONSHIP OF GENERAL FUND RESOURCES  
FY2014 THROUGH FY2017**



**FISCAL YEAR 2017 BUDGET**

**Total General Fund Revenue**



| FY2010<br>Actual | FY2011<br>Actual | FY2012<br>Actual | FY2013<br>Actual | FY2014<br>Actual | FY2015<br>Actual | FY2016<br>Estimate | FY2017<br>Budget       |
|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|------------------------|
| \$1,782,147      | \$1,802,727      | \$1,802,694      | \$1,944,446      | \$2,053,802      | \$2,213,132      | \$2,246,211        | <del>\$2,270,972</del> |

*\$2,271,862*

Table I below provides the FY2017 General Fund revenue budget by categories. As shown, the total revenue is expected to be \$2.3 billion or \$23.9 million higher than the projected FY2016 revenue.

*25.4*

**Table I**  
**FY2017 Revenue Budget**  
**Compared with FY2016 Estimate**

**Projected Revenue (\$ Thousands)**

| Category                            | FY2016<br>Estimate | FY2017<br>Budget            | Increase /<br>(Decrease) |
|-------------------------------------|--------------------|-----------------------------|--------------------------|
| General Property Taxes              | 1,092,731          | 1,133,191                   | 40,460                   |
| Industrial Assessment               | 18,993             | 18,043                      | (950)                    |
| Sales Taxes                         | 636,300            | 615,000                     | (21,300)                 |
| Other Tax                           | 16,616             | 16,909                      | 293                      |
| Electric Franchise                  | 101,146            | 102,030                     | 884                      |
| Telephone Franchise                 | 43,220             | 42,000                      | (1,220)                  |
| Gas Franchise                       | 14,840             | 15,016                      | 176                      |
| Other Franchise                     | 33,156             | 33,739                      | 583                      |
| Licenses and Permits                | 39,555             | <del>40,020</del>           | <del>465</del>           |
| Intergovernmental                   | 53,485             | 70,151                      | 16,666                   |
| Charges for Services                | 58,587             | 58,698                      | 111                      |
| Direct Interfund Services           | 51,614             | 53,896                      | 2,282                    |
| Indirect Interfund Services         | 28,820             | 27,436                      | (1,384)                  |
| Municipal Courts Fines and Forfeits | 22,812             | 22,812                      | 0                        |
| Other Fines and Forfeits            | 4,309              | 4,306                       | (3)                      |
| Interest                            | 3,600              | 3,000                       | (600)                    |
| Miscellaneous/Other                 | 26,427             | 13,825                      | (12,602)                 |
| <b>Total</b>                        | <b>2,246,211</b>   | <b><del>2,270,972</del></b> | <b><del>23,861</del></b> |

*41,911*

*2,256*

*2,271,862*

*25,652*



# FISCAL YEAR 2017 BUDGET

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least \$3 million in FY2017. 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) |                  |                           |
|--|----------------------------------|------------------|---------------------------|
|  | FY2016<br>Estimate               | FY2017<br>Budget | Increase /<br>( Decrease) |
| General Property Taxes                       | 1,092,731                        | 1,133,191        | 40,460                    |
| Sales Taxes                                  | 636,300                          | 615,000          | (21,300)                  |
| Industrial Assessment                        | 18,993                           | 18,043           | (950)                     |
| Mixed Beverage Tax                           | 16,397                           | 16,687           | 290                       |
| Electric Franchise                           | 99,756                           | 101,018          | 1,262                     |
| Telephone Franchise                          | 43,467                           | 42,000           | (1,467)                   |
| Gas Franchise                                | 14,840                           | 15,016           | 176                       |
| Cable TV Franchise Fees                      | 25,408                           | 26,133           | 725                       |
| Solid Waste Hauler Franchise Fee             | 7,564                            | 7,541            | (23)                      |
| Licenses and Permits                         | 39,556                           | 40,020           | 464                       |
| TIRZ Funding                                 | 12,230                           | 30,764           | 18,534                    |
| Intergovernmental Revenue - 1115 Waiver      | 13,314                           | 18,054           | 4,740                     |
| Ambulance Fees                               | 44,500                           | 46,500           | 2,000                     |
| Ambulance Fee Supplemental Reimbursement     | 27,786                           | 21,177           | (6,609)                   |
| Other Charges for Services                   | 14,087                           | 12,198           | (1,889)                   |
| Interfund Police Protection                  | 25,134                           | 25,061           | (73)                      |
| Interfund Fire Protection                    | 20,202                           | 20,360           | 158                       |
| Other Direct Interfund                       | 6,278                            | 8,476            | 2,198                     |
| Indirect Cost Recovery                       | 28,820                           | 27,436           | (1,384)                   |
| Moving Violations                            | 12,500                           | 12,500           | 0                         |
| Other Municipal Courts Fines and Forfeitures | 10,312                           | 10,312           | 0                         |
| Miscellaneous/Other                          | 26,427                           | 13,825           | (12,602)                  |
| All Other Revenues                           | 9,609                            | 8,760            | (849)                     |
| <b>Total</b>                                 | <b>2,246,211</b>                 | <b>2,270,072</b> | <b>23,861</b>             |
|  |                                  | <i>2,271,862</i> | <i>25,651</i>             |

## 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 60.112 cents per \$100 of taxable value.

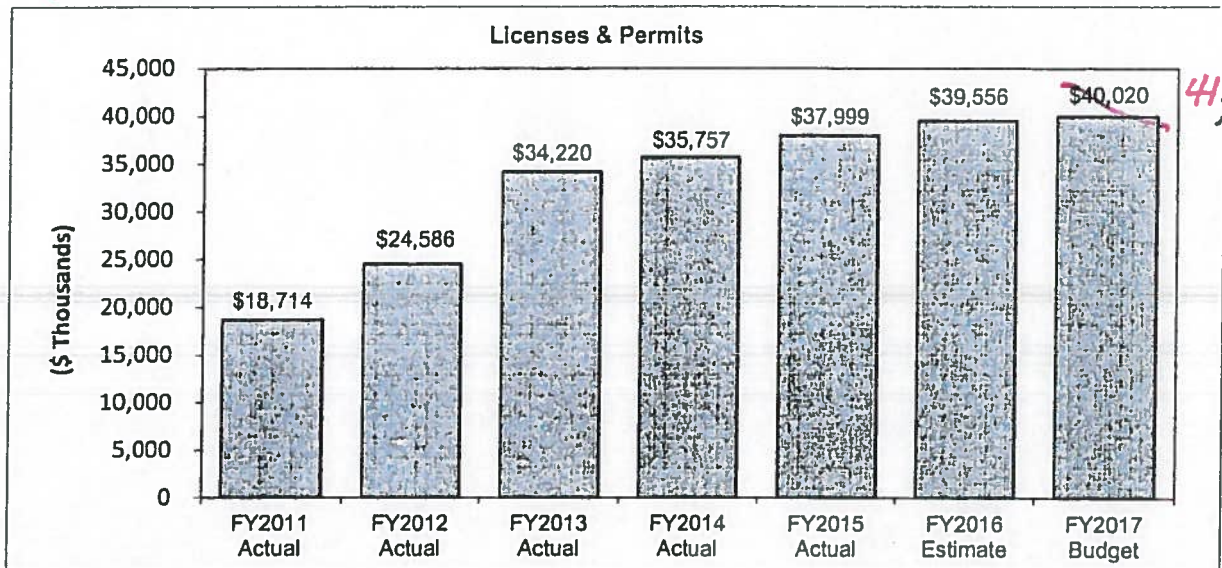
CAD notifies taxpayers of appraised values by May 15th of each year or as soon thereafter as practicable. Taxpayers may protest appraised values or the exemption status of their properties. Hearings of protests are conducted by the Appraisal Review Board of CAD. Chief Appraiser of CAD certifies appraisal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

**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 FY2017 revenue is estimated at \$40.0 million, which is approximately \$464,000 higher than FY2016 estimate of \$39.6 million.

2.3 million

41.8

**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 FY2017 is \$46.5 million, an increase of \$2.0 million or 4.5% higher than the FY2016 estimate of \$44.5 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 FY2017, revenues of \$12.2 million are projected, a decrease of \$1.9 million or 13.4% lower than the FY2016 estimate of \$14.1 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 FY2017 projection of \$25.08 million is \$73,000 or approximately 0.3% lower than the FY2016 estimates of \$25.13 million.

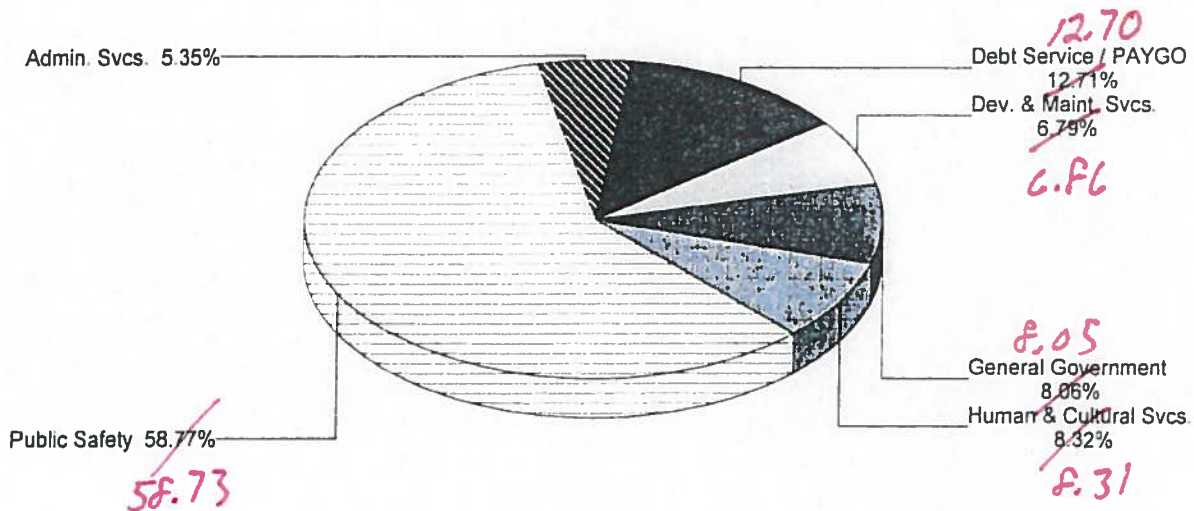
The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2017 projection of \$20.4 million reflects an increase of \$158,000 over the FY2016 estimate of \$20.2 million.

## GENERAL FUND EXPENDITURES/OTHER USER SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2017 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).

FY2017 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 FY2017 BUDGET



Total = ~~\$2,306,620,627~~

~~\$2,308,370,504~~

#### OVERVIEW

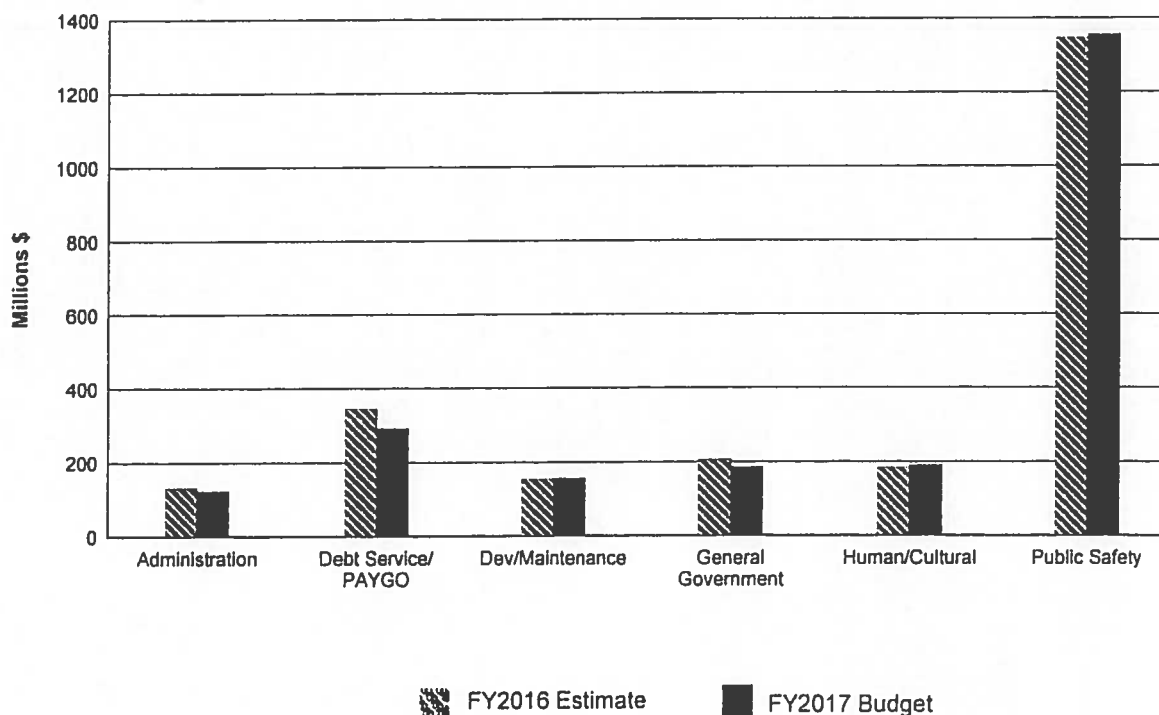
The largest single category of expenditures and other uses in FY2017 is Public Safety with (58.77%) of the total, followed by Debt Service/ PAYGO (12.71%), Human and Cultural Services (8.32%), General Government (8.06%), Development and Maintenance Services (6.79%), and Administrative Services (5.35%).



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 FY2016 Estimate and FY2017 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

### General Fund Expenditures/Other Uses FY2016 Estimate vs. FY2017 Budget



The FY2017 budget for General Fund expenditures/other uses of <sup>2,307</sup>~~\$2,307~~ million is <sup>65</sup>~~\$66~~ million lower than the FY2016 estimate of \$2,373 million.

The following section provides highlights of FY2017 General Fund expenditures/other uses by functional category and department.

## 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.

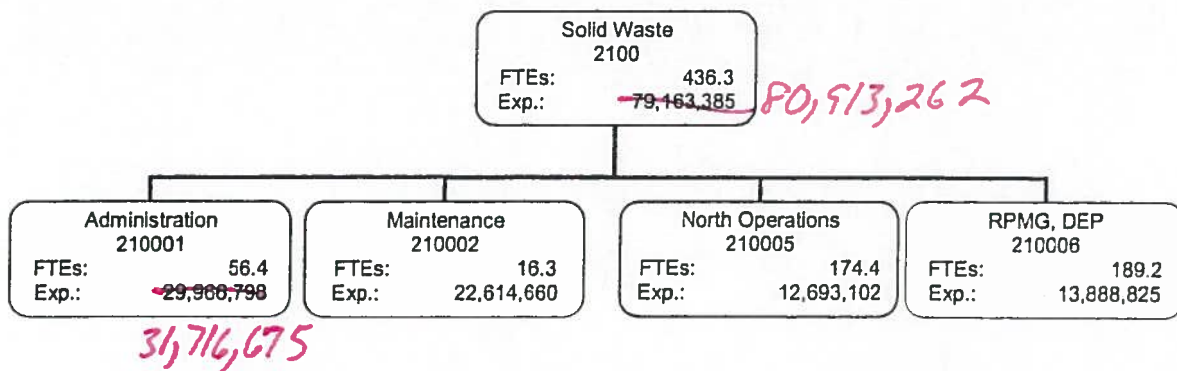
#### Short-Term Goals

- Implement updates to chapter 39 in the Code of Ordinances.
- Finalize advanced routing software procurement and implementation.

#### 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

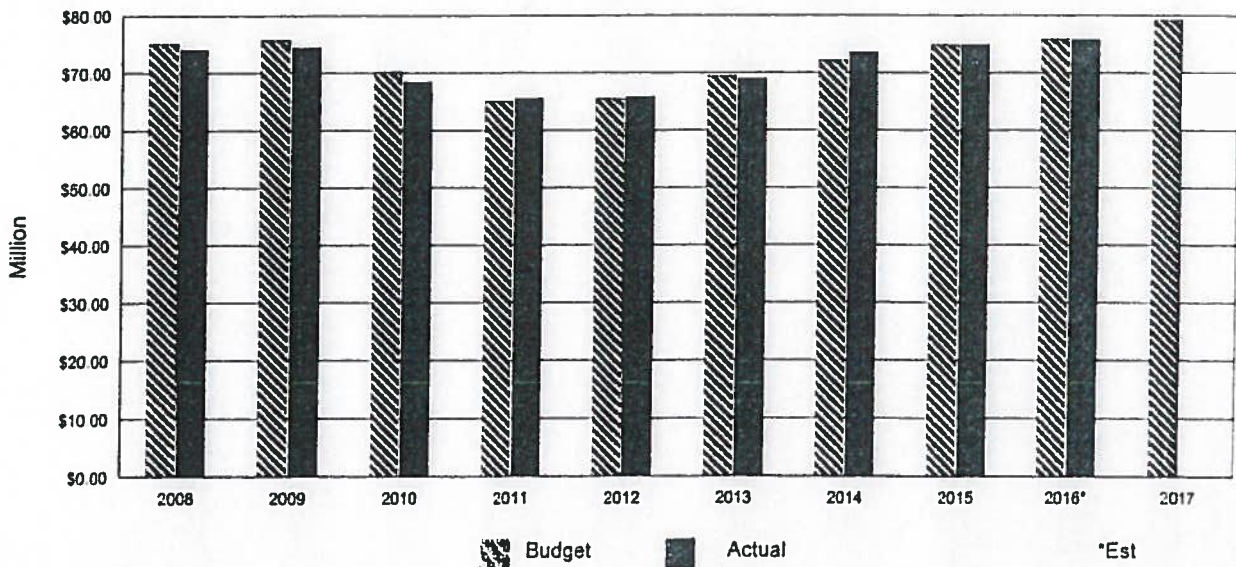


**FISCAL YEAR 2017 BUDGET**

**Business Area Budget Summary**

|   |  |                  |                          |                    |                                  |
|---|--|------------------|--------------------------|--------------------|----------------------------------|
| Fund Name : General Fund                  |  |                  |                          |                    |                                  |
| Business Area : Solid Waste Management    |  |                  |                          |                    |                                  |
| Fund No. /Bus. Area No. : 1000 / 2100     |  | FY2015<br>Actual | FY2016<br>Current Budget | FY2016<br>Estimate | FY2017<br>Budget                 |
| Expenditures                              | Personnel Services   | 31,148,814       | 31,915,747               | 31,915,747         | 33,201,648                       |
|   | Supplies   | 5,625,192        | 5,201,739                | 5,201,739          | 5,333,052                        |
|   | Other Services and Charges   | 34,555,380       | 35,667,358               | 35,667,358         | <del>38,556,962</del> 40,300     |
|   | Equipment  | (600)            | 145,269                  | 145,269            | 0                                |
|   | Non-Capital Equipment  | 250,000          | 1,600                    | 1,600              | 0                                |
|   | Total M & O Expenditures   | 71,578,786       | 72,931,713               | 72,931,713         | <del>77,091,662</del> 78,841     |
|   | Debt Service & Other Uses  | 3,214,786        | 2,839,823                | 2,839,823          | 2,071,723                        |
|   | Total Expenditure  | 74,793,572       | 75,771,536               | 75,771,536         | <del>79,163,385</del> 80,913,262 |
| Revenues                                  |  | 5,286,966        | 5,187,300                | 5,335,182          | <del>5,276,268</del> 5,667,120   |
| Staffing                                  | Full-Time Equivalents - Civilian   | 437.6            | 438.6                    | 438.6              | 436.3                            |
|   | 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  | 437.6            | 438.6                    | 438.6              | 436.3                            |
|   | Full-Time Equivalents - Overtime   | 38.3             | 39.4                     | 39.4               | 37.9                             |
| Significant Budget Changes and Highlights | <ul style="list-style-type: none"> <li>o The FY2017 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.</li> </ul>                  |                  |                          |                    |                                  |
|   | <ul style="list-style-type: none"> <li>o The FY2017 Budget includes a reduction of <del>\$2,293,245</del> 543,368 for department savings initiatives.</li> </ul>                                     |                  |                          |                    |                                  |
|   | <ul style="list-style-type: none"> <li>o Finalize the implementation of advanced routing management and tracking system to improve route efficiency and driver/management accountability.</li> </ul> |                  |                          |                    |                                  |

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





**FISCAL YEAR 2017 BUDGET**

| Division Summary  |               |                   |                 |                   |               |                       |            |
|---|---------------|-------------------|-----------------|-------------------|---------------|-----------------------|------------|
| Fund Name : General Fund  |               |                   |                 |                   |               |                       |            |
| Business Area : Solid Waste Management  |               |                   |                 |                   |               |                       |            |
| Fund No. /Bus Area No. : 1000 / 2100  |               |                   |                 |                   |               |                       |            |
| Division Description  | FY2015 Actual |                   | FY2016 Estimate |                   | FY2017 Budget |                       |            |
|   | FTEs          | Costs \$          | FTEs            | Costs \$          | FTEs          | Costs \$              |            |
| <b>Administration 210001</b><br>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. | 59.7          | 28,594,441        | 59.6            | 29,145,511        | 56.4          | <del>29,966,798</del> | 31,716,075 |
| <b>Maintenance 210002</b><br>Maintains the department's physical plants and provide the leadership and administrative resources needed to maintain the same.  | 15.1          | 21,452,460        | 15.6            | 22,005,748        | 16.3          | 22,614,660            |            |
| <b>SWM - North Operations 210005</b><br>Provides solid waste services to the north side of the City and includes City Council Districts A, B, E, G, H, and I.   | 170.0         | 11,881,144        | 169.5           | 11,901,469        | 174.4         | 12,693,102            |            |
| <b>SWM - RPMG, DEP 210006</b><br>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.   | 192.8         | 12,865,527        | 193.9           | 12,718,808        | 189.2         | 13,888,825            |            |
| <b>Total</b>  | <b>437.6</b>  | <b>74,793,572</b> | <b>438.6</b>    | <b>75,771,536</b> | <b>436.3</b>  | <b>79,163,385</b>     | 80,913,262 |

**FISCAL YEAR 2017 BUDGET**

**Business Area Revenues Summary**

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

| Category                    | FY2015<br>Actual        | FY2016<br>Current Budget | FY2016<br>Estimate      | FY2017<br>Budget                   |
|-----------------------------|-------------------------|--------------------------|-------------------------|------------------------------------|
| Licenses and Permits        | 3,102,850               | 3,031,000                | 3,099,000               | <del>3,091,458</del>               |
| Charges for Services        | 2,170,586               | 2,130,000                | 2,164,000               | 2,173,000                          |
| Other Fines and Forfeits    | 648                     | 800                      | 600                     | 800                                |
| Miscellaneous/Other         | 12,882                  | 25,500                   | 71,582                  | 11,000                             |
| <b>Grand Total Revenues</b> | <u><u>5,286,966</u></u> | <u><u>5,187,300</u></u>  | <u><u>5,335,182</u></u> | <u><u><del>5,276,258</del></u></u> |

4,882,320

7067,120

**FISCAL YEAR 2017 BUDGET**

| <b>Business Area Performance Measures</b>  |                      |                      |                        |                      |
|--|----------------------|----------------------|------------------------|----------------------|
| <b>Fund Name</b> : Water and Sewer Operating Fund<br><b>Business Area</b> : Public Works & Engineering<br><b>Fund No. /Bus. Area No.</b> : 8300 / 2000 |                      |                      |                        |                      |
| <b>Performance Measures</b>  | <b>FY2015 Actual</b> | <b>FY2016 Budget</b> | <b>FY2016 Estimate</b> | <b>FY2017 Budget</b> |
| Accept and Process Complete Water District Consent Applications within 30 Days of Receipt  | 90%                  | 90%                  | 90%                    | 90%                  |
| Number of Utility Customer Calls Received  | 596,210              | 620,000              | 570,000                | 570,000              |
| Percentage of TCEQ/EPA Required Tests Performed  | 100%                 | 100%                 | 100%                   | 100%                 |
| Respond to Sewer in Residence/Business within 1 Day  | 90.0%                | 90.0%                | 99.9%                  | 99.9%                |
| Respond to Water Quality/Taste/Color/Odor within 2 Business Days   | 91.7%                | 98.0%                | 93.7%                  | 95.0%                |
| Sanitary Sewer Overflows Confirmed within 4 Hours of Notification on Average   | N/A                  | N/A                  | 100%                   | 100%                 |
| Systems Availability - WiMax Networks  | 99.5%                | 99.9%                | 99.5%                  | 99.5%                |
| Treatment Plant Permit Compliance Rate   | 99.7%                | 99.5%                | 99.7%                  | 99.8%                |
| Utility Billing Accuracy Rate  | 99%                  | 99%                  | 99%                    | 99.5%                |
| Utility Customer Calls Answered within 5 Minutes   | 83%                  | 90%                  | 50%                    | 75%                  |
| Wastewater Capacity Reserve Letters Sent within 10 Business Days   | 98%                  | 98%                  | 90%                    | 90%                  |
| Wastewater Collected and Treated (millions of gallons per year)  | 93,805               | 81,030               | 82,855                 | 82,855               |
| Wastewater-Pipe Cleaning Completed (millions of linear feet)   | 3.4                  | 2.0                  | 2.5                    | 2.0                  |
| Wastewater-Pipe Renewal Completed (linear feet)  | 633,102              | 600,000              | 600,000                | 600,000              |
| Water Gallons Delivered (millions of gallons per year)   | 156,585              | 172,203              | 168,630                | 163,885              |
| Water Service Requests investigated within <del>24 hours</del> <i>next Business Day</i>  | N/A                  | N/A                  | N/A                    | 95%                  |
| Expenditures Adopted Budget vs Actual Utilization  | 93%                  | 98%                  | 95%                    | 98%                  |
| Revenues Adopted Budget vs Actual Utilization  | 95%                  | 100%                 | 99%                    | 100%                 |
|  |                      |                      |                        |                      |



**FISCAL YEAR 2017 BUDGET**

**Division Summary**

**Fund Name :** BARC Special Revenue  
**Business Area :** Administration and Regulatory Affairs  
**Fund No. /Bus Area No. :** 2427 / 6500

| Division<br>Description  | FY2015 Actual        |           | FY2016 Estimate |           | FY2017 Budget |           |
|--|----------------------|-----------|-----------------|-----------|---------------|-----------|
|  | FTEs                 | Costs \$  | FTEs            | Costs \$  | FTEs          | Costs \$  |
| <b>ARA - Special Initiatives</b> 650009<br>Special Initiatives coordinates and maintains oversight over BARC's programs that target increased live release rate through animal transport, intake prevention through spaying and neutering, and sponsored adoption events.  | <del>0.0</del> 1.1   | 318,154   | 1.8             | 848,761   | 2.0           | 921,653   |
| <b>ARA - Administration</b> 650081<br>Administration provides support for operations within the BARC division through the facilitation of purchasing, policy, training, budget, warehousing, facility improvements, and other administrative services.   | <del>7.2</del> 5.6   | 1,655,009 | 6.0             | 1,819,034 | 4.0           | 1,945,274 |
| <b>ARA - Medical</b> 650082<br>Medical maintains a comprehensive management and health care program, ensuring that the well-being of all animals is addressed. Medical ensures that the shelter environment exemplifies disease control and promotes the overall health and welfare of animals.  | <del>10.0</del> 9.8  | 1,886,529 | 5.4             | 1,934,090 | 5.8           | 2,418,693 |
| <b>ARA - Animal Enforcement</b> 650083<br>Enforcement protects the health and safety of the residents of the City by facilitating investigations, provisioning support for law enforcement agencies, and providing educational services to the community. Investigations performed by the division handle dangerous animals with potential rabies exposure, livestock law violations and other matters of animal law and animal welfare. | <del>20.8</del> 29.8 | 1,967,243 | 32.0            | 2,350,442 | 33.0          | 2,463,830 |
| <b>ARA - Marketing Outreach</b> 650084<br>Marketing Outreach creates community awareness of BARC's initiatives and programs through the leadership, design, and implementation of targeted adoption, volunteer, foster and rescue programs.  | <del>5.0</del> 5.3   | 436,349   | 5.8             | 638,318   | 7.8           | 746,670   |
| <b>ARA - Customer Service</b> 650085<br>Customer Service assists the citizens of Houston with animal intakes, adoptions, pet licensing, and other customer related activity through providing exemplary service for customers that interact and transact with BARC's front counter.  | <del>5.0</del> 6.1   | 710,623   | 7.0             | 869,119   | 10.0          | 958,804   |

**FISCAL YEAR 2017 BUDGET**

**Division Summary**

**Fund Name** : BARC Special Revenue  
**Business Area** : Administration and Regulatory Affairs  
**Fund No. /Bus Area No.** : 2427 / 6500

| Division<br>Description  | FY2015 Actual                  |           | FY2016 Estimate |            | FY2017 Budget |            |
|--|--------------------------------|-----------|-----------------|------------|---------------|------------|
|  | FTEs                           | Costs \$  | FTEs            | Costs \$   | FTEs          | Costs \$   |
| <b>ARA - Licensing</b> 650086<br>Licensing builds and maintains a state of the art licensing program that is designed to be both affordable and beneficial to citizens while ensuring that the City of Houston's legal and compliance requirements are met in full.                  | <del>3.7</del><br><b>3.9</b>   | 328,762   | 4.0             | 388,958    | 5.0           | 517,959    |
| <b>ARA - Shelter</b> 650087<br>Shelter ensures the well-being of animals kept on-site by making use of effective cleaning agents, maintaining a regular feeding schedule, monitoring animals, and ensuring that the latest in animal shelter best practices are rigorously followed. | <del>23.2</del><br><b>31.6</b> | 2,670,414 | 42.2            | 3,250,612  | 52.0          | 3,832,897  |
| <b>Total</b>   | <del>84.5</del><br><b>93.2</b> | 9,973,083 | 104.2           | 12,099,334 | 119.6         | 13,805,780 |

## TAX INCREMENT REINVESTMENT ZONES

The City of Houston implements capital improvement projects through a financing mechanism called a Tax Increment Reinvestment Zone (TIRZ). TIRZs use tax increment revenue generated by increased value in the zone to promote development and redevelopment in that zone. As development occurs in each zone, the taxes generated by the increase in value attributable to those improvements, or "tax increment", are captured in separate funds set up for each TIRZ. These funds are then used to pay for approved project costs. For a majority of these TIRZs, the City has created a companion redevelopment authority (RDA) to implement the project and financing plan.

The City of Houston has created twenty-seven TIRZs; currently 25 TIRZs are actively led by the City.

- Each TIRZ is created by action of City Council pursuant to a project plan and reinvestment zone financing plan approved by City Council.
- Each TIRZ has a Board of Directors that is appointed by the Mayor and confirmed by City Council; the TIRZ Board is responsible for implementing the project plan approved by City Council.
- Each TIRZ has a termination date incorporated into the ordinance that created it. City Council can extend the term of each TIRZ.
- Each TIRZ Board prepares an annual budget that is submitted to City Council for approval.

The Mayor's Office of Economic Development/TIRZ coordinates the preparation and presentation of the budgets to City Council. These budgets are approved separately from the City's budget.

| TIRZ/Authority                    | Created    | Termination     | Size (acres) |
|-----------------------------------|------------|-----------------|--------------|
| #1 / St. George Place RDA         | 12/12/1990 | 12/31/2045      | 1,053.57     |
| #2 / Midtown RDA                  | 12/14/1994 | 12/31/2040      | 853.02       |
| #3 / Main St./Market Sq. RDA      | 12/13/1995 | 12/31/2043      | 653.61       |
| #4 / Village Enclaves RDA         | 09/25/1996 | 12/31/2016 2013 | 1,189.86     |
| #5 / Memorial Heights RDA         | 12/18/1996 | 12/31/2029      | 1,423.42     |
| #6 / Eastside RDA                 | 01/15/1997 | 12/31/2027      | 769.98       |
| #7 / OST/Alameda Corridors RDA    | 05/07/1997 | 12/31/2028      | 1,735.28     |
| #8 / Gulfgate RDA                 | 12/10/1997 | 12/31/2044      | 8,265.70     |
| #9 / South Post Oak RDA           | 12/17/1997 | 12/31/2045      | 411.23       |
| #10 / Lake Houston RDA            | 12/17/1997 | 12/31/2027      | 3,668.11     |
| #11 / Greater Greenspoint RDA     | 08/26/1998 | 12/31/2037      | 3,396.75     |
| #12 / City Park RDA               | 12/02/1998 | 12/31/2028      | 91.71        |
| #13 / Old Sixth Ward RDA          | 12/22/1998 | 12/31/2028      | 249.84       |
| #14 / Fourth Ward RDA             | 06/09/1999 | 12/31/2029      | 166.44       |
| #15 / East Downtown RDA           | 07/07/1999 | 12/31/2040      | 387.02       |
| #16 / Uptown RDA                  | 07/07/1999 | 12/31/2040      | 2,758.22     |
| #17 / Memorial City RDA           | 07/21/1999 | 12/31/2029      | 984.98       |
| #18 / Fifth Ward RDA              | 07/21/1999 | 12/31/2040      | 973.29       |
| #19 / Upper Kirby RDA             | 07/21/1999 | 12/31/2040      | 838.78       |
| #20 / Southwest Houston RDA       | 12/15/1999 | 12/31/2029      | 4,460.66     |
| #21 / Hardy Place RDA             | 12/17/2003 | 12/31/2033      | 326.10       |
| #22 / Leland Woods RDA            | 12/23/2003 | 12/31/2033      | 80.33        |
| #23 / Harrisburg TIRZ             | 10/25/2011 | 12/31/2040      | 1,460.85     |
| #24 / Greater Houston TIRZ        | 12/18/2012 | 12/31/2042      | 7,548.44     |
| #25 / Hiram Clarke/Fort Bend TIRZ | 08/13/2013 | 12/31/2042      | 5,735.84     |
| #26 / Sunnyside                   | 11/16/2015 | 12/31/2045      | 3,142.00     |
| #27 / Montrose                    | 12/15/2015 | 12/31/2045      | 347.00       |



**FISCAL YEAR 2017 BUDGET**

**General Fund Revenues by Category**

| Commit Item                                 | Description                              | FY2015 Actual     | FY2016 Current Budget | FY2016 Estimate   | FY2017 Budget                    |
|---|--|-------------------|-----------------------|-------------------|----------------------------------|
| 421130                                      | Decals for Coin-Op-Amusement Machines    | 336,442           | 374,329               | 349,609           | 349,609                          |
| 421140                                      | Dance Licenses                           | 47,059            | 57,710                | 46,747            | 50,778                           |
| 421150                                      | Liquor Licenses                          | 1,387,320         | 1,358,208             | 1,384,506         | 1,384,506                        |
| 421170                                      | Burglar Alarm Permits                    | 9,035,713         | 9,139,245             | 9,162,472         | 9,185,698                        |
| 421180                                      | Special Fire Permits                     | 6,797,189         | 7,000,000             | 6,900,000         | 6,955,000                        |
| 421200                                      | Other Building & Construction Permits    | 15,368            | 2,000                 | 2,000             | 2,000                            |
| 421210                                      | Fire Alarm Permits                       | 539,230           | 550,000               | 550,000           | 611,258                          |
| 421220                                      | School Bus Licenses & Permits            | 44,449            | 39,401                | 28,090            | 29,200                           |
| 421230                                      | Taxicab Licenses & Permits               | 1,381,214         | 1,375,160             | 1,375,160         | 1,399,451                        |
| 421236                                      | Wheelchair Accessible Svc Pvr            | 0                 | 0                     | 0                 | 232                              |
| 421270                                      | City Election Fees                       | 0                 | 35,000                | 49,000            | 0                                |
| 421280                                      | Other Licenses & Permits                 | 1,071,588         | 1,044,065             | 2,530,985         | 2,537,549                        |
| 421290                                      | Tower Application Review Fee             | 2,834             | 2,180                 | 1,455             | 0                                |
| 421320                                      | Dumpster Permits                         | 2,736,458         | 2,684,000             | 2,746,000         | <del>2,736,458</del> 4,527,36    |
| 421490                                      | Plan Review Fees                         | 2,283,582         | 2,200,000             | 2,200,000         | 2,348,879                        |
| 421570                                      | Limousine Permits                        | 1,214,983         | 1,027,653             | 1,184,975         | 1,110,796                        |
| 421580                                      | Charter Bus Permits                      | 254,692           | 234,771               | 221,550           | 235,697                          |
| 421590                                      | Right-of-way Permits                     | 296,601           | 287,000               | 287,000           | 278,907                          |
| 421600                                      | Jitney Permit & Inspection Fees          | 5,950             | 5,020                 | 5,020             | 5,047                            |
| 421610                                      | Low Speed Shuttle Permit/Inspection Fees | 3,422             | 2,543                 | 2,543             | 2,557                            |
| 421620                                      | Pedicab Permits & Inspection Fees        | 21,915            | 9,864                 | 15,761            | 13,901                           |
| 421630                                      | Administrative Fee - Licenses & Permits  | 2,747,641         | 2,598,608             | 2,644,036         | 2,712,525                        |
| <b>Total Licenses and Permits</b>           |  | <b>37,999,329</b> | <b>37,870,062</b>     | <b>39,555,871</b> | <del>40,819,911</del> 44,810,773 |
| <b>Intergovernmental</b>                    |  |                   |                       |                   |                                  |
| 422010                                      | Medicaid Title XIX                       | 193,289           | 196,000               | 155,200           | 155,400                          |
| 422080                                      | US HHS Grants                            | (97)              | 0                     | 0                 | 0                                |
| 422122                                      | Municipal Service Fees - TIRZ            | 4,945,200         | 5,550,000             | 5,533,200         | 23,171,790                       |
| 422141                                      | Intergovernmental Revenue - TIRZ         | 5,721,995         | 6,674,276             | 6,697,230         | 7,592,625                        |
| 422153                                      | Intergovernmental Revenue - 1115 Waiver  | 13,280,777        | 14,050,200            | 13,313,754        | 18,054,174                       |
| 422230                                      | Ambulance Services Supplemental Reimburs | 0                 | 0                     | 27,785,704        | 21,177,390                       |
| 429095                                      | Medicare Part D Distribution             | 43,602            | 0                     | 0                 | 0                                |
| <b>Total Intergovernmental</b>              |  | <b>24,184,766</b> | <b>26,470,476</b>     | <b>53,485,088</b> | <b>70,151,379</b>                |
| <b>Charges for Services</b>                 |  |                   |                       |                   |                                  |
| <b>Direct Interfund Services</b>            |  |                   |                       |                   |                                  |
| 424040                                      | Interfund 311                            | 373,586           | 373,376               | 373,376           | 373,376                          |
| 424050                                      | Interfund Fire Protection Services       | 17,919,342        | 18,814,049            | 20,202,283        | 20,360,322                       |
| 424060                                      | Interfund Airport Police Services        | 24,848,163        | 26,039,447            | 25,134,427        | 25,060,627                       |
| 424070                                      | Interfund Legal Services                 | 1,111,960         | 1,209,491             | 1,209,491         | 1,403,205                        |
| 424080                                      | Interfund Payroll Services               | 648,477           | 664,570               | 664,570           | 677,683                          |
| 424110                                      | Other Interfund Services                 | 2,605,838         | 2,870,956             | 3,187,449         | 5,125,184                        |
| 424140                                      | Interfund Inventory                      | (393,841)         | 0                     | 0                 | 0                                |
| 424160                                      | Interfund Affirmative Action Services    | 387,400           | 392,749               | 392,749           | 400,810                          |
| 424210                                      | Interfund Radio Parts & Labor            | 0                 | 1,440                 | 1,440             | 0                                |
| 424215                                      | Interfund Radio System Access            | 48,240            | 90,048                | 90,048            | 131,856                          |
| 451040                                      | Interfund Postage                        | 10,868            | 1,000                 | 18,909            | 10,000                           |
| 457010                                      | Interfund Land Acquisition               | 339,600           | 339,600               | 339,600           | 353,600                          |
| <b>Subtotal Direct Interfund Services</b>   |  | <b>47,899,633</b> | <b>50,796,726</b>     | <b>51,614,342</b> | <b>53,896,663</b>                |
| <b>Indirect Interfund Services</b>          |  |                   |                       |                   |                                  |
| 425010                                      | Indirect Cost Recovery-Aviation          | 2,838,374         | 3,258,744             | 5,287,948         | 5,480,244                        |
| 425030                                      | Indirect Cost-CUS Fund                   | 9,776,104         | 9,810,103             | 9,810,103         | 9,987,563                        |
| 425040                                      | Indirect Cost-HALAN                      | 99,000            | 99,000                | 99,000            | 99,000                           |
| 425050                                      | Indirect Cost Recovery-Auto Dealers      | 1,042,065         | 1,099,039             | 1,099,039         | 1,017,681                        |
| 425060                                      | Indirect Cost Recover -Public TV         | 108,499           | 121,463               | 121,463           | 146,499                          |
| 425070                                      | Indirect Cost-Building Inspection        | 1,715,301         | 1,595,671             | 1,595,671         | 1,647,972                        |
| 425080                                      | Indirect Cost Recovery-Street & Drainage | 1,015,054         | 1,101,460             | 1,101,460         | 1,030,249                        |
| 425090                                      | Indirect Cost Recovery-911 Emergency     | 110,000           | 110,000               | 150,000           | 150,000                          |
| 425100                                      | Indirect Cost Recovery-Other             | 6,485,759         | 7,504,934             | 7,504,934         | 5,776,876                        |
| 425110                                      | Indirect Cost Recovery-Grants            | 2,137,765         | 2,050,000             | 2,050,000         | 2,100,000                        |
| <b>Subtotal Indirect Interfund Services</b> |  | <b>25,327,921</b> | <b>26,750,414</b>     | <b>28,819,618</b> | <b>27,436,084</b>                |

**FISCAL YEAR 2017 BUDGET**

**General Fund Revenues by Category**

| Commit Item                     | Description                              | FY2015 Actual        | FY2016 Current Budget | FY2016 Estimate      | FY2017 Budget        |
|---------------------------------|--|----------------------|-----------------------|----------------------|----------------------|
| <b>Other Fines and Forfeits</b> |  |                      |                       |                      |                      |
| 428020                          | Library Fines                            | 430,258              | 400,000               | 500,000              | 450,000              |
| 428030                          | Release of Liens                         | 165,113              | 122,759               | 112,759              | 131,047              |
| 428040                          | Vehicle Tow-Away Fees                    | 1,055                | 2,200                 | 600                  | 600                  |
| 428050                          | False Alarm Penalties                    | 2,687,939            | 2,567,480             | 2,604,641            | 2,684,027            |
| 428060                          | Other Interest Income                    | 301,947              | 312,644               | 311,959              | 311,000              |
| 428080                          | Returned Check Charges                   | 6,245                | 8,920                 | 6,069                | 6,346                |
| 428090                          | Miscellaneous Fines & Forfeitures        | 258,563              | 100,000               | 198,675              | 95,000               |
| 428095                          | Red Light Enforcement                    | 146,263              | 50,000                | 6,000                | 1,000                |
| 428100                          | Interest on Liens-COH                    | 56,106               | 45,000                | 22,000               | 15,200               |
| 428105                          | Interest on Liens-Contract               | 678,117              | 546,719               | 546,719              | 612,061              |
|                                 | <b>Subtotal Other Fines and Forfeits</b> | <b>4,731,606</b>     | <b>4,155,722</b>      | <b>4,309,422</b>     | <b>4,306,281</b>     |
| <b>Total Fines and Forfeits</b> |  |                      |                       |                      |                      |
|                                 |  | <b>30,178,430</b>    | <b>32,853,897</b>     | <b>27,121,439</b>    | <b>27,118,298</b>    |
| <b>Interest</b>                 |  |                      |                       |                      |                      |
| 432010                          | Interest on Pooled Investments           | 3,039,623            | 3,000,000             | 3,600,000            | 3,000,000            |
|                                 | <b>Total Interest</b>                    | <b>3,039,623</b>     | <b>3,000,000</b>      | <b>3,600,000</b>     | <b>3,000,000</b>     |
| <b>Miscellaneous/Other</b>      |  |                      |                       |                      |                      |
| 431020                          | Contributions from Others                | 259,268              | 125,000               | 125,000              | 0                    |
| 434150                          | Streets & Bridges Assessments            | 54,023               | 60,000                | 25,000               | 15,700               |
| 434205                          | Sale of Scrap Metal                      | 78,233               | 2,000                 | 2,000                | 2,000                |
| 434225                          | Sale of Non-Capital Equip. & Merchandise | 318,320              | 360,000               | 340,000              | 360,000              |
| 434305                          | Judgments & Claims                       | 220,625              | 130,000               | 33,707               | 120,100              |
| 434330                          | Subrogations                             | 720                  | 110,000               | 100,000              | 110,000              |
| 434340                          | Cashier Overages                         | 1,572                | 2,100                 | 2,151                | 1,750                |
| 434505                          | Prior Year Expenditure Recovery          | 3,064,828            | 50,000                | 71,870               | 50,000               |
| 434510                          | Prior Year Revenue                       | (1,250,508)          | 50,050                | 1,207,439            | 150,050              |
| 452010                          | Release of Special Deposits              | 187                  | 0                     | 0                    | 0                    |
| 452020                          | Recoveries & Refunds                     | 9,541,763            | 7,846,000             | 20,496,721           | 8,306,500            |
| 452030                          | Miscellaneous Revenue                    | 2,757,726            | 2,021,600             | 1,753,502            | 2,267,925            |
| 452040                          | Payment in Lieu of Taxes                 | 2,170,095            | 2,000,000             | 2,269,409            | 2,440,781            |
|                                 | <b>Total Miscellaneous/Other</b>         | <b>17,216,852</b>    | <b>12,756,750</b>     | <b>26,426,799</b>    | <b>13,824,806</b>    |
| <b>Other Resources</b>          |  |                      |                       |                      |                      |
| 434235                          | Sale of Capital Assets                   | 57,862               | 175,000               | 213,900              | 72,300               |
| 434240                          | Sale of Capital Assets-Land/Streets      | 46,594,012           | 5,325,000             | 5,287,100            | 14,427,700           |
| 490020                          | Transfer from Special Revenue Fund       | 1,543,925            | 1,550,000             | 1,600,000            | 1,600,000            |
| 490060                          | Transfer from Civic Center               | 1,380,000            | 1,380,000             | 1,380,000            | 1,380,000            |
| 490120                          | Transfer from Component Unit             | 20,115,247           | 20,794,961            | 20,061,561           | 2,069,011            |
| 490140                          | Transfer from Parking Management         | 8,323,842            | 7,000,000             | 7,000,000            | 7,000,000            |
|                                 | <b>Total Other Resources</b>             | <b>78,014,888</b>    | <b>36,224,961</b>     | <b>35,542,561</b>    | <b>26,549,011</b>    |
| <b>Grand Total</b>              |  |                      |                       |                      |                      |
|                                 |  | <b>2,291,146,444</b> | <b>2,305,375,692</b>  | <b>2,281,753,474</b> | <b>2,296,620,628</b> |

2,298,411,490

**FISCAL YEAR 2017 BUDGET**

**General Fund Expenditure Summary**

| Commit Item | Description                            | FY2015 Actual | FY2016 Current Budget | FY2016 Estimate | FY2017 Budget                |
|-------------|--|---------------|-----------------------|-----------------|------------------------------|
| 520114      | Misc Support Svcs                      | 3,946,630     | 3,088,051             | 3,689,574       | 3,257,786                    |
| 520115      | Real Estate Lease/Office Rental        | 8,233,946     | 9,115,676             | 9,131,023       | 8,818,569                    |
| 520116      | Parking Services Contract              | 20,834        | 47,652                | 47,652          | 47,652                       |
| 520118      | Refuse Disposal                        | 13,357,672    | 13,698,987            | 13,675,669      | <del>15,418,503</del> 14,071 |
| 520119      | Computer Eq/SW Mnt                     | 1,185,362     | 1,077,746             | 1,018,284       | 1,259,063                    |
| 520120      | Communications Equipment Services      | 366,819       | 413,915               | 416,626         | 410,715                      |
| 520121      | IT Application Svcs                    | 7,615,122     | 9,438,584             | 9,398,091       | 9,696,831                    |
| 520122      | Office Equipment Services              | 85,463        | 201,922               | 119,312         | 203,372                      |
| 520123      | Vehicle & Motor Equipment Services     | 652,984       | 695,070               | 663,796         | 733,730                      |
| 520124      | Other Equipment Services               | 642,819       | 633,920               | 554,081         | 698,974                      |
| 520125      | Demolition Services                    | 780           | 0                     | 0               | 0                            |
| 520126      | Construction Site Work Services        | 193,460       | 119,528               | 166,014         | 7,500                        |
| 520127      | Structural Construction Work Services  | 95,237        | 0                     | 10,000          | 0                            |
| 520128      | Other Construction Work Services       | 59,321        | 3,900                 | 11,841          | 12,000                       |
| 520132      | Contracts/Sponsorships                 | 5,302,135     | 3,146,719             | 3,154,659       | <del>73,000</del> 3,162      |
| 520133      | Private Investigative Services         | 11,031        | 11,460                | 11,460          | 19,986                       |
| 520136      | Billing & Collection Services          | 4,255,382     | 6,851,593             | 6,851,022       | 6,315,317                    |
| 520138      | Zoo Contract                           | 9,290,364     | 9,513,994             | 9,513,994       | 9,754,770                    |
| 520139      | Motor Pool Charges                     | 2,515         | 4,250                 | 4,250           | 2,600                        |
| 520140      | Civic Arts                             | 48,000        | 0                     | 0               | 0                            |
| 520141      | Engineering Services                   | 21,821        | 117,801               | 102,421         | 88,500                       |
| 520142      | Classified C.S. Arbitration Cost       | 73,258        | 100,000               | 78,956          | 100,000                      |
| 520144      | Limited Purpose Annexation Payment     | 50,482,301    | 52,850,705            | 52,850,705      | 52,350,705                   |
| 520145      | Criminal Intelligence Services         | 201,160       | 1,750                 | 1,750           | 900                          |
| 520146      | Contract Instructor Sports             | 132,907       | 126,000               | 86,000          | 98,500                       |
| 520147      | Management Initiative Savings          | 7,206         | 11,682,662            | 9,031           | 437                          |
| 520151      | Parking EZ Tag Fees                    | 0             | 0                     | 200             | 200                          |
| 520152      | Telemetry Services                     | 2,100,000     | 2,100,000             | 2,100,000       | 2,100,000                    |
| 520153      | Protective Gear Cleaning Services      | 885,449       | 812,800               | 812,800         | 887,344                      |
| 520157      | Computer Software Maintenance Services | 1,766,272     | 2,092,424             | 2,068,744       | 2,072,024                    |
| 520159      | Non-Sub-Recipient Grant Contract       | 229,046       | 227,700               | 247,700         | 162,100                      |
| 520170      | Generator Equipment Services           | 42,106        | 0                     | 0               | 11,000                       |
| 520250      | CIP Expense                            | 15,540        | 0                     | 0               | 0                            |
| 520510      | Mail/Delivery Services                 | 222,115       | 516,175               | 293,311         | 305,056                      |
| 520515      | Print Shop Services                    | 406,471       | 300,292               | 287,234         | 298,054                      |
| 520520      | Printing & Reproduction Services       | 171,533       | 266,696               | 212,981         | 222,662                      |
| 520605      | Advertising Services                   | 375,644       | 840,918               | 828,188         | 784,555                      |
| 520705      | Insurance Fees                         | 2,221,117     | 2,523,349             | 2,523,350       | 2,480,434                    |
| 520710      | State/Federal Inspection Fees          | 0             | 24,075                | 24,075          | 24,075                       |
| 520725      | Assessments - Other Governments        | 443,342       | 524,840               | 526,040         | 548,650                      |
| 520730      | Tax Appraisal Fees                     | 8,798,789     | 9,439,412             | 9,439,412       | 9,939,412                    |
| 520739      | Ambulance Refund                       | 214,254       | 368,717               | 368,717         | 368,717                      |
| 520740      | Document Recording/Filing Fees         | 79,081        | 77,001                | 102,001         | 61,000                       |
| 520745      | Third Party Collection Fees            | 68,296        | 165,600               | 165,600         | 165,600                      |
| 520750      | Elections                              | 10,915        | 2,500,000             | 2,500,000       | 0                            |
| 520755      | Contingency                            | 555,000       | 3,019,792             | 3,022,415       | 4,014,138                    |
| 520757      | Maintenance Renewal and Replacement    | 184,793       | 0                     | 0               | 0                            |
| 520760      | Contributions                          | 16,003,686    | 17,853,660            | 17,853,660      | 0                            |
| 520763      | Intergov Contribution-1115 Waiver      | 12,892,777    | 13,100,811            | 12,883,609      | 17,622,174                   |
| 520765      | Membership & Professional Fees         | 1,534,249     | 1,658,838             | 1,657,148       | 1,676,501                    |
| 520780      | Juror Compensation                     | 74,568        | 99,359                | 75,000          | 75,000                       |
| 520805      | Education & Training                   | 960,581       | 1,415,206             | 1,399,186       | 920,862                      |



**FISCAL YEAR 2017 BUDGET**

**General Fund Expenditure Summary**

| Commit Item                     | Description                               | FY2015 Actual        | FY2016 Current Budget | FY2016 Estimate      | FY2017 Budget                                    |
|---------------------------------|---|----------------------|-----------------------|----------------------|--|
| 522835                          | Scrapping of Inventory for Disposal       | 0                    | 600                   | 0                    | 600  |
| 522840                          | Houston Permitting Center Rent Chargeback | 1,160,512            | 799,884               | 807,116              | 849,100  |
| 522845                          | Interfund Vehicle Services                | 40,570,076           | 42,692,175            | 42,789,747           | 43,826,949                                       |
| 522910                          | Indirect Cost - Expenses                  | 57,782               | 0                     | 0                    | 0  |
| <b>Total</b>                    | <b>Other Services and Charges</b>         | <b>342,941,866</b>   | <b>383,840,758</b>    | <b>372,930,104</b>   | <del>346,042,126</del><br><b>347,792,003</b>     |
| 560010                          | Land                                      | 6,661,169            | 0                     | 0                    | 0  |
| 560120                          | Capital Exp-Building & Bldg Improvement   | 41,534               | 150,000               | 115,950              | 0  |
| 560210                          | Furniture Fixtures and Equipment          | 64,925               | 119,000               | 129,374              | 0  |
| 560220                          | Vehicles                                  | 220,721              | 211,269               | 265,284              | 0  |
| 560230                          | Computer HW and Developed SW              | 51,759               | 295,618               | 263,442              | 0  |
| 560240                          | Communication Equipment                   | 0                    | 0                     | 32,958               | 0  |
| 560810                          | Cap Exp-Controlled Equipment              | 35,272               | 7,318                 | 2,867                | 1,500  |
| <b>Total</b>                    | <b>Equipment</b>                          | <b>7,075,380</b>     | <b>783,205</b>        | <b>809,875</b>       | <b>1,500</b>                                     |
| 551005                          | Fixed Assets Restatement                  | 0                    | 1,000                 | 1,000                | 1,000  |
| 551010                          | Non-Cap Office Furniture & Equipment      | 763,823              | 577,451               | 501,269              | 450,115  |
| 551015                          | Non-Capital Computer Equipment            | 194,616              | 191,724               | 186,071              | 110,532  |
| 551020                          | Non-Capital Communication Equipment       | 2,700                | 0                     | 0                    | 0  |
| 551025                          | Non-Capital Scientific/Medical Equipment  | 13                   | 8,216                 | 8,216                | 0  |
| 551030                          | Non-Capital Machinery & Equipment         | 3,169                | 2,000                 | 3,000                | 0  |
| 551035                          | Non-Capital Library books                 | 4,689,507            | 4,686,500             | 4,686,500            | 4,142,717  |
| 551040                          | Non-Capital Other                         | 378,495              | 150,500               | 9,244                | 150,000  |
| <b>Total</b>                    | <b>Non-Capital Equipment</b>              | <b>6,032,323</b>     | <b>5,617,391</b>      | <b>5,395,300</b>     | <b>4,854,364</b>                                 |
| 531035                          | Promissory note Principal                 | 11,000,000           | 0                     | 0                    | 0  |
| 531085                          | Other Interest                            | 3,123,423            | 3,387,500             | 3,387,500            | 3,562,500  |
| 532020                          | Transfers to Capital Projects             | 8,397,851            | 6,862,611             | 6,862,611            | 6,730,962  |
| 532025                          | Transfers to Special Revenues             | 86,018,903           | 73,546,725            | 73,466,399           | 43,526,631                                       |
| 532040                          | Transfers to Component Unit               | 23,461,008           | 25,726,245            | 25,726,245           | 25,786,968                                       |
| 532050                          | Trans to PIB Bonds Debt Service           | 264,500,000          | 295,954,000           | 295,954,000          | 258,414,978                                      |
| 532120                          | Transfer to Fleet/Eq                      | 1,684,860            | 1,375,877             | 1,375,877            | 1,375,877  |
| 532135                          | Ch.380 - Transfers to Other Funds         | 9,867,767            | 23,112,882            | 23,112,882           | 23,367,233                                       |
| 532140                          | Captured Revenue Transfer to DDSRF        | 0                    | 22,288,000            | 22,288,000           | 34,741,000                                       |
| <b>Total</b>                    | <b>Debt Service and Other Uses</b>        | <b>408,053,812</b>   | <b>452,253,840</b>    | <b>452,173,514</b>   | <b>397,506,149</b>                               |
| <b>Grand Total Expenditures</b> |   | <b>2,228,912,196</b> | <b>2,388,894,493</b>  | <b>2,372,749,026</b> | <del>2,306,620,627</del><br><b>2,308,370,504</b> |

Totals do not include interfund eliminations

**FISCAL YEAR 2017 BUDGET**

**BUDGET SUMMARY BY FUND**  
(\$ Thousands)

|  | <u>General<br/>Fund</u>              | <u>Airport<br/>System*</u> | <u>Conven. &amp;<br/>Entertain.<br/>Facilities*</u> | <u>Houston<br/>Emergency<br/>Center</u> |
|--|--------------------------------------|----------------------------|---|---|
| Beginning Fund Balance - Unassigned                                  | 196,394                              | 0                          | 52,060  | 3,223                                   |
| Revenues and Other Sources <i>2,298,411</i>                          | <del>2,296,621</del>                 | 501,725                    | 99,254  | 25,639                                  |
| Total Available Resources <i>2,494,805</i>                           | <del>2,493,015</del>                 | 501,725                    | 151,314   | 28,862                                  |
| <br>   |                                      |                            |   |   |
| Maintenance & Operating Expenditures/Expenses                        |                                      |                            |   |   |
| Personnel Services   | 1,519,886                            | 114,614                    | 293   | 20,600                                  |
| Supplies   | 38,331                               | 9,563                      | 0   | 246                                     |
| Other Services and Charges <i>347,792</i>                            | <del>346,042</del>                   | 183,349                    | 132   | 6,916                                   |
| Equipment  | 2                                    | 0                          | 0   | 0                                       |
| Non-Capital Equipment  | 4,854                                | 2,162                      | 0   | 0                                       |
| Total Maintenance & Operating Expenditures/Expenses <i>1,910,865</i> | <del>1,909,115</del>                 | 309,688                    | 425   | 27,762                                  |
| Debt Service & Other Uses  | 397,506                              | 192,037                    | 98,531  | 0                                       |
| Total Expenditures/Expenses & Other Uses <i>2,308,371</i>            | <del>2,306,621</del>                 | 501,725                    | 98,956  | 27,762                                  |
| <br>   |                                      |                            |   |   |
| Fund Balance - Unassigned  | <i>186,434</i><br><del>186,394</del> | 0                          | 52,358  | 1,100                                   |
| Total Budget <i>2,494,805</i>  | <del>2,493,015</del>                 | 501,725                    | 151,314   | 28,862                                  |
| Changes to Unassigned Fund Balance <i>300</i>                        | <del>318</del>                       | 0                          | 0   | 0                                       |
| Ending Fund Balance - Unassigned                                     | <del>186,712</del><br><i>186,734</i> | 0                          | 52,358  | 1,100                                   |

\* Denotes Beginning Operating Fund Balance

Totals do not include interfund eliminations and may reflect slight variances due to rounding

**FISCAL YEAR 2017 BUDGET**

**BUDGET SUMMARY BY FUND**  
(\$ Thousands)

|  | <u>Historic<br/>Preserv.</u> | <u>P&amp;DD<br/>Special<br/>Revenue</u> | <u>Tourism<br/>Promotion<br/>Special Rev</u> | <u>Cable<br/>TV</u> | <u>Total<br/>Gen. Fund<br/>Enterprise<br/>&amp; Special</u> |
|--|------------------------------|---|--|---------------------|---|
| Beginning Fund Balance - Unassigned                      | 1,315                        | 569                                     | 13   | 1,467               | 1,018,943   |
| Revenues and Other Sources                               | 333                          | 7,092                                   | 20,197                                       | 5,310               | 4,530,766   |
| Total Available Resources                                | <u>1,648</u>                 | <u>7,661</u>                            | <u>20,210</u>                                | <u>6,777</u>        | <u>5,549,648</u>  |
|  |                              |   |  |                     | <i>4,532,400</i>  |
|  |                              |   |  |                     | <i>5,551,438</i>  |
| <b>Maintenance &amp; Operating Expenditures/Expenses</b> |                              |   |  |                     |   |
| Personnel Services                                       | 0                            | 4,781                                   | 2,395  | 1,650               | 2,047,101   |
| Supplies   | 1                            | 120                                     | 98   | 55                  | 119,417   |
| Other Services and Charges                               | 458                          | 2,106                                   | 17,704                                       | 2,519               | 898,900   |
| Equipment  | 0                            | 0                                       | 0  | 1,300               | 72,101  |
| Non-Capital Equipment                                    | 0                            | 50                                      | 0  | 30                  | 14,466  |
| Total Maintenance & Operating Expenditures/Expenses      | <u>459</u>                   | <u>7,057</u>                            | <u>20,197</u>                                | <u>5,554</u>        | <u>3,151,085</u>  |
|  |                              |   |  |                     | <i>899,750</i>  |
|  |                              |   |  |                     | <i>3,152,835</i>  |
| Debt Service & Other Uses                                | 0                            | 0                                       | 0  | 0                   | 1,467,658   |
| Total Expenditures/Expenses & Other Uses                 | <u>459</u>                   | <u>7,057</u>                            | <u>20,197</u>                                | <u>5,554</u>        | <u>4,618,743</u>  |
|  |                              |   |  |                     | <i>4,620,493</i>  |
| Fund Balance - Unassigned                                | <u>1,189</u>                 | <u>604</u>                              | <u>13</u>                                    | <u>1,223</u>        | <u>930,905</u>  |
|  |                              |   |  |                     | <i>930,945</i>  |
| Total Budget   | <u>1,648</u>                 | <u>7,661</u>                            | <u>20,210</u>                                | <u>6,777</u>        | <u>5,549,648</u>  |
|  |                              |   |  |                     | <i>5,551,438</i>  |
| Changes to Unassigned Fund Balance                       | 0                            | 0                                       | 0  | 0                   | 318   |
|  |                              |   |  |                     | <i>300</i>  |
| Ending Fund Balance - Unassigned                         | <u>1,189</u>                 | <u>604</u>                              | <u>13</u>                                    | <u>1,223</u>        | <u>930,905</u>  |
|  |                              |   |  |                     | <i>930,945</i>  |

Totals do not include interfund eliminations and may reflect slight variances due to rounding