

2024 POPULAR ANNUAL FINANCIAL REPORT

For Fiscal Year Ending June 30, 2024

City of Houston, TX
Chris Hollins, City Controller



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MESSAGE FROM THE CONTROLLER

Citizens of Houston,

It is our pleasure to present to you the City of Houston, Texas's (the "City") first-ever Popular Annual Financial Report ("PAFR") for the fiscal year ended June 30, 2024. This report is designed to provide you with a clear, concise, and visually engaging overview of the City's finances and financial health. Our aim is to foster transparency by providing accurate and accessible information in a format that is easy for citizens to understand.

The financial data in this report comes from the City's Annual Comprehensive Financial Report ("ACFR"). The ACFR is a comprehensive document that is prepared according to Generally Accepted Accounting Principles ("GAAP") and undergoes an independent audit. For more in-depth information, you can access the full ACFR here: <https://houstontx.gov/controller/acfr.html>.

We hope this simplified financial summary is easy to read and helps you gain a clearer understanding of how your tax dollars are being utilized.

Yours in service,

A handwritten signature in white ink, appearing to read "CH", positioned above the printed name.

Chris Hollins
City Controller



ABOUT THE PHOTO:

Established in 2008, Discovery Green is an urban park in Downtown Houston that offers Houstonians of all ages a wide range of programs and events. By organizing diverse recreational activities, installations, and food options, Discovery Green aims to improve the well-being of participants and supports the conservation of Houston's green spaces for future generations to enjoy.

ABOUT THE CITY

OFFICE OF THE CITY CONTROLLER

The Office of the City Controller oversees Houston's financial operations, ensuring accountability and transparency in how the City manages its money. Before City Council approves any financial commitments, our office certifies that funds are available. We process and track billions of dollars in payments each year, invest City funds, conduct internal audits of City departments and federal grant programs, and maintain the City's financial management system. Additionally, we manage bond sales and produce key financial reports and forecasts, including the Annual Comprehensive Financial Report (ACFR).

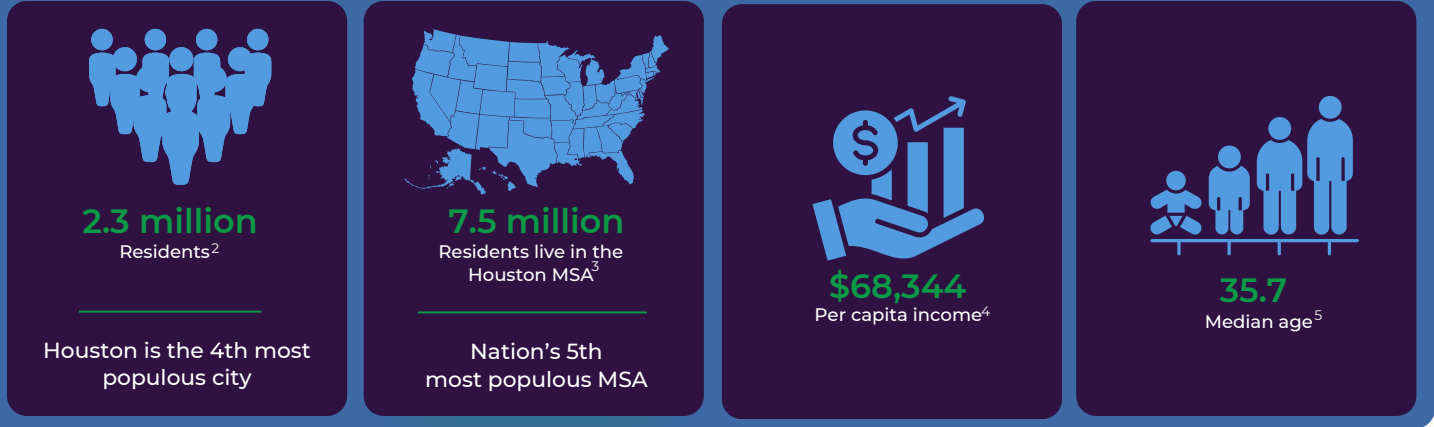
Houston City Controller Chris Hollins serves as the City's **independently elected Chief Financial Officer** and taxpayer "watchdog," focused on:

- **Preventing waste, fraud, and abuse** through aggressive audits of the City's financial transactions.
- **Increasing transparency** by putting information about the City's finances and operations at your fingertips in language you understand.
- **Improving City operations** by offering new ideas and best practices to City departments.
- **Charting a path to fiscal sustainability** by identifying opportunities to increase revenue and decrease costs **without lowering the standard of City services.**

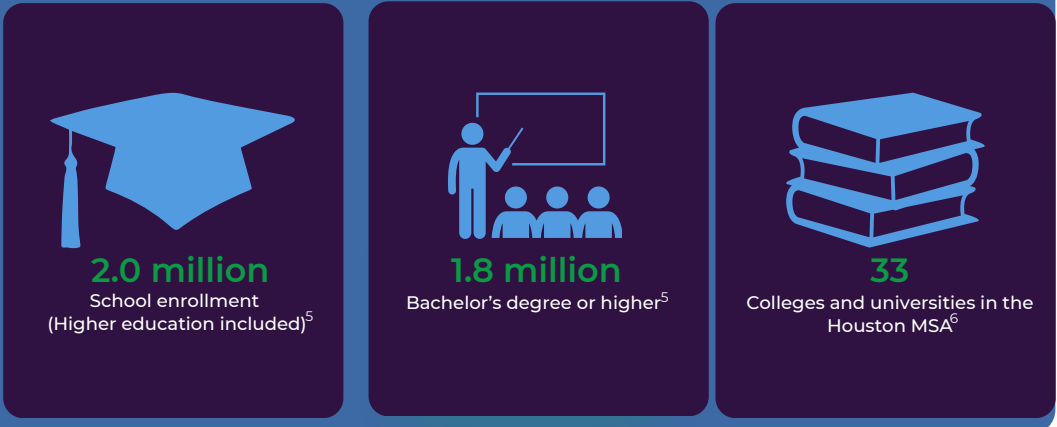


HOUSTON QUICK FACTS

DEMOGRAPHICS



EDUCATION



HOUSING

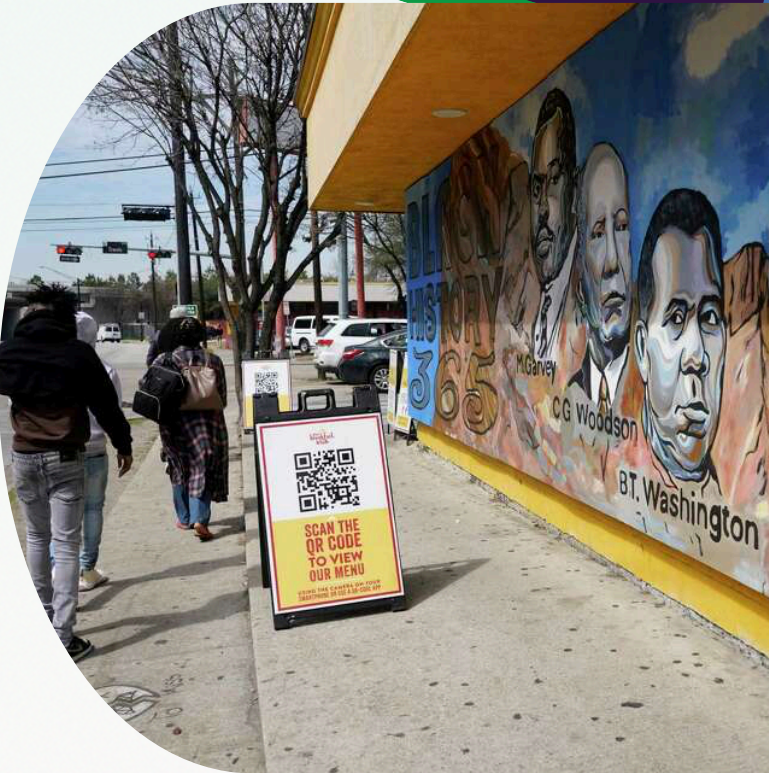
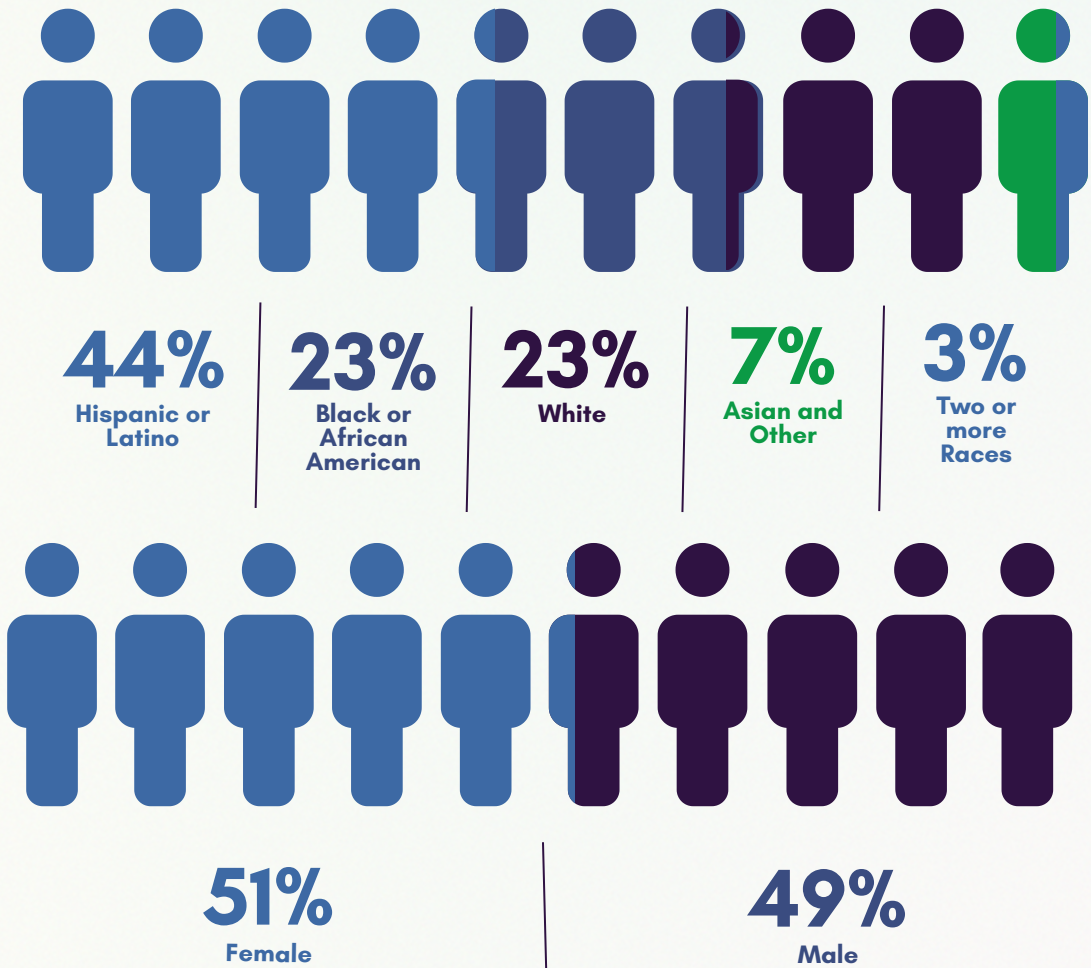


FOUNDED
1836

GEOGRAPHY
640
Square miles land¹

Houston has transformed from a small settlement along Buffalo Bayou into the fourth-largest city in the United States.









RACE, ETHNICITY & GENDER⁸



1.Source: U.S. Census Bureau, Quick Facts, Land area in square miles, 2020
2.Source: U.S. Census Bureau, Quick Facts, Population estimates, July 1, 2023.
3.Source: U.S. Census Bureau, Annual Estimates of the Resident Population for Metropolitan Statistical Areas in the United States and Puerto Rico, Houston-Pasadena-The Woodlands, TX Metro Area, Population Estimate as of July 1, 2023.
4.Source: U.S. Department of Commerce, Bureau of Economic Analysis. Amounts as of year ended December 31, 2022 for the Houston-The Woodlands-Sugar Land, TX Metropolitan Statistical Area (MSA).
5.Source: U.S. Census Bureau - American Community Survey, Houston-Pasadena-The Woodlands, TX Metropolitan Statistical Area.
6.Source: Greater Houston Partnership, Houston Facts 2024
7.Source: Houston Association of Realtors, Monthly Housing Update
8.Source: U.S. Census Bureau, 2023 ACS 1-Year Estimates, Table DP05, Houston, Texas

Photo: Houston Chronicle | Article: [2024 Black History Month: Houston Chronicle's Coverage](#)

HOUSTON BY THE
NUMBERS

		2021	2022	2023	2024
 POLICE	Number of Police Officers	5,179	5,075	5,137	5,203
	Number of Police Stations	18	18	18	18
	Physical Arrests	41,351	43,377	45,984	46,958
	Traffic Violations Filed	235,349	230,403	280,075	280,022
 FIRE	Number of Firefighters	3,673	3,658	3,686	3,672
	Number of Fire Stations	93	93	93	93
	Number of Calls Dispatched	363,767	382,971	390,547	409,590
 HIGHWAYS AND STREETS	Streets Resurfaced (Miles)	136	143	126	123
	Number of Pothole Repairs	63,116	68,282	64,589	57,099
 PARKS AND RECREATION	Number of Parks	380	381	382	382
	Number of Community Centers	60	60	60	62
	Community Center Admissions (Thousands)	1,637	2,976	3,582	3,801
 SANITATION	Number of Trucks	339	369	390	470
	Refuse Collected (Thousands of Tons)	774	717	687	681
	Recyclables Collected (Thousands of Tons)	124	91	65	60
 WATER	New Connections	3,805	4,009	3,956	4,662
	Water Main Breaks	9,427	8,539	11,119	11,788
 WASTEWATER	Wastewater Line Repairs	2,152	2,067	1,987	2,120
	Average Daily Sewage Treatment (Millions of Gallons)	264	251	242	249
 AIRPORT	Total Passengers - Enplanements & Deplanements (in Thousands)	29,696	51,981	57,769	62,011
	Aircraft Operations (in Thousands)	512	691	690	734



Photos (top to bottom): Final Kayak of the year at Discovery Green! Photo courtesy of [Out Smart Magazine](#).

Monument Au Fantome was donated to Discovery Green by the Dan Duncan family. Photo courtesy of [Discovery Green](#).

STATISTICS

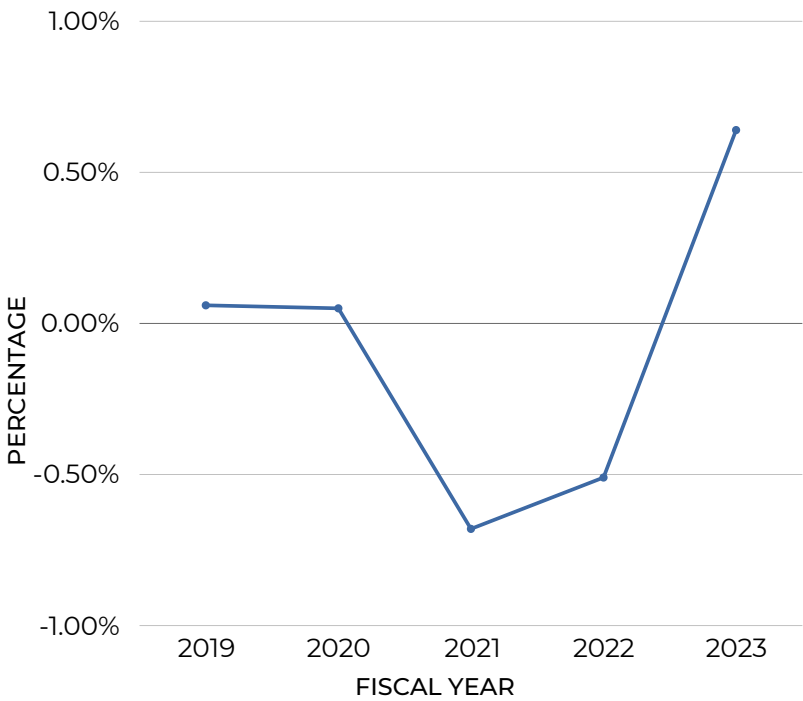
NUMBER OF JOBS BY SECTOR		
SECTOR	NUMBER OF JOBS (THOUSANDS)	PERCENTAGE OF TOTAL
Services & Miscellaneous	1,537	44.4%
Transportation/Trade/Public Utilities/Communications	720	20.8%
Government	457	13.2%
Contract Construction	244	7.1%
Manufacturing	239	6.9%
Finance/Insurance/Real Estate	190	5.5%
Mining	73	2.1%
TOTAL	3,460	100.0%

Source: U.S. Bureau of Labor Statistics, Economy at a Glance, Houston-The Woodlands-Sugar Land, TX, as of June 2024.

TOP 10 EMPLOYERS	
COMPANY ¹	INDUSTRY
AT&T	Telecommunications
Baker Hughes	Oilfield Services
CenterPoint Energy	Utilities
ConocoPhillips	Oil and Gas
Enterprise Products Partners	Oil and Gas
EOG Resources	Oil and Gas
ExxonMobil	Oil and Gas
Group 1 Automotive	Automotive
Halliburton	Oilfield Services
Kinder Morgan	Oil and Gas

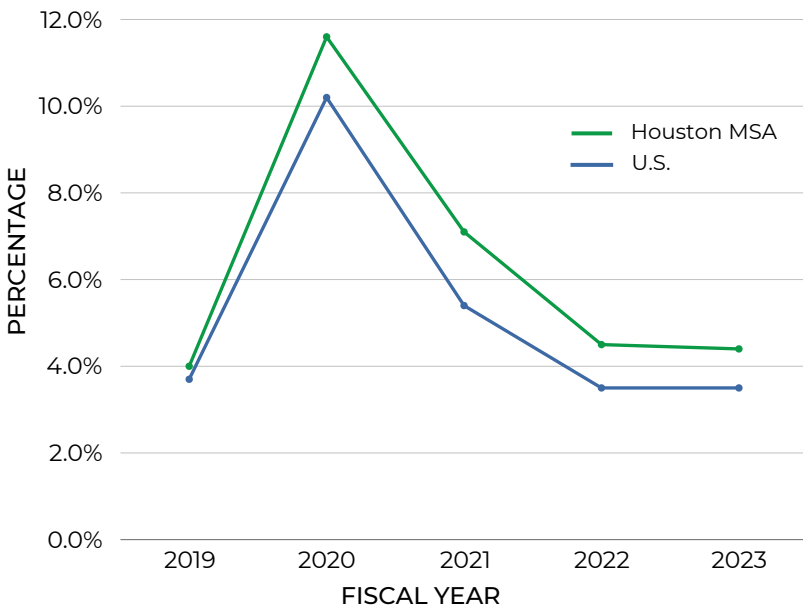
1. Source: Greater Houston Partnership, Houston Facts 2024

POPULATION GROWTH RATE



Source: U.S. Census Bureau - Annual Estimates of the Resident Population for Incorporated Places of 20,000 or More

HOUSTON METROPOLITAN STATISTICAL AREA UNEMPLOYMENT RATES



Source: U.S. Bureau of Labor Statistics

HOUSTON CITY GOVERNMENT

The **Mayor** is the City's chief executive officer, responsible for managing the City and ensuring laws and ordinances are enforced.



John Whitmire
Mayor



Chris Hollins
City Controller

The **City Controller** is the City's chief financial officer, overseeing financial operations, reporting, audit, and treasury functions.

BUDGET PROCESS

Houston's City Council works with the Mayor and City departments to plan and approve a budget every year. This budget covers the money the City expects to spend on things like running the government, paying off debt, and maintaining services like water, trash, and public safety. Some special programs, like disaster recovery or housing, get their own budgets at different times of the year. Big projects like building new roads or airports are not included in the yearly budget. Instead, City Council approves these projects one at a time to make sure everything is carefully planned.

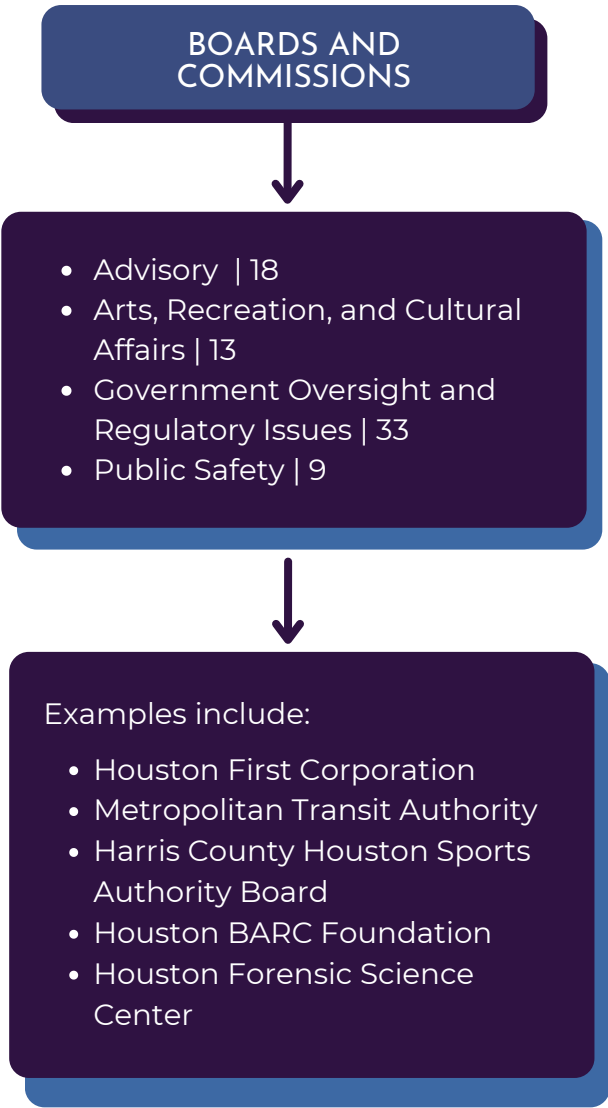
The **City Council** is the City's legislative body, with the power to enact and enforce all ordinances and resolutions. Eleven Council Members are elected from districts and five are elected at-large, by all voters of the City. They adopt and may alter the annual budget and confirm the Mayor's appointments. City Council is responsible for the appropriation and issuance of bonds, the awarding of contracts and the approval of City expenditures over \$50,000.



ORGANIZATIONAL
STRUCTURE



Boards, commissions, committees, councils, corporations, authorities, and agencies involve residents of the City of Houston who volunteer their time and expertise for the benefit of the community by setting policy, settling disputes, aiding fellow citizens, fundraising, and planning for Houston’s future. For a detailed list of boards and commissions visit: <https://www.houstontx.gov/boards/>.





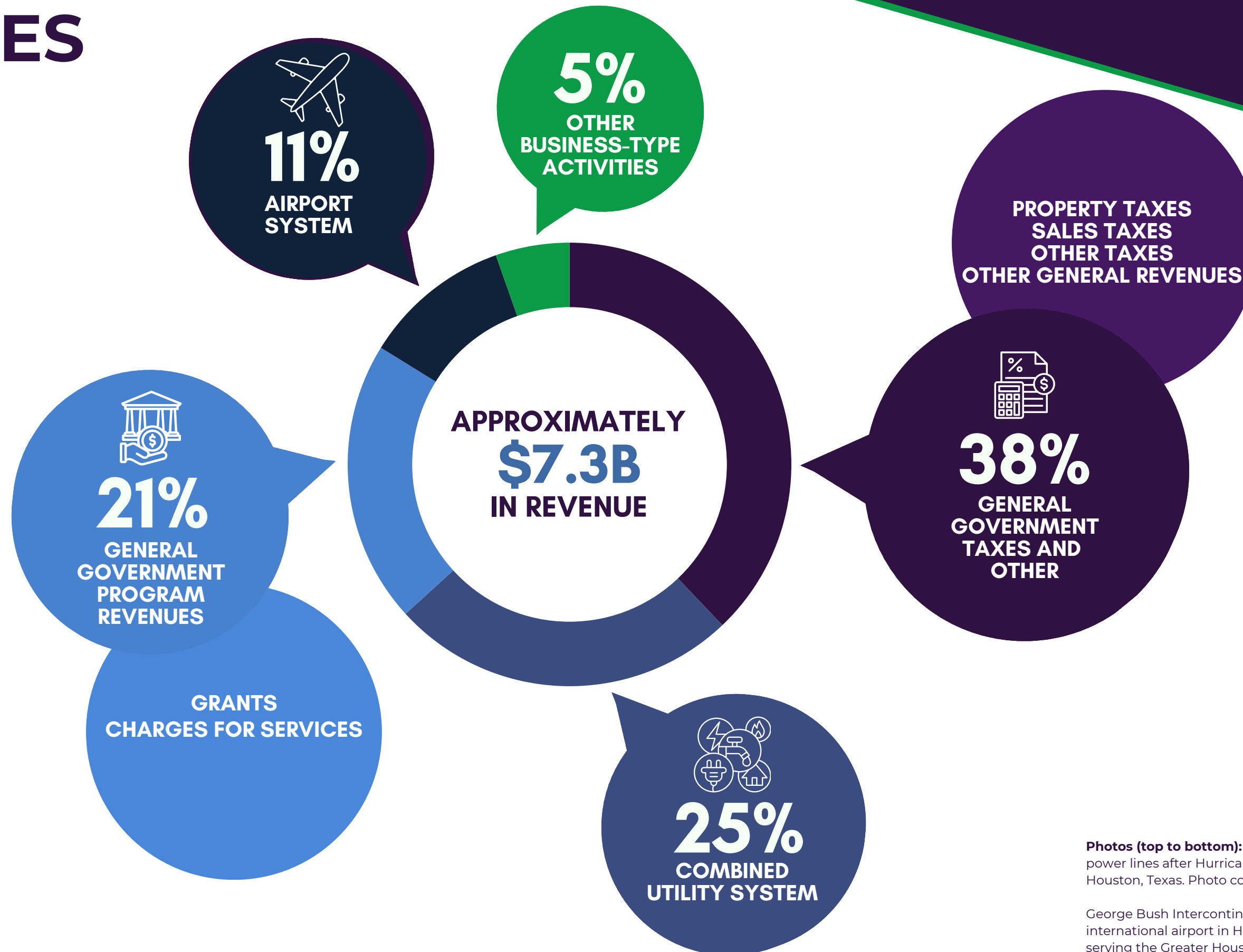
ABOUT THE PHOTO:

Hermann Park, a 445-acre conservancy, is a magnificent urban expanse. The park offers an array of attractions, such as the Houston Zoo, the Miller Outdoor Theatre, and the Japanese Garden. It is a preferred location for Houstonians and tourists alike, showcasing a tranquil escape from the city's vibrant energy.

FINANCIAL INFORMATION

HOUSTON REVENUES

CITY OF HOUSTON | 2024 PAFR



PROPERTY TAXES
SALES TAXES
OTHER TAXES
OTHER GENERAL REVENUES

38%
GENERAL
GOVERNMENT
TAXES AND
OTHER

25%
COMBINED
UTILITY SYSTEM

21%
GENERAL
GOVERNMENT
PROGRAM
REVENUES

GRANTS
CHARGES FOR SERVICES

11%
AIRPORT
SYSTEM

5%
OTHER
BUSINESS-TYPE
ACTIVITIES

Photos (top to bottom): Linemen tend to fallen power lines after Hurricane Beryl made landfall in Houston, Texas. Photo courtesy of Getty Image.

George Bush Intercontinental Airport is an international airport in Houston, Texas, United States, serving the Greater Houston metropolitan area. <https://www.fly2houston.com>

REVENUES AND EXPENSES



Total revenues increased largely due to additional revenues from charges for services in business-type activities and additional property tax revenues for governmental activities. Total expenses increased primarily due to higher public safety costs for governmental activities.



AMOUNTS IN THOUSANDS

TOTAL PRIMARY GOVERNMENT³

	GOVERNMENTAL ¹ ACTIVITIES 2024	BUSINESS-TYPE ² ACTIVITIES 2024	TOTAL 2024	TOTAL 2023	TOTAL 2022
REVENUES					
Program revenues	\$ 1,495,975	\$ 2,635,142	\$ 4,131,117	\$ 4,021,361	\$ 4,269,386
General revenues	2,754,288	381,050	3,135,338	2,834,301	2,493,926
TOTAL REVENUES	4,250,263	3,016,192	7,266,455	6,855,662	6,763,312
EXPENSES					
General government	413,225	-	413,225	431,174	314,357
Public safety	2,095,652	-	2,095,652	1,459,905	1,205,824
Public works	475,511	-	475,511	413,454	355,357
Health, housing, parks, and library	629,974	-	629,974	631,532	730,996
Airport System	-	708,221	708,221	649,504	559,777
Combined Utility System	-	1,218,355	1,218,355	1,139,425	1,004,623
Other	321,110	116,276	437,386	418,697	396,213
TOTAL EXPENSES	3,935,472	2,042,852	5,978,324	5,143,691	4,567,147
Transfers	42,543	(42,543)	-	-	-
Change in net position	357,334	930,797	1,288,131	1,711,971	2,196,165
Beginning net position, July 1	2,403,280	5,189,326	7,592,606	5,880,635	3,684,470
NET POSITION, JUNE 30	\$ 2,760,614	\$ 6,120,123	\$ 8,880,737	\$ 7,592,606	\$ 5,880,635

1. Includes primary governmental functions such as: General Government, Public Safety, Public Works, Health, Housing and Community Development, Parks and Recreation, and Library.
2. Includes the City of Houston's Combined Utility System, Houston Airport System, and Convention & Entertainment activities.
3. Includes financial information for the Primary Government. For a more detailed, GAAP-based, full-disclosure review of the individual funds and component unit financial statements, please refer to the City's ACFR which is accessible through the City's website at: <https://houstontx.gov/controller/acfr.html>.

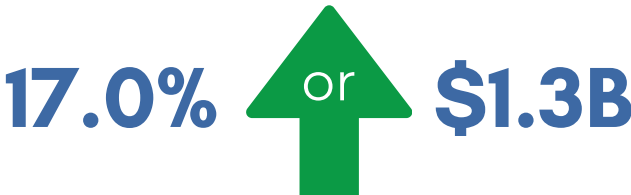
NET
POSITION

AMOUNTS IN THOUSANDS

	TOTAL PRIMARY GOVERNMENT				
	GOVERNMENTAL ACTIVITIES 2024	BUSINESS-TYPE ACTIVITIES 2024	TOTAL 2024	TOTAL 2023	TOTAL 2022
Current and Other Assets	\$ 3,029,987	\$ 5,437,447	\$ 8,467,434	\$ 8,241,256	\$ 8,345,140
Capital Assets	9,179,307	13,432,222	22,611,529	21,914,545	20,970,039
TOTAL ASSETS	12,209,294	18,869,669	31,078,963	30,155,801	29,315,179
DEFERRED OUTFLOWS OF RESOURCES	692,370	182,522	874,892	1,004,343	1,021,505
Long-Term Liabilities	6,846,154	11,298,472	18,144,626	18,856,033	20,019,035
Other Liabilities	1,887,501	1,153,680	3,041,181	2,767,503	2,483,530
TOTAL LIABILITIES	8,733,655	12,452,152	21,185,807	21,623,536	22,502,565
DEFERRED INFLOWS OF RESOURCES	1,407,395	479,916	1,887,311	1,944,003	1,953,484
NET POSITION					
Net Investment in Capital assets	7,181,929	3,634,135	10,816,064	9,952,705	8,890,982
Restricted	516,294	1,669,875	2,186,169	2,631,174	3,306,146
Unrestricted (Deficit)	(4,937,609)	816,113	(4,121,496)	(4,991,273)	(6,316,493)
TOTAL NET POSITION	\$ 2,760,614	\$ 6,120,123	\$ 8,880,737	\$ 7,592,606	\$ 5,880,635

The statement of net position serves as a key indicator of whether the city's financial position is improving or deteriorating. For the period ending June 30, 2024, the city's government-wide assets and deferred outflows exceeded liabilities and deferred inflows by \$8.9 billion, reflecting an improvement in net position of \$1.3 billion compared to the previous year.

INCREASE IN NET POSITION FROM FY2023

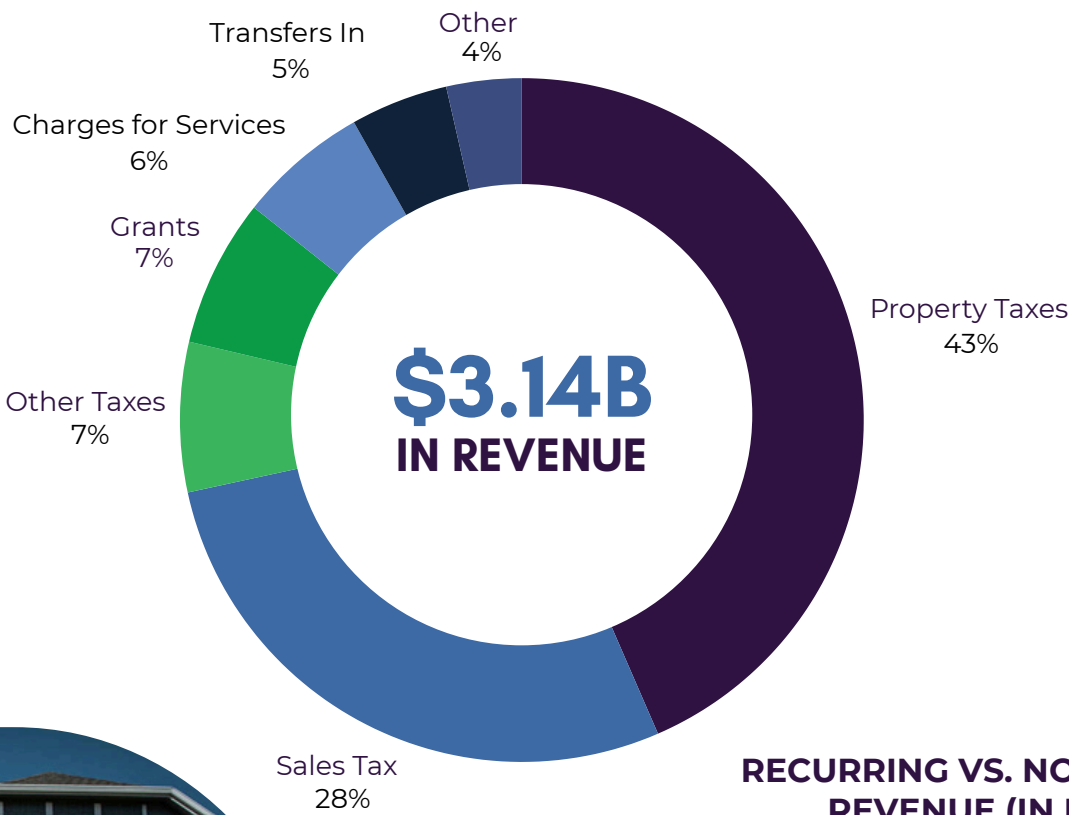


The largest portion of the City's net position is Net Investment in capital assets (i.e. land, building, machinery, equipment, and infrastructure) of approximately \$10.8 billion, which is reported net of any outstanding debt used to acquire those capital assets.

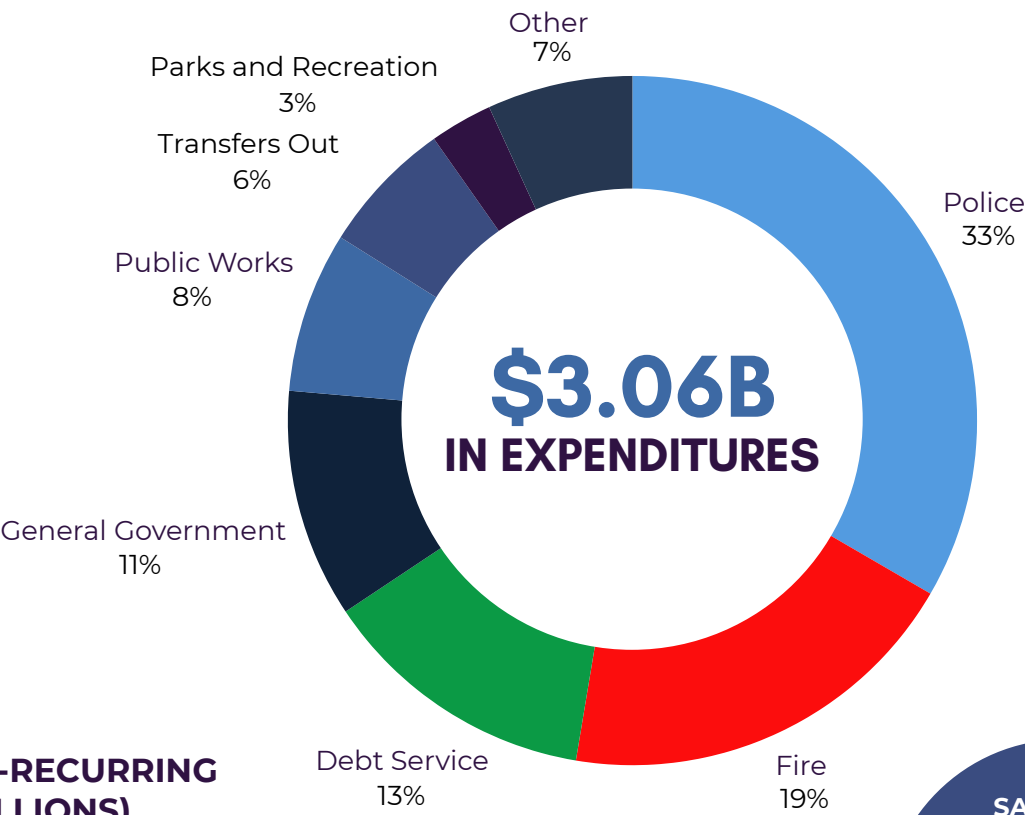


GENERAL FUND

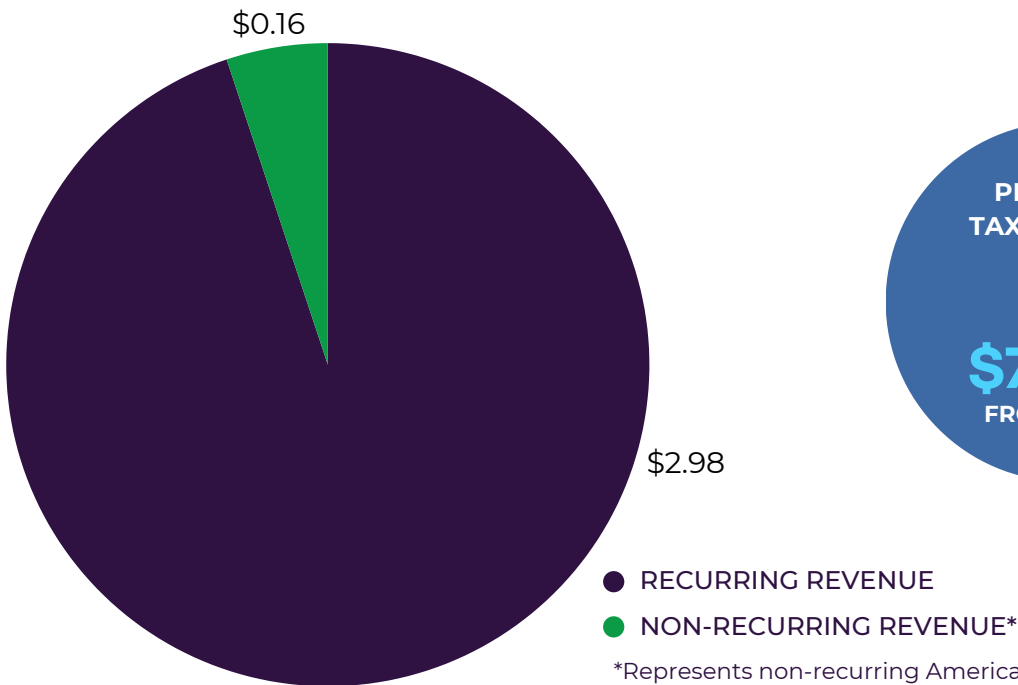
WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES

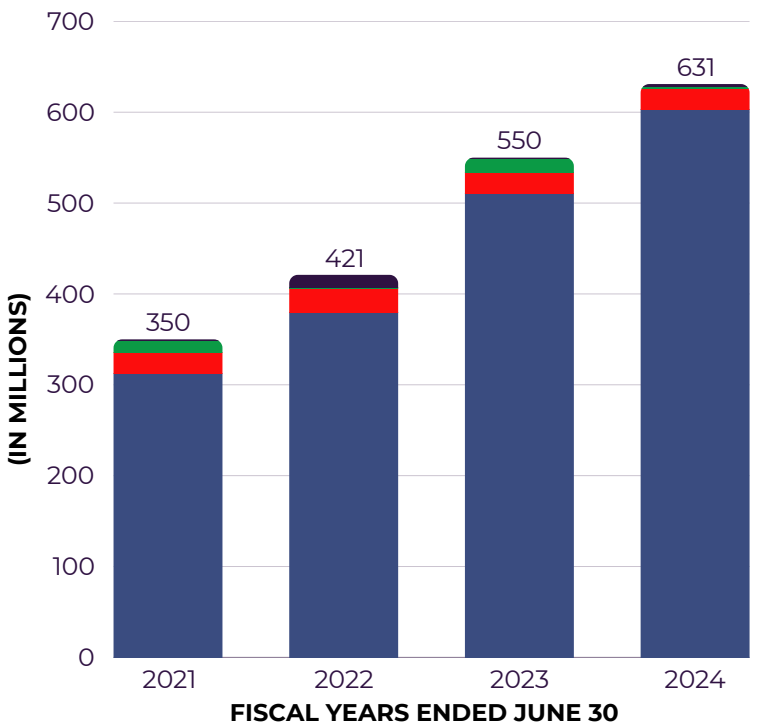


RECURRING VS. NON-RECURRING REVENUE (IN BILLIONS)



*Represents non-recurring American Rescue Plan Act ("ARPA") Revenue Replacement funding.

GENERAL FUND - FUND BALANCE



● UNASSIGNED ● NON-SPENDABLE ● COMMITTED ● RESTRICTED

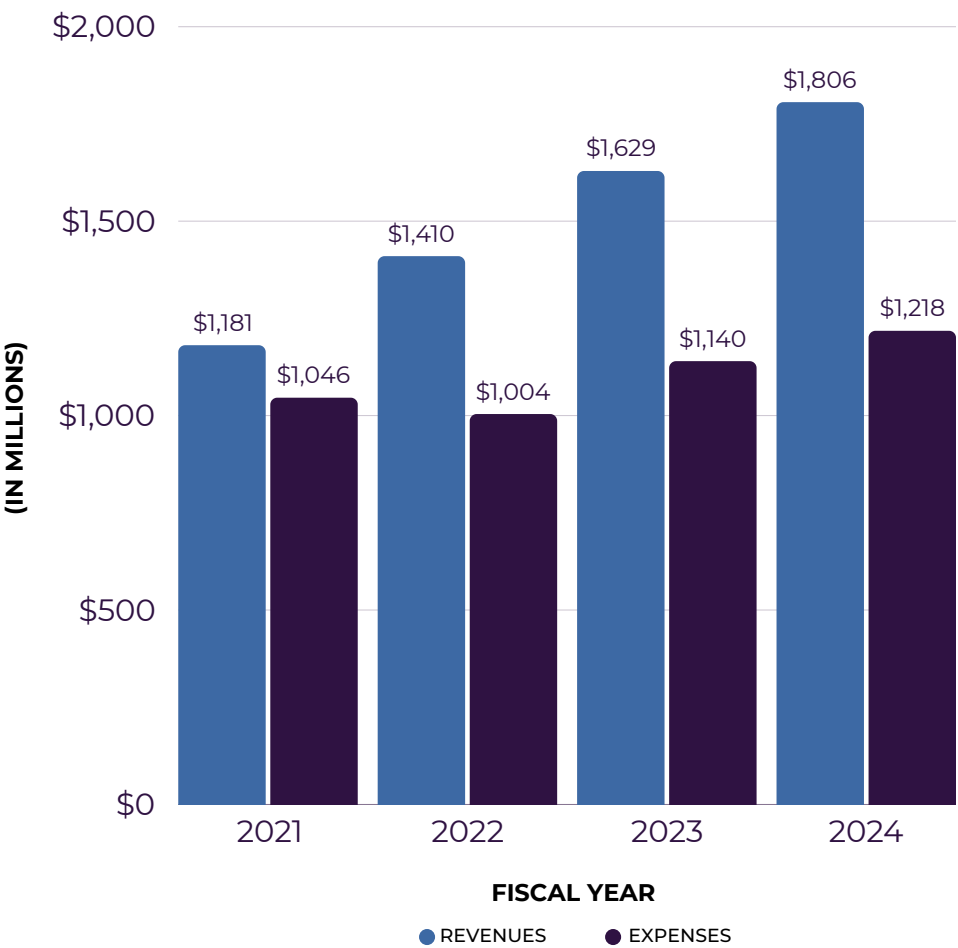
The General Fund is the City's largest fund group and supports most of the City's basic services, such as: police and fire protection, solid waste management, parks, health and human services, housing and community development, and general services. Any general operating revenues and expenditures that are not accounted for in another fund are reported in the General Fund. Property and sales taxes account for the greatest share of General Fund revenue while public safety makes up the largest portion of General Fund expenditures.

The Restricted, Committed, and Non-Spendable fund balance categories represent amounts to be used for specific purposes depending on the level of constraints controlling the use of such funds. Any residual balance is classified as Unassigned. At the end of Fiscal Year 2024, the unassigned fund balance of the general fund was \$602.0 million, while the total fund balance reached \$630.6 million.

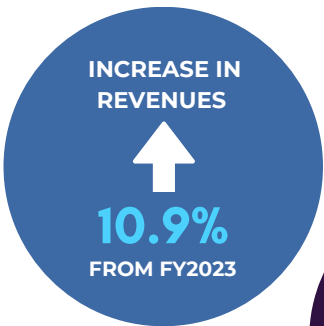


Photo: Shepherd-Durham road construction in Heights: When will it end?
Photo courtesy of [Houston Chronicle](#)

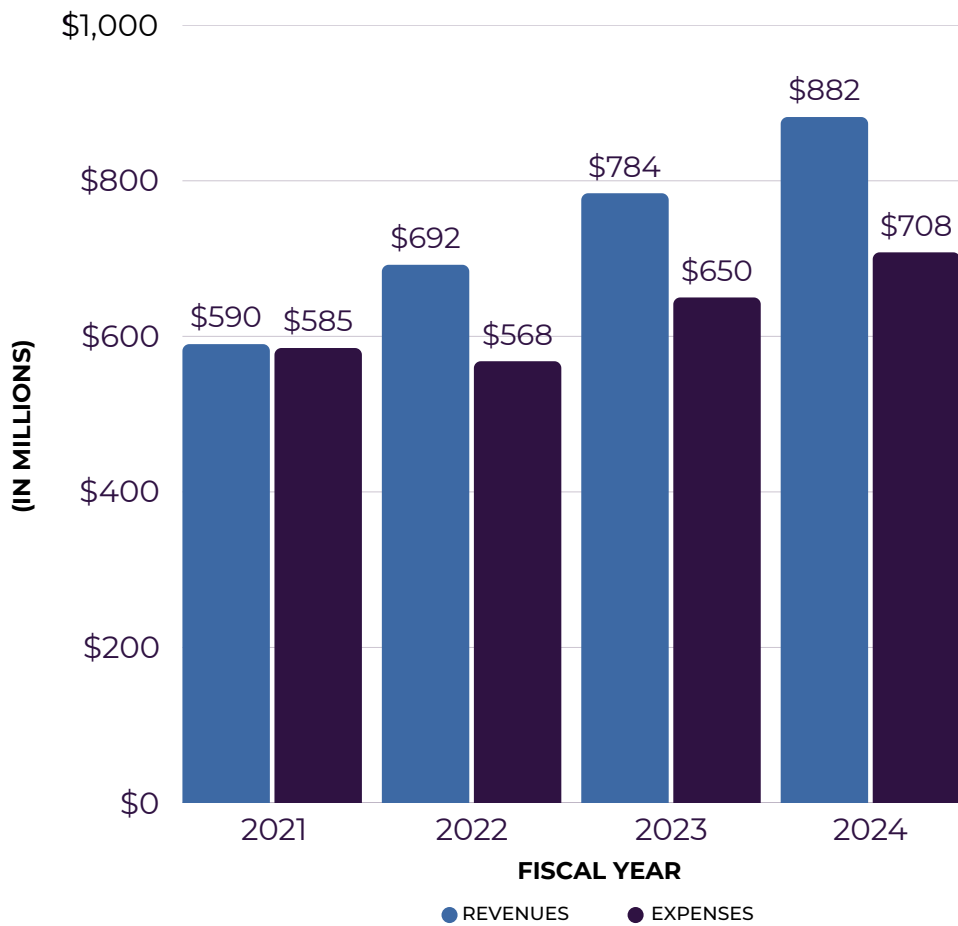
COMBINED UTILITY SYSTEM



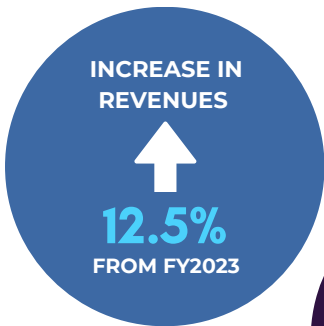
The increase in operating revenues for the Combined Utility System is mainly due to rate increases. The increase in operating expenses is mainly due to an increase in materials and supplies.



HOUSTON AIRPORT SYSTEM



The increase in operating revenues for the Houston Airport System is attributable mainly due to increased passenger traffic from Fiscal Year 2023 to Fiscal Year 2024. The increase in operating expenses is associated with increased personnel expenses and professional services.



The Combined Utility System and the Houston Airport System are the City's largest Enterprise Funds, with combined Fiscal Year 2024 revenues of approximately **\$2.7 billion.**

CAPITAL ASSETS

AMOUNTS IN THOUSANDS

TOTAL PRIMARY GOVERNMENT

	GOVERNMENTAL ACTIVITIES 2024	BUSINESS-TYPE ACTIVITIES 2024	TOTAL 2024	TOTAL 2023	TOTAL 2022
Land and Right of Way	\$ 2,459,900	\$ 507,008	\$ 2,966,908	\$ 2,941,824	\$ 2,893,216
Buildings, Improvements and Equipment	3,255,115	6,396,840	9,651,955	9,337,233	9,076,594
Construction in Progress	992,680	3,715,644	4,708,324	4,261,259	3,642,407
Water Rights	-	847,142	847,142	846,948	846,510
Garage Rights	-	13,144	13,144	13,144	13,144
Intangibles	29,959	21,750	51,709	38,970	38,032
Infrastructure Assets	8,696,849	13,295,927	21,992,776	21,404,841	20,845,356
Lease Right-of-Use Assets	69,293	295	69,588	85,140	88,592
Subscription Right-of-Use Assets	77,543	5,362	82,905	80,421	-
Less Accumulated Depreciation and Amortization	(6,402,032)	(11,370,890)	(17,772,922)	(17,095,235)	(16,473,812)
TOTAL	\$ 9,179,307	\$ 13,432,222	\$ 22,611,529	\$ 21,914,545	\$ 20,970,039

Capital assets include land, buildings and improvements, machinery, equipment, storm drainage, streets and bridges. The City’s capital assets, net, increased by more than \$697.0 million in Fiscal Year 2024.

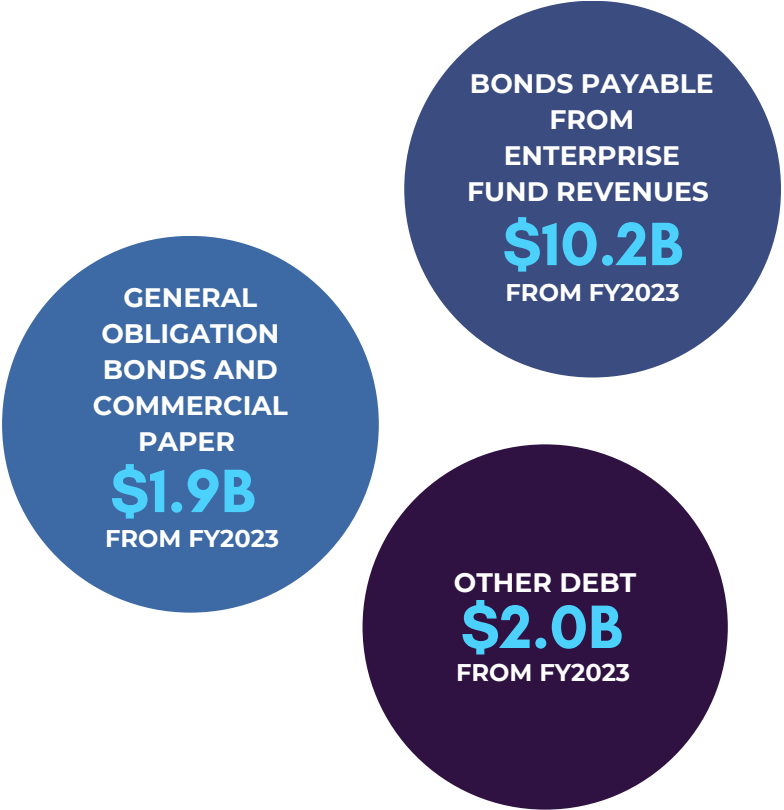


LONG-TERM
DEBT

	AMOUNTS IN THOUSANDS		TOTAL PRIMARY GOVERNMENT		
	GOVERNMENTAL ACTIVITIES	BUSINESS-TYPE ACTIVITIES	TOTAL 2024	TOTAL 2023	TOTAL 2022
General Obligation Bonds and Commercial Paper	\$ 1,899,368	\$ -	\$ 1,899,368	\$ 2,359,950	\$ 2,306,260
Pension Bonds	1,318,489	85,982	1,404,471	1,438,421	1,469,411
Special Facility Bonds	-	43,645	43,645	52,515	60,680
Revenue Bonds	-	10,150,078	10,150,078	9,904,513	10,362,665
Notes and Long-Term Contracts Payable	68,191	419,956	488,147	499,857	470,024
Lease and Subscription Liabilities	105,551	2,482	108,033	130,375	83,938
TOTAL	\$ 3,391,599	\$ 10,702,143	\$ 14,093,742	\$ 14,385,631	\$ 14,752,978

	STANDARD & POOR'S	MOODY'S	FITCH	KROLL
General Obligation	AA	Aa3	AA	N/R
Water & Sewer System Junior Lien	AA+	Aa1	AA+	N/R
Combined Utility System First Lien	AA	Aa2	AA	N/R
Houston Airport System-Subordinate Lien	A+	A1	A+	AA-
Houston Airport System-CRCF Special Facility	A	A3	A-	N/R
Convention & Entertainment - Senior Lien	A	A2	N/R	N/R
Combined Utility System - CWA	AA	N/R	AA+	N/R

At the end of fiscal year 2024, the City had total long-term debt of \$14.1 billion outstanding. \$1.9 billion of this debt consisted of General Obligation Bonds and Commercial Paper backed by the full faith and credit of the government. \$10.2 billion consisted of revenue bonds payable from the three enterprise funds' revenues. The remainder of the City's debt represents various long-term contracts, leases and pension bonds.





ABOUT THE PHOTO:

The Heritage Society at Sam Houston Park plays a crucial role in preserving and celebrating Houston's history and cultural heritage. Through its educational initiatives and programming, as well as its ten historic houses, the Heritage Society aims to honor the legacy of the city and its diverse communities. By providing a glimpse into the past and showcasing historical buildings and artifacts, the Heritage Society contributes to the enrichment of Houston's cultural landscape for both residents and visitors.

Photo Credit: The Heritage Society at Sam Houston Park

PRIORITIES AND AWARDS

HOUSTON PRIORITIES & INITIATIVES



PUBLIC SAFETY

- 1. Increase the number of police officers and firefighters.
- 2. Strengthen Houston’s Community Policing Programs.
- 3. Improve police officer and firefighter retention and attrition rates.
- 4. Equip first responders with the skill to better address mental health situations.
- 5. Provide second change programs that integrate former offenders back into the community.
- 6. Increase the use of technology to enhance crime fighting capabilities.
- 7. Collaborate with schools, nonprofits and businesses to increase youth engagement outside of the classroom.



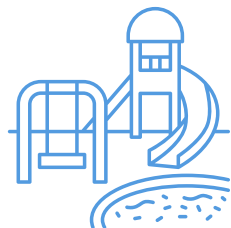
INFRASTRUCTURE

- 1. Repairing the City’s aging water mains.
- 2. Reduce traffic congestion and fix City streets.
- 3. Ensure that City’s infrastructure accommodates growth and meets community needs.
- 4. Ensure the City is equitable, resilient, inclusive, and affordable.
- 5. Remains a leader in climate adaption and mitigation.
- 6. Continue to grow our economy.



GOVERNMENT THAT WORKS

- 1. Move towards a structurally balanced budget by identifying expenditure reductions and new recurring revenue sources.
- 2. Continue to reduce long-term liabilities.
- 3. Effectively manage and leverage state and federal grant dollars and partnerships.
- 4. Maintain a strong credit rating.
- 5. Promote the growth of minority and women owned businesses.
- 6. Embrace innovation in the delivery of City services.



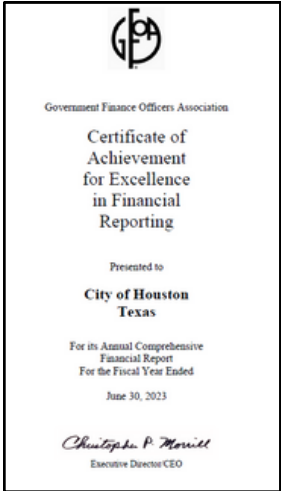
QUALITY OF LIFE

- 1. Protecting the laws and ordinances that encourage diversity and equity.
- 2. Ensure quality affordable housing options.
- 3. Provide vibrant and enjoyable activity, parks, and recreation centers.
- 4. Promote healthy, safe, livable, and connected neighborhoods.



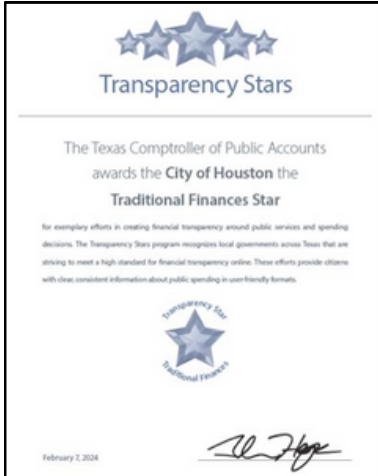
EXCELLENCE IN
FINANCIAL REPORTING

The City of Houston has met the requirements to receive GFOA's Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended June 30, 2023.



TRANSPARENCY STARS AWARD

For the first time, the City of Houston has earned a Transparency Stars Award in the area of Traditional Finances, demonstrating exemplary efforts toward financial transparency.



DISTINGUISHED BUDGET
PRESENTATION AWARD

The City of Houston has met the requirements to receive GFOA's Distinguished Budget Presentation Award for its annual budget presentation for the fiscal year starting July 1, 2023.



5-STAR SKYTRAX RATING

In 2022, Houston's Hobby Airport was the first and only airport in North America to achieve a 5-star Skytrax rating and has maintained that rating since.



GLOSSARY OF TERMS

ASSETS

What the City owns.

BUSINESS-TYPE ACTIVITIES

Activities financed through fees charged to external parties. Includes the Houston Airport System, the Combined Utility System, and the Convention & Entertainment.

DEFERRED INFLOW OF RESOURCES

An acquisition of net position by the government that is applicable to a future reporting period.

DEFERRED OUTFLOW OF RESOURCES

A consumption of net position by the government that is applicable to a future reporting period.

GENERAL FUND

The main operating fund for the city.

GENERAL REVENUES

General Revenues include property and sales taxes. This is the primary form of funding for governmental funds.

GOVERNMENTAL ACTIVITIES

Activities generally financed through taxes and intergovernmental revenues. Includes primary governmental functions like public safety, public works, parks and recreation, and general government.

LIABILITIES

What the City owes.

NET POSITION

The net position of the city is equal to city assets and deferred outflows reduced by liabilities and deferred inflows.

OPEB

Other Post Employment Benefits

PROGRAM REVENUES

Program Revenues represents the City's main source of funding (inflow of assets) and is made up mostly of charges for services (both governmental and business-type activities) but also includes operating and capital grants (state or federal).



COMMENTS AND QUESTIONS

The Office of the City Controller is committed to providing clear and transparent reporting of the City's financial activities. This financial report is designed to provide a simple overview of the City's finances for all those who are interested.

Questions concerning any of the information in this report, or requests for additional financial information, should be addressed to:

Office of the City Controller
Attention: Financial Reporting Division
901 Bagby Street, Houston, Texas 77002
controller@houstontx.gov





John Whitmire
Mayor

Chris Hollins
City Controller

MEMBERS OF CITY COUNCIL

Amy Peck, Council Member - District A, Vice Mayor Pro-Tem

Tarsha Jackson, Council Member - District B

Abbie Kamin, Council Member - District C

Carolyn Evans-Shabazz, Council Member - District D

Fred Flickinger, Council Member - District E

Tiffany D. Thomas, Council Member - District F

Mary Nan Huffman, Council Member - District G

Mario Castillo, Council Member - District H

Joaquin Martinez, Council Member - District I

Edward Pollard, Council Member - District J

Martha Castex-Tatum, Council Member - District K, Mayor Pro-Tem

Julian Ramirez, Council Member - At Large Position 1

Willie Davis, Council Member - At Large Position 2

Twila Carter, Council Member - At Large Position 3

Letitia Plummer, Council Member - At Large Position 4

Sallie Alcorn, Council Member - At Large Position 5

Pat Jefferson Daniel, City Secretary

OFFICE OF THE CITY CONTROLLER

Will Jones, Deputy City Controller, Financial Reporting

Vernon Middleton Lewis, Deputy City Controller, Treasury

Aubrey C. Hooper, Chief Administrative Officer