



# FY 2025 BUDGET

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# PURPOSE

together we create a strong foundation  
for Houston to thrive

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# 5 TO THRIVE VALUES

integrity | teamwork | ownership | communication | respect

# SERVICE LINES



**CAPITAL  
PROJECTS**



**CUSTOMER  
ACCOUNT  
SERVICES**



**HOUSTON  
PERMITTING  
CENTER**



**HOUSTON  
WATER**



**TRANSPORTATION  
AND DRAINAGE  
OPERATIONS**

# OUTCOME BASED BUDGET



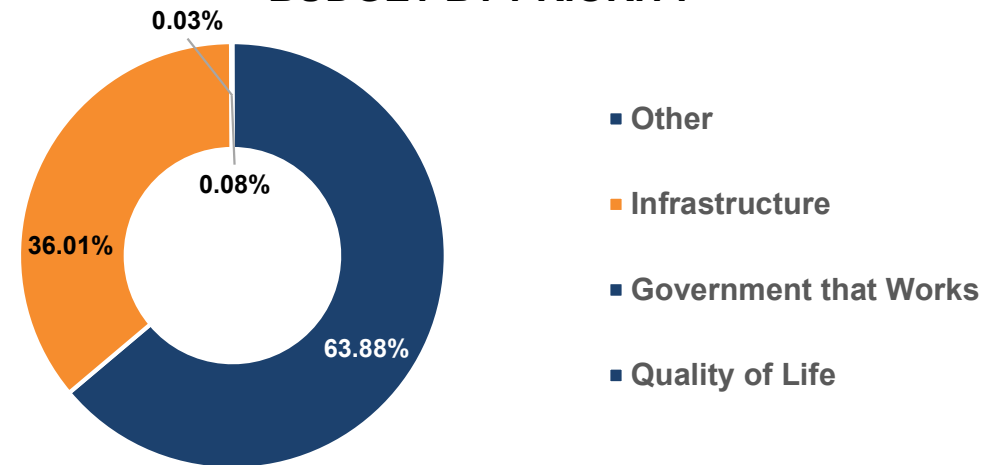
# STRATEGIC GUIDANCE ALIGNMENT

Government that Works	Quality of Life	Infrastructure		Public Safety
Administrative & Support Services	Mayor's Office for People with Disabilities	Capital Improvement Plan	Transportation & Drainage Operations	
Debt Services and Interfund Transfers		Drinking Water Operations	Commercial, Residential and Public Infrastructure Plan Review	
		Wastewater Operations	Commercial, Residential, and Right-of-Way Inspections	
		Metering and Customer Service Operations	Houston TranStar	

## ALIGNED INITIATIVES

- Street Rehabilitation
- Pothole Initiative
- Stormwater Action Team
- Consent Decree
- Build Houston Forward
- Promote Fiscal Responsibility

## DEPARTMENT BUDGET BY PRIORITY



# EXPENDITURE BY PROGRAM

Program	FY23 Actual	FY24 Budget	FY24 Estimate	FY25 Proposed	Variance FY25 Proposed/ FY24 Budget	% Change
Administrative Services	133,125	167,337	156,113	181,160	13,823	8%
Drinking Water Operations	317,451	438,170	395,128	476,282	38,111	9%
Wastewater Operations	178,094	194,270	191,928	229,151	34,881	18%
Metering and Customer Service Operations	46,526	68,595	65,073	82,118	13,523	20%
Transportation & Drainage Operations	161,520	198,894	183,690	227,069	28,175	14%
Capital Improvement Program	37,707	48,975	43,257	53,207	4,231	9%
Commercial, Residential & Public Infrastructure Plan Review	27,146	29,864	29,555	34,103	4,238	14%
Commercial, Residential, & Right-of-Way Inspections	57,625	61,484	60,168	67,466	5,982	10%
Mayor's Office for People with Disabilities	533	1,054	822	931	(123)	-12%
Houston TranStar	3,381	3,427	3,206	3,527	100	3%
Debt Service and Interfund Transfers	1,536,367	1,734,320	1,725,221	1,908,512	174,192	10%
<b>Total</b>	<b>2,499,473</b>	<b>2,946,391</b>	<b>2,854,161</b>	<b>3,263,525</b>	<b>317,133</b>	<b>11%</b>

(\$ in thousands)

# ADMINISTRATION AND SUPPORT SERVICES

<b>Priority:</b>	Government that Works
<b>FY2025 FTE Count:</b>	540.1

## Program Description

- Provides support to HPW
- Financial services
- Debt and asset management
- Information technology services
- Administrative and payroll services
- Emergency management
- Internal audit
- Facility management

## Significant Budget Items

- Additional capital vehicles and infrastructure, as well as prior year rollovers.

## FY25 Proposed Budget by Fund

1000	\$1,134,605
1001	\$11,265,136
2301	\$6,299,100
2302	\$1,579,800
2310	\$2,800
2312	\$2,791,532
8300	\$146,414,837
8305	\$11,672,300
<b>Total</b>	<b>\$181,160,110</b>

## Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Value of Real Estate Actions Recorded for the Joint Referral Committee	\$2,609,098	\$2,450,000	\$3,100,000	\$2,450,000

Vehicles and other capital items are included in this program for FY24 but are broken out beginning in FY25.



# DRINKING WATER OPERATIONS

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	833.0

### Program Description

- Plans, designs, constructs, operates and maintains Houston's critical public infrastructure systems to provide excellent drinking water.
- Provide superior customer service to our utility customers responsively, efficiently and in an environmentally responsible fashion.

### Significant Budget Items

- Includes funding to support GNESHA.
- Includes additional \$25 million funding to repair water main breaks.
- Includes funding to improve plant maintenance and operations.

### FY25 Proposed Budget by Fund

8300	\$404,356,885
8305	71,924,800
<b>Total</b>	<b>\$476,281,685</b>

### Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Percentage of Water Main Breaks repaired within 10 business days	81%	95%	80%	95%
Percentage of Water Quality questions responded within 2 Business Days	100%	100%	100%	100%
Percentage of Water Service Requests Investigated within Next Business Day	95%	95%	96%	97%



# WASTEWATER OPERATIONS

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	692.9

## Program Description

- Collects, treats, and discharges clean water into the bayous while effectively managing biosolids.
- Protecting the environment as well as investigating and preventing sanitary sewer overflows.
- Responding to customer service calls within a timely manner.

## Significant Budget Items

- Includes funding to support GNESHA.
- Continue to support mandated Consent Decree activities and efforts to improve wastewater plant maintenance and operations.

## FY25 Proposed Budget by Fund

8300	\$209,518,816
8305	\$19,632,000
<b>Total</b>	<b>\$229,150,816</b>

## Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Linear feet of Wastewater-Pipe Cleaning Completed (millions)	4.6	4.6	4.6	4.6
Linear feet of Wastewater-Pipe Renewal Completed	880,000	800,000	800,000	800,000
Percentage of Wastewater repairs completed within 14 days (excluding restoration)	100%	100%	100%	100%

# METERING AND CUSTOMER SERVICE OPERATIONS

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	447.6

### Program Description

- Produces water/sewer/drainage bills; receives and processes invoice payments and responds to billing inquiries for water/sewer/drainage utility customers.
- Provides timely and accurate meter reads for billing.
- Approve, install, maintain, and read all commercial and residential water meters.

### Significant Budget Items

- Includes funding for the accelerated remote read device replacement program.

### FY25 Prop Budget by Fund

2310	\$2,913,961
8300	\$56,712,062
8305	\$22,491,500
<b>Total</b>	<b>\$82,117,523</b>

### Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Utility Customer Calls Answered within 5 Minutes	41.6%	70.0%	70.0%	70.0%

# TRANSPORTATION & DRAINAGE OPERATIONS

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	865.7

## Program Description

- Maintains and improves the city's transportation and drainage infrastructure.
- Includes the Build Houston Forward program.

## Significant Budget Items

- Includes additional funding for ditch re-establishment program.
- Includes additional funding for pavement marking and preservation programs.

## FY25 Proposed Budget by Fund

1000	\$21,835,960
2302	\$79,207,500
2310	\$5,729,724
2311	\$22,934,100
2312	\$97,361,339
<b>Total</b>	<b>\$227,068,623</b>

## Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Curb Miles of Gutters Swept	33,119	20,500	20,500	21,525
Lane miles of Asphalt Surface Overlaid	126	125	125	125
Number of Asphalt Repairs / Skin Patches completed	11,792	9,300	9,300	9,765
Number of Concrete Panel Replacements	440	650	650	650
Number of Potholes Repaired	64,589	60,000	60,000	63,000

# CAPITAL IMPROVEMENT PROGRAM

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	334.9

### Program Description

Manages and delivers large scale reconstruction and new construction CIP projects of City of Houston’s existing roadways, drainage, water and wastewater infrastructure.

### Significant Budget Items

- Includes funding for the Northeast Water Purification Plant expansion project.

### FY25 Proposed Budget by Fund

1001	\$53,206,724
<b>Total</b>	<b>\$53,206,724</b>

### Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Percentage of Construction Projects Completed on Schedule	91%	90%	89%	91%
Percentage of Construction Projects Completed within Budget	91%	90%	92%	92%
Percentage of Council District Service Fund Program projects completed within 90 days	98%	90%	90%	90%



# COMMERCIAL, RESIDENTIAL & PUBLIC INFRASTRUCTURE PLAN REVIEW

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	155.6

### Program Description

- Reviews plans required for commercial and residential new construction, remodels, repairs, mechanical, electrical, and plumbing changes or repairs.
- Reviews engineering plans in the following disciplines: water, wastewater, traffic, floodplain, stormwater, telecommunications, etc.

### Significant Budget Items

- Includes additional funding for Cost of Services Fee Study.

### FY25 Proposed Budget by Fund

2301	\$34,102,804
<b>Total</b>	<b>\$34,102,804</b>

### Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Number of Commercial Building Plan Reviews Completed	35,885	32,000	31,900	N/A
Public Infrastructure Plan Reviews Completed - 10 Business Days	25%	60%	37%	N/A
Residential Building Plan Reviews Completed	17,230	17,000	18,700	N/A
Residential Plan Reviews Completed -10 Business Days	38%	55%	45%	N/A
Total Plans Reviewed (including all other plans - remodel, additions, etc.)	87,308	80,000	84,700	N/A

# COMMERCIAL, RESIDENTIAL & PUBLIC INFRASTRUCTURE PLAN REVIEW (CONT.)

<b>Performance</b>				
<b>Measure Name</b>	<b>FY23 Actual</b>	<b>FY24 Target</b>	<b>FY24 Estimate</b>	<b>FY25 Target</b>
Average Project Cycle-All Departments	3.7	2.0	3.7	2.0
Code Enforcement/City Engineer Average number of days – Commercial Review Completed	7 days	7 days	8 days	7 days
Code Enforcement/City Engineer Average number of days – Residential Review Completed	4 days	4 days	5 days	4 days
Percentage of Plans Reviewed After Hours by City Staff vs. Staff Augmentation	30% / 27%	25% / 20%	28% / 24%	22% / 15%
Resubmission Rate-All Departments	18%	15%	18%	12%

# COMMERCIAL, RESIDENTIAL, & RIGHT-OF-WAY INSPECTIONS

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	450.7

## Program Description

- Ensures compliance with building codes and issues certificates of occupancy.
- Performs regulatory inspections of all electrical, plumbing, mechanical, and structural projects.
- Conducts property investigations and responds to customer inquiries.
- Ensures stormwater quality of new developments follow Texas Pollutant Discharge Elimination System (TPDES) and reduces flood losses/impacts from flooding while protecting the floodplain's natural and beneficial functions.

## Significant Budget Items

- Includes additional funding for Cost of Services Fee Study
- Includes funding for additional vehicles.

## FY25 Proposed Budget by Fund

2301	\$65,694,196
2302	\$1,771,900
<b>Total</b>	<b>\$67,466,096</b>

## Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Number of Electrical Inspections Completed	160,716	168,000	154,200	N/A
Number of Mechanical Inspections Completed	82,047	79,000	77,700	N/A
Number of Occupancy Inspections Completed	55,817	61,000	56,700	N/A
Number of Plumbing Inspections Completed	213,212	226,000	197,500	N/A
Number of Structural Inspections Completed	235,695	231,000	238,200	N/A
Complete 100% of Occupancy Programmatic Inspections Scheduled	100%	100%	100%	100%



# COMMERCIAL, RESIDENTIAL, & RIGHT-OF-WAY INSPECTIONS (CONT.)

<b>Performance</b>				
<b>Measure Name</b>	<b>FY23 Actual</b>	<b>FY24 Target</b>	<b>FY24 Estimate</b>	<b>FY25 Target</b>
Daily Inspections Per Inspector-Building Code Enforcement Trades	19/day	15/day	18/day	15/day
Flood Elevation Certificates	97%	100%	95%	95%
Respond & Complete 95% of All 311 Investigations of Unpermitted Work within 7 Days	100%	100%	100%	100%
Total Building Code Enforcement & Office of City Engineer Regulatory Inspections	123,293	135,000	123,800	135,000
Total Building Code Enforcement Trade Inspections	787,487	765,000	724,500	765,000

# HOUSTON TRANSTAR

<b>Priority:</b>	Infrastructure
<b>FY2025 FTE Count:</b>	10.0

### Program Description

- Provides coordinated, innovative transportation and emergency management services to the region.

### Significant Budget Items

- Includes funding for additional building maintenance for the TranStar facility.

### FY25 Prop Budget by Fund

2402	\$3,527,339
<b>Total</b>	<b>\$3,527,339</b>

### Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Number of stalled vehicles towed for free under the Tow and Go Program	35,766	30,000	36,480	39,415
Number of Website/Map views per year	N/A	N/A	N/A	150,000,000



# MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

<b>Priority:</b>	Quality of Life
<b>FY2025 FTE Count:</b>	6.0

### Program Description

- Serves as the primary advocate for needs and rights of residents and visitors with disabilities by providing constituent services, accessible program support, accessible infrastructure development and communications.

### Significant Budget Items

- Includes funding for ADA Transition Plan.

### FY25 Prop Budget by Fund

2301	\$931,400
<b>Total</b>	<b>\$931,400</b>

### Performance

Measure Name	FY23 Actual	FY24 Target	FY24 Estimate	FY25 Target
Number of Constituents provided with information and referral services	814	600	565	620
Number of Constituents reached through trainings and presentations	522	1,125	2,500	2,500
Number of PAR/Sidewalk Repair Applications Reviewed and Processed	111	90	100	100
Lane miles (linear feet) and sidewalks improved through PAR Program	N/A	N/A	N/A	26,893



# DEBT SERVICE & INTERFUND TRANSFERS

<b>Priority:</b>	Government that Works
<b>FY2025 FTE Count:</b>	0.0

## Program Description

- Debt service payments and interfund transfers.
- Major transfers include internal transfers between Combined Utility System funds to pay for debt service and consent decree obligations, Transfers to CIP funds to pay for infrastructure projects, and Transfers to Stormwater fund to cover O&M costs for maintenance of the City's drainage system.

## Significant Budget Items

- Transfers to CIP for street and drainage projects.
- Debt service payments for all of HPW.
- Internal transfers for CUS.

## FY25 Proposed Budget by Fund

2301	\$4,944,800
2302	\$16,965,900
2310	\$135,630,100
2311	\$123,998,500
2312	\$2,530,500
8300	\$525,419,600
8301	\$548,913,700
8305	\$550,108,500
<b>Total</b>	<b>\$1,908,511,600</b>

# REVENUE BY PROGRAM

Program	FY23 Actual	FY24 Budget	FY24 Estimate	FY25 Proposed	Variance FY25 Proposed/ FY24 Budget	% Change
Administrative Services	\$2,093,139	\$681,029	\$679,368	\$697,206	\$16,177	2%
Drinking Water Operations	\$2,538	\$904,783	\$920,243	\$965,394	\$60,611	7%
Wastewater Operations	\$163	\$826,064	\$827,285	\$912,214	\$86,150	10%
Metering and Customer Service Operations	(\$101)	\$0	\$0	\$0	\$0	0%
Transportation & Drainage Operations	\$330,604	\$400,529	\$401,461	\$456,089	\$55,560	14%
Capital Improvement Program	\$39,354	\$52,454	\$47,304	\$57,401	\$4,947	9%
Commercial, Residential & Public Infrastructure Plan Review	\$19,650	\$20,093	\$20,350	\$20,625	\$532	3%
Commercial, Residential, & Right-of-Way Inspections	\$79,748	\$78,205	\$80,530	\$82,161	\$3,956	5%
Mayor's Office for People with Disabilities	\$2	\$0	\$0	\$0	\$0	0%
Houston TranStar	\$3,273	\$2,650	\$2,725	\$2,738	\$88	3%
Debt Service and Interfund Transfers	\$0	\$0	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$2,568,370</b>	<b>\$2,965,809</b>	<b>\$2,979,267</b>	<b>\$3,193,828</b>	<b>\$228,020</b>	<b>8%</b>

(\$ in thousands)

# BUDGET SUMMARY BY FUND



# BUDGET SUMMARY | ALL FUNDS

FUND	NAME	REVENUES				EXPENDITURES			
		FY24 Budget <sup>1</sup>	FY25 Proposed	Variance	Change	FY24 Budget <sup>1</sup>	FY25 Proposed	Variance	Change
1000	General Fund	\$2.9	\$2.9	\$0.0	0.0%	\$23.7	\$23.0	(\$0.7)	(3.0%)
1001	Project Cost Recovery	\$60.0	\$64.5	\$4.5	7.5%	\$60.0	\$64.5	\$4.5	7.5%
2301	Building Inspection	\$98.3	\$102.8	\$4.5	4.6%	\$108.3	\$112.0	\$3.7	3.4%
2302	Stormwater Fund	\$64.5	\$100.0	\$35.5	55.0%	\$78.4	\$99.5	\$21.1	26.9%
2310	DDSRF-Drainage Charge <sup>2</sup>	\$122.7	\$121.0	(\$1.7)	(1.4%)	\$127.5	\$144.3	\$16.8	13.2%
2311	DDSRF-Ad Valorem Tax	\$124.2	\$136.5	\$12.3	9.9%	\$124.2	\$146.9	\$22.7	18.3%
2312	DDSRF-Metro Et Al	\$89.1	\$98.4	\$9.3	10.4%	\$92.0	\$102.7	\$10.7	11.6%
2402	Houston TranStar	\$2.7	\$2.7	\$0.0	0.0%	\$3.4	\$3.5	\$0.1	2.9%
8300	Water & Sewer	\$1,847.6	\$2,007.9	\$160.3	8.7%	\$1,274.5	\$1,342.4	\$67.9	5.3%
8301	CUS Operating	\$553.9	\$548.9	(\$5.0)	(0.9%)	\$553.9	\$548.9	(\$5.0)	(0.9%)
8305	CUS General Purpose	\$0.0	\$8.1	\$8.1	0.0%	\$517.9	\$675.8	\$157.9	30.5%
<b>TOTAL</b>		<b>\$2,964.9</b>	<b>\$3,193.7</b>	<b>\$227.8</b>	<b>7.7%</b>	<b>\$2,963.8</b>	<b>\$3,263.5</b>	<b>\$299.7</b>	<b>10.1%</b>

1) FY24 Budget refers to Current Budget.

2) Fund 2310 was split into 3 funds in FY21 per ordinance 2020-0284.

(\$ in millions)

# GENERAL FUND 1000





# GENERAL FUND | EXPENDITURES BY CATEGORY

CATEGORY	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATES	FY25 PROJECTED	VARIANCE FY25 PROJECTED BUDGET/FY24 CURRENT BUDGET	%CHANGE
Personnel	\$849.6	\$949.8	\$949.8	\$972.0	\$22.2	2.3%
Supplies	\$0.4	\$4.3	\$4.3	\$2.5	(\$1.8)	(41.9%)
Restricted Accounts	\$22,356.1	\$22,587.9	\$22,587.9	\$21,920.9	(\$667.0)	(3.0%)
Services	\$75.2	\$128.3	\$128.3	\$75.2	(\$53.1)	(41.4%)
<b>TOTAL</b>	<b>\$23,281.4</b>	<b>\$23,670.2</b>	<b>\$23,670.2</b>	<b>\$22,970.6</b>	<b>(\$699.7)</b>	<b>(3.0%)</b>

# GENERAL FUND | REVENUES OVERVIEW

CATEGORY	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATES	FY25 PROJECTED	VARIANCE FY25 PROJECTED BUDGET/FY24 CURRENT BUDGET	%CHANGE
Recoveries & Refunds	\$155.2	\$111.2	\$102.8	\$102.8	(\$8.4)	(8.2%)
Sale of Capital Assets - Land/Streets	\$2,611.0	\$2,500.0	\$3,150.0	\$2,500.0	\$0.0	0.0%
Interfund Land Disposition	\$310.2	\$322.9	\$322.9	\$331.7	\$8.8	2.7%
Miscellaneous	\$0.5	\$0.0	\$0.5	\$0.5	\$0.5	100.0%
<b>TOTAL</b>	<b>\$3,076.8</b>	<b>\$2,934.1</b>	<b>\$3,576.2</b>	<b>\$2,935.0</b>	<b>\$0.9</b>	<b>0.03%</b>

# PROJECT COST RECOVERY

1001

# PROJECT COST RECOVERY | 1001

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>REVENUES</b>							
1001	Project Cost Recovery	\$46,850.7	\$59,982.1	\$54,097.2	\$64,471.9	\$4,489.8	7.5%
<b>EXPENDITURES</b>							
1001	Project Cost Recovery	\$46,850.7	\$59,982.1	\$54,097.2	\$64,471.9	\$4,489.8	7.5%

(\$ in thousands)

# BUILDING INSPECTION FUND

2301



# BUILDING INSPECTION FUND | 2301

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>REVENUES</b>							
2301	Building Inspection	\$99,402.5	\$98,298.3	\$100,880.6	\$102,785.8	\$4,487.5	4.6%
<b>EXPENDITURES</b>							
2301	Building Inspection	\$97,189.6	\$108,302.4	\$105,926.0	\$111,972.3	\$3,669.9	3.4%

(\$ in thousands)

# TRANSPORTATION & DRAINAGE

2302, 2310, 2311, 2312



# TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>REVENUES</b>							
2302	Stormwater	\$62,101.6	\$64,479.5	\$66,273.8	\$100,025.1	\$35,545.6	55.1%
2310	DDSRF-Drainage Charge	\$119,199.7	\$122,692.9	\$121,405.8	\$121,019.8	(\$1,673.1)	(1.4%)
2311	DDSRF-Ad Valorem Tax	\$77,269.4	\$124,150.0	\$124,650.0	\$136,536.7	\$12,386.7	10.0%
2312	DDSRF-Metro Et Al	\$71,875.4	\$89,095.8	\$89,028.2	\$98,404.3	\$9,308.5	10.4%
<b>TOTAL</b>		<b>\$330,446.1</b>	<b>\$400,418.2</b>	<b>\$401,357.8</b>	<b>\$455,985.9</b>	<b>\$55,567.7</b>	<b>13.9%</b>



# TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>EXPENDITURES</b>							
2302	Stormwater	\$58,943.4	\$78,352.8	\$78,352.8	\$99,525.1	\$21,172.3	27.0%
2310	DDSRF-Drainage Charge	\$70,080.3	\$127,461.7	\$127,410.7	\$144,276.6	\$16,814.9	13.2%
2311	DDSRF-Ad Valorem Tax	\$87,129.1	\$124,150.4	\$114,922.9	\$146,932.6	\$22,782.2	18.4%
2312	DDSRF-Metro Et Al	\$70,477.3	\$92,036.7	\$85,658.4	\$102,683.4	\$10,646.7	11.6%
<b>TOTAL</b>		<b>\$286,630.0</b>	<b>\$422,001.6</b>	<b>\$406,344.8</b>	<b>\$493,417.7</b>	<b>\$71,416.0</b>	<b>16.9%</b>



# HOUSTON TRANSTAR | 2402

# TRANSTAR | 2402

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>REVENUES</b>							
2402	Houston TranStar	\$3,272.7	\$2,650.0	\$2,725.0	\$2,738.1	\$88.1	3.3%
<b>EXPENDITURES</b>							
2402	Houston TranStar	\$3,380.8	\$3,427.3	\$3,205.9	\$3,527.3	\$100.0	2.9%

# COMBINED UTILITY SYSTEM

8300, 8301, 8305



# COMBINED UTILITY SYSTEM | 8300, 8301, 8305

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
REVENUES							
8300	Water & Sewer	\$1,573,884.3	\$1,847,633.4	\$1,874,655.2	\$2,007,856.8	\$160,223.4	8.7%
8301	CUS Operating	\$508,499.9	\$553,892.5	\$541,974.9	\$548,913.7	(\$4,978.8)	(0.9%)
8305	CUS General Purpose	\$2,937.0	\$0.0	\$0.0	\$8,141.1	\$8,141.1	0.0%

# COMBINED UTILITY SYSTEM | 8300, 8301, 8305

FUND	FUND NAME	FY23 ACTUAL	FY24 CURRENT BUDGET	FY24 ESTIMATE	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>EXPENDITURES</b>							
8300	Water & Sewer	\$1,071,144.4	\$1,274,509.7	\$1,243,266.2	\$1,342,422.2	\$67,912.5	5.3%
8301	CUS Operating	\$507,450.2	\$553,892.5	\$537,030.4	\$548,913.7	(\$4,978.8)	(0.9%)
8305	CUS General Purpose	\$463,546.3	\$517,875.6	\$480,620.6	\$675,829.1	\$157,953.5	30.5%

(\$ in thousands)

# COMBINED UTILITY SYSTEM | 8300, 8301, 8305

(Net of Internal Transfers)

FUND	FY24 CURRENT BUDGET	FY25 PROPOSED	VARIANCE TO FY24 BUDGET	CHANGE
<b>REVENUES</b>				
Combined Utility System Funds Group	\$1,835,607,300	\$2,007,126,642	\$171,519,342	9.34%
<b>EXPENDITURES</b>				
Combined Utility System Funds Group	\$1,780,359,200	\$2,009,380,000	\$229,020,800	12.86%
<b>NET Operating Surplus/Deficit</b>				
Combined Utility System Funds Group	\$55,248,100	(\$2,253,358)		

# thank you!



[houstonpublicworks.org](http://houstonpublicworks.org)

  @houpublicworks





# APPENDIX

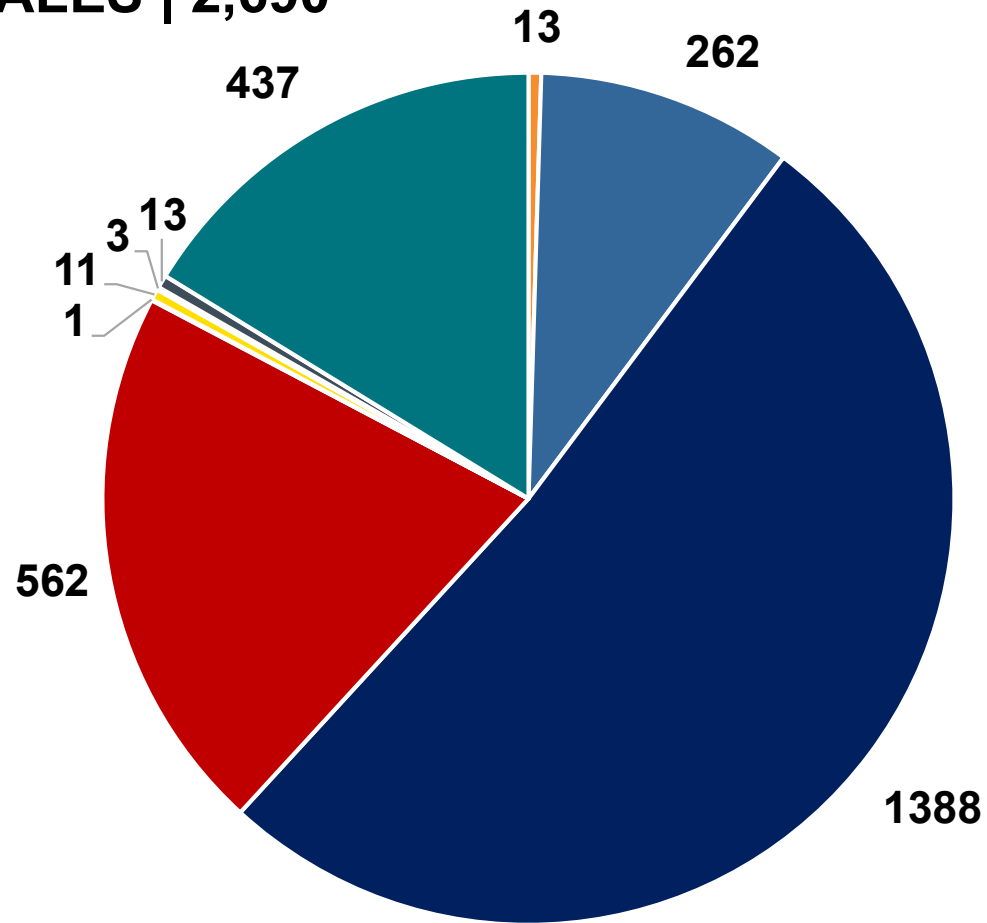
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As of April 2024 based on 3,802 employees

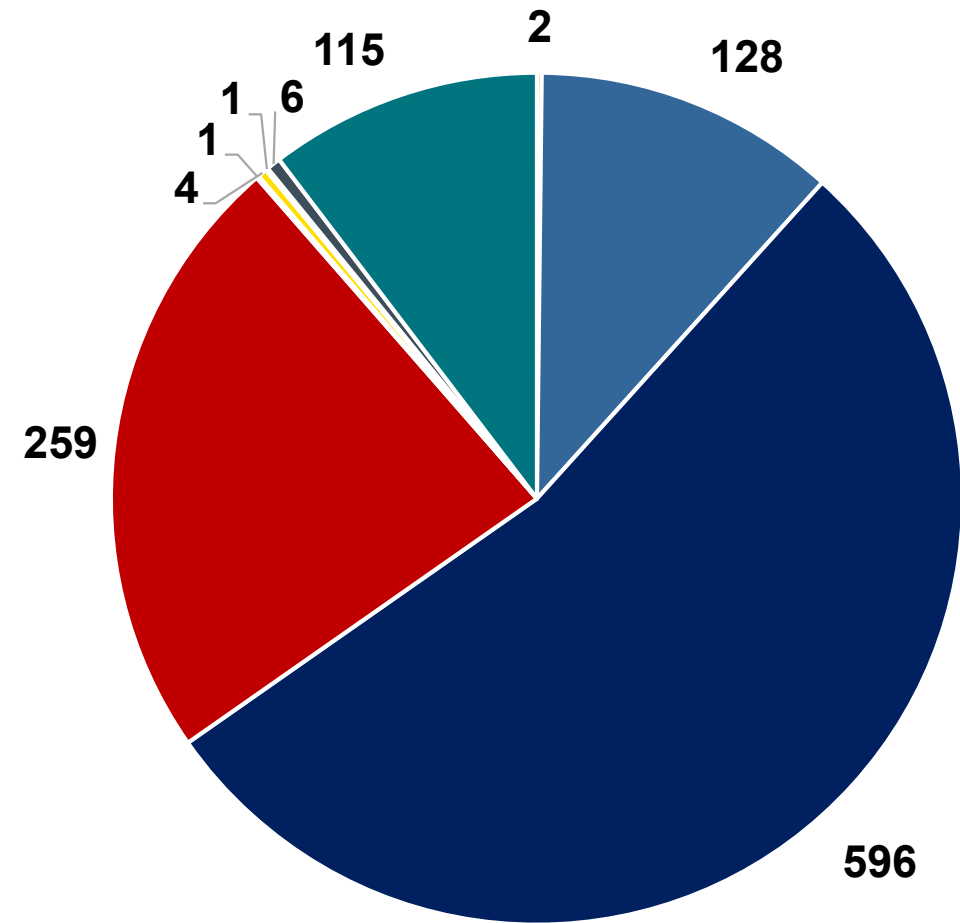


# ETHNICITY

MALES | 2,690



FEMALES | 1,112

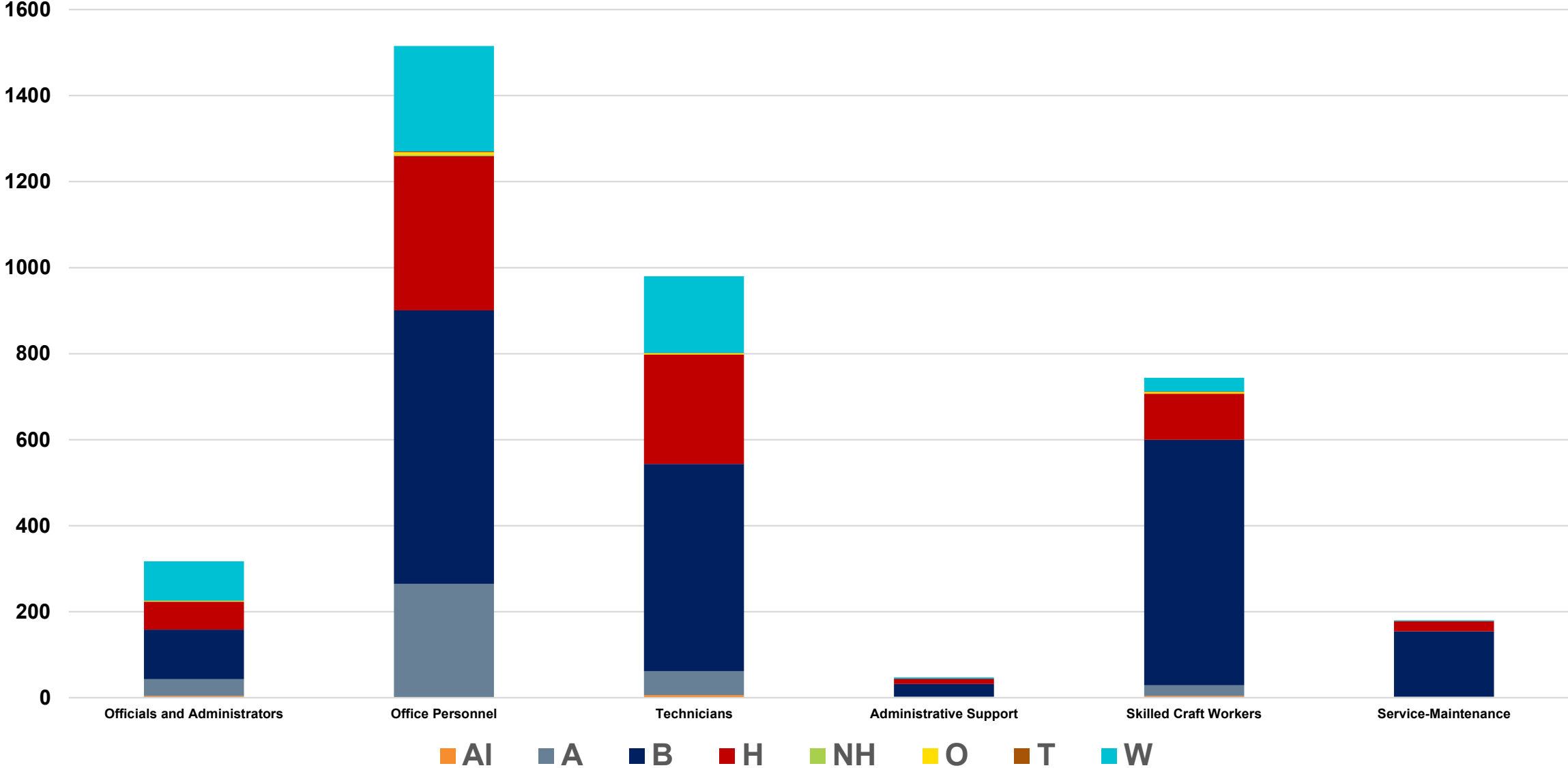


AI A B H NH O T U W

AI A B H NH O T U W

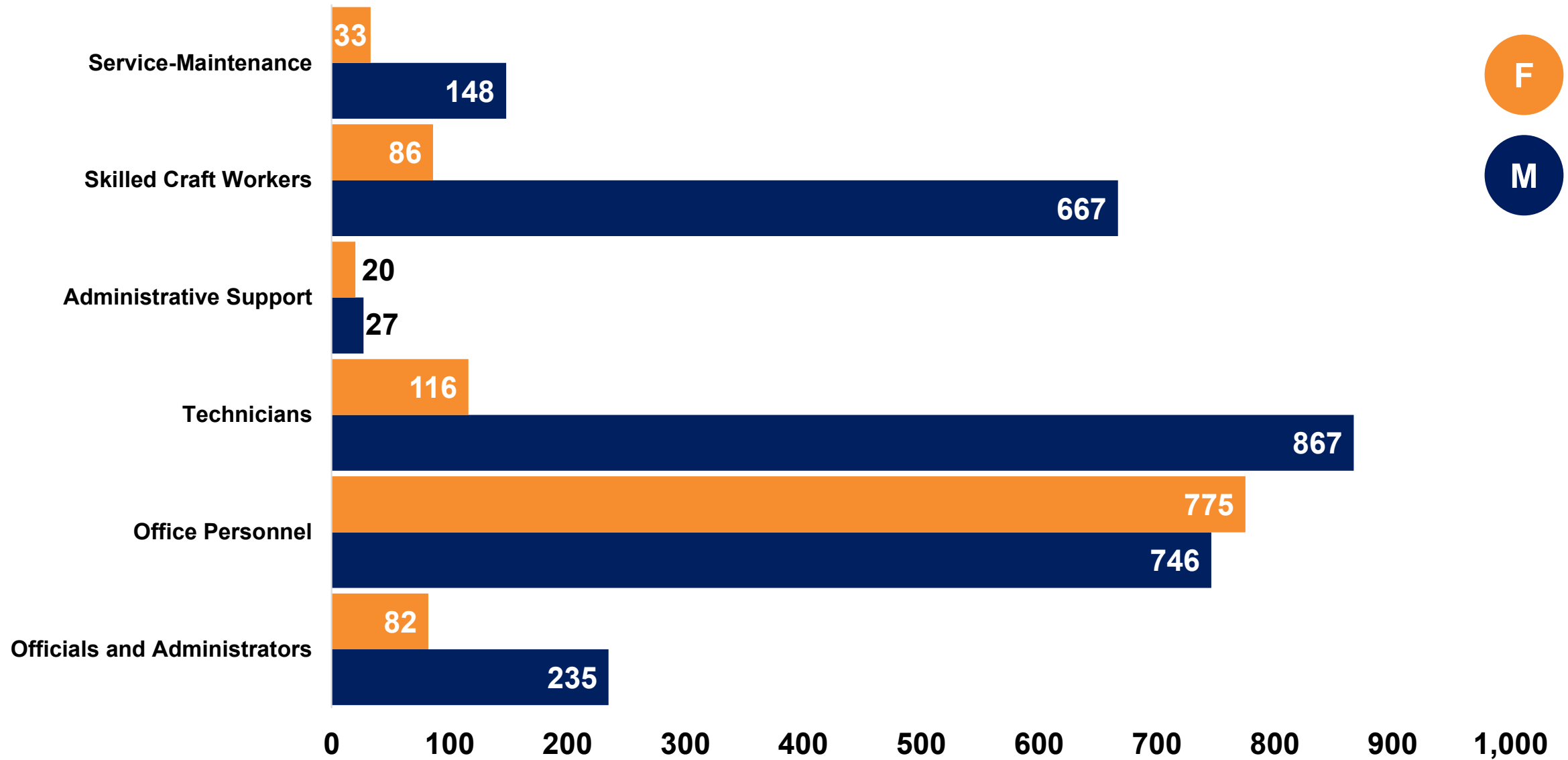
AI – American Indian, A – Asian, B – Black, H – Hispanic, NH – Native Hawaiian, O – Other Pacific Islander, T – Two or More Races, U – Unlisted, W – White

# ETHNICITY BY JOB

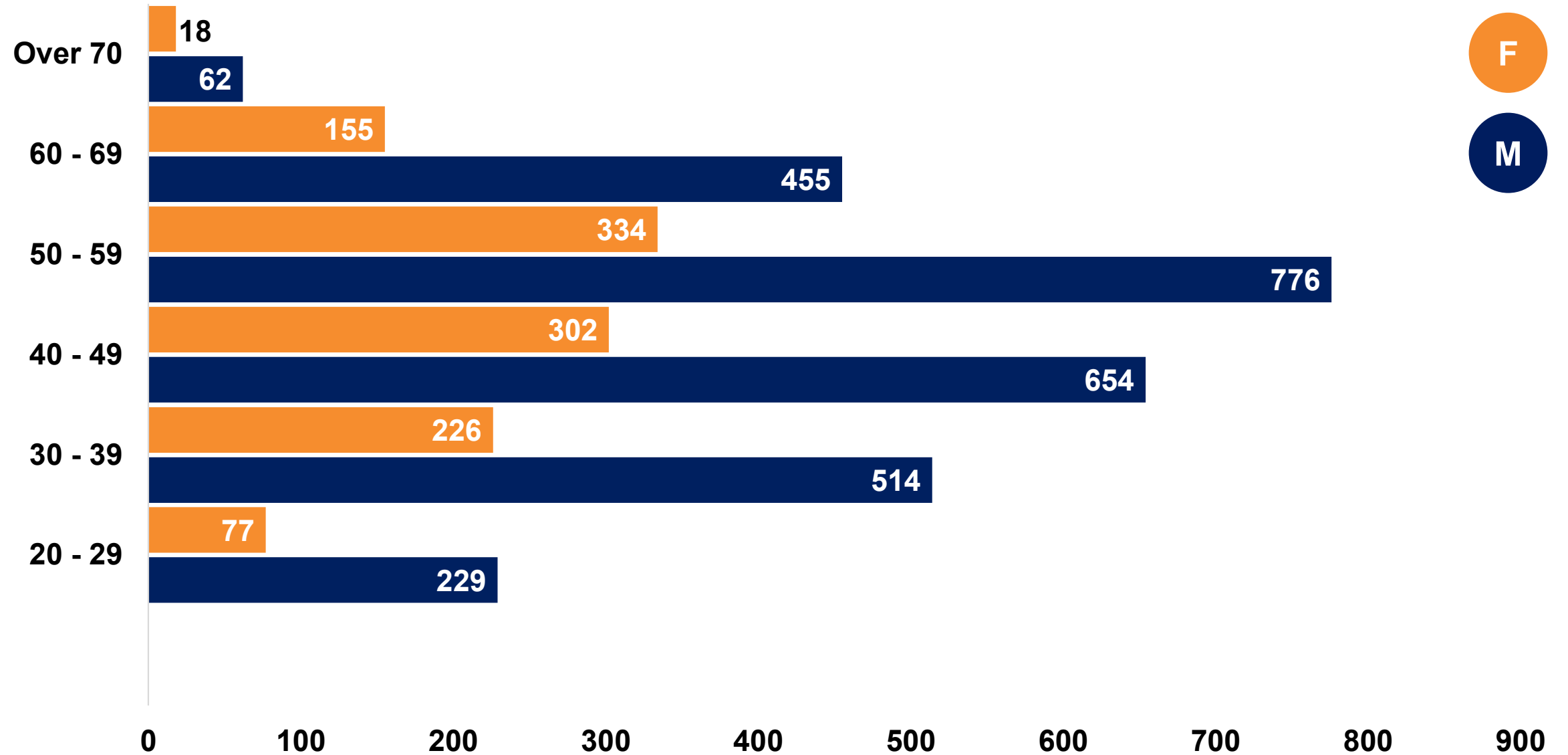


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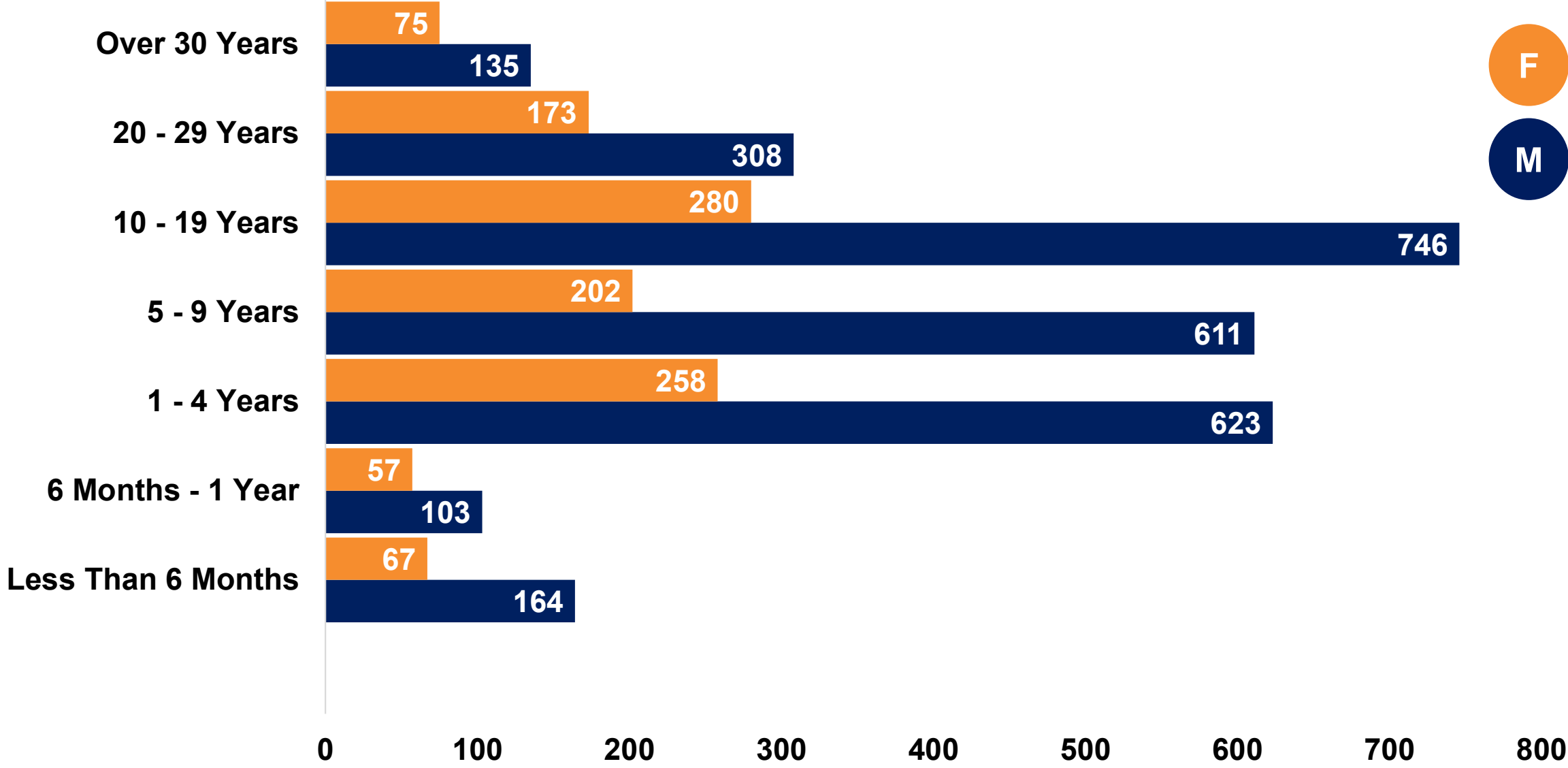
# GENDER



# AGE



# TENURE





# TOP ACCOMPLISHMENTS

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FY 2024



# CAPITAL PROJECTS

- Received 2023 Texas APWA Project of the year award for 72-Inch Waterline and Water Tank Rehabilitations.
- Received 2023 APWA project of the year award for MKT trail project.
- Provided Construction Management Certification course to Project Managers.
- Completed Ledge Drainage Project, WBS# M-000288-0001-4 that will relieve flooding off the streets for residents in the area.
- Completed construction of Windfern Project 3 months ahead of schedule with no issues.
- Team members have taken HUD CDBG Fraud Waste Abuse Training - a mandatory requirement for managing CDBG-MIT projects.
- Awarded \$42.5 million in construction contract (San Jacinto River Debris removal and South Lockwood subproject 1).
- Awarded \$2.3 million (Braeburn Glen Drainage Improvement).
- Awarded \$1.3 million (Turkey Gully Drainage **and** Paving) design contract.



# CAPITAL PROJECTS

- Site selection suggested modifications to sanitary sewer route for North Corridor Package 3 Project.
- This suggestion not only reduced the proposed easement impact to the property owner, but also eliminated the need for an additional manhole. The combined reduction in both construction and acquisition costs were estimated to be around \$500K.
- Relocated Inspection Team to 5005 Mitchelldale since Seamist office leasing expired.
- Continued progressive development of Masterworks Aurigo project management platform.
- Ensure successful transition of NEWPP projects from Capital Projects to Houston Water.
- Procured 25 Consent Decree Wastewater Design contracts.
- Completed 13 segments of North East Water Transmission Line Projects.
- Negotiated Technical Advisor Contract to East Water Expansion program.
- Completed Holmes Road Reconstruction, N-000590-0001-4 which will bring future development to the area.
- Applied latest HCFCD modeling to establish inundation limits for flowage easement acquisition (pre-release MAPPNEXT).
- Digitized over 60 complete Real Estate records.
- Integrating CIMS records to GIS mapping system.
- Evaluate existing protocol and communication processes with HPARD and update protocols to meet HPW and HPARD needs.

# CAPITAL PROJECTS

- Provided IDM Chapter 9 review cycle input to confirm viability of Houstorm software for COH projects given Atlas-14's greater storm intensities.
- 13 members of Infrastructure Delivery Line obtained ENV SP certification which will support sustainability development into the projects.
- 5 members from Infrastructure Delivery Line obtained Work Zone Traffic Control certification which enhanced the safety knowledge of construction preparation.
- Provided support services for several high-profile projects such as the North Canal High Flow Diversion Project. Site Selection has not only provided real estate input on the proposed fee acquisitions and flowage easements, but also helped Capital Projects draft the RFP for real estate consultant services needed for the project.
- Led training efforts by Real Estate Services to improve Project Intake Package submittal in support of the Capital Improvement Program by training engineers on proper project submittal.
- Procured EORs for Antoine and IMD, and four CM&Is.
- Completed the design and construction standards for the IDM for Chapters 15, 16 **and** 17.
- Awarded Hillcroft and Court Road Extension construction project; procured contractors for Wynnewood and Arlington Heights drainage and paving project with the lowest bids at or below the EOR's estimates.

# CUSTOMER ACCOUNT SERVICES

- Started face to face and virtual meetings with Citizens to talk about their water accounts
- Provided recommendations for ordinance change to expand existed high water bill relief programs
- Introduced new customer usage alert through customer portal
- Increased the installation of new RRDs (Remote Reading Devices) to enhance customer experience
- Assisted 8,583 customers paying water bills through Baker Ripley and Yardi
- Introduced customer friendly application and process for high water bill relief (Universal Adjustment Form)

# CUSTOMER ACCOUNT SERVICES

- Update of the UCCE (Cisco Unified Contact Center Enterprise) Call platform for better phone and IVR (Interactive Voice Response) performance
- Implemented and tested a backup contingency plan for emergency situations for reps to work from other locations using laptops and Jabber headsets
- Increase to 90% the occupancy rate with additional personnel hired to reduce customer wait times and improve SLA (Service Level Agreement) and customer satisfaction
- Retention and performance incentive plans enacted for qualifying call center reps

# HOUSTON WATER

- Planning awarded the 2024 National Environmental Achievement Award from NACWA in the Public Information & Education Category for the Give Water A Break public outreach campaign.
  - Received an Honorable Mention for an integrated marketing campaign at the 2023 Hermes Creative Awards for the Give Water a Break public outreach campaign.
  - Completed 98 Service Now geo-spatial service requests.
  - Implemented the Consent Decree compliance requirements related to capacity assessment and collection system model updating.
  - Processed 37 annexations (2,686ac) within the extra-territorial jurisdiction (ETJ) and 4 in- city annexations (379ac); in addition to processing 20 various water contracts including 28 other contract actions.
  - Developed more than 70 water main replacement projects (total cost ~\$700M).
- Regulatory Compliance Drinking Water Laboratory has completed the sampling and analysis of drinking water in the Main system and Kingwood for several contaminants including twenty-nine Per- and Polyfluoroalkyl substances as well as one metal, Lithium, as part of the EPA Unregulated Contaminant Monitoring Rule 5 (UCMR5). This sampling and analysis will continue through 2025 with sampling currently taking place in Willow Chase, District-73 and District-82.
- Regulatory Compliance Cross Connection Control Program has increased the number of certified Customer Service Inspectors and has begun making concentrated zip code sweeps to locate and inspect new, potential cross connection hazards within the six community water systems. In FY2024 the program increased the number of new facilities registered by 5% with a corresponding number of registered backflow assemblies by 7%. Regulatory Compliance Cross Connection Control Program performed over 4053 inspections resulting in 618 citations totaling potential fines of \$397,632.
- Regulatory Compliance successfully completed three community water system Comprehensive Compliance Audits (CCI) by the Texas Commission on Environmental Quality (TCEQ) for Main, Kingwood and District 73 with no assessed violations. Maintaining Houston's "Superior Water" status with our State regulatory agency.

# HOUSTON WATER

- Reduced odor complaints at Kingwood Central.
- Wastewater operations and maintenance team were able maintain the facilities at GNEHSA on a limited budget.
- Expedited response to sudden large sinkhole located near the NW corner of Main and University in medical center area by safely completing emergency repairs with 22 foot deep on 54-inch sanitary sewer line.
- NACWA Platinum awards for WCID #47 WWTP
- Responded to over 16.4k wastewater customer service requests.
- Rebuilding with inhouse work the disinfection systems in Kingwood area:
  - Kingwood West
  - Cedar Bayou
  - Kingwood Central – Emergency liquid chlorination system.
- Responding with inhouse work to more than 1000 work orders, out of which more than 300 were Priority One calls during the drought.
- Decommissioned Northgate Wastewater Treatment Plant.
- Diverted and abandoned MUD #266, Vickery Lift Station, Westheimer, Bering, San Felipe, Alief Central, and Eldridge Parkway Lift Station.
- 871.6 miles of sewer cleaning
- 901.6 miles of sewer inspection
- 16,160 manholes inspected.
- 947 sewer point repairs completed.

# HOUSTON WATER

- Drinking Water Operations (DWO) 19th year of the AWWA Partnership Award.
- DWO 2<sup>nd</sup> consecutive year of TCEQ's TOP Recognition Award.
- DWO 3<sup>rd</sup> Place in Tip Ops Competition at Texas Water 2024.
- DWO and WWO has maintained and operated Kingwood/GNESHHA area with same resources/staff once InfraMark contract ended in April 2023.
- Drinking Water Operations System Maintenance:
  - Investigated 48,189 service requests.
  - Performed preventive maintenance on 24,628 fire hydrants.
  - Completed 4,271 test cuts.
  - Repaired 10,123 mains, services, valves and hydrants.
- The FY24 Northeast Water Purification Plant (NEWPP) Expansion accomplishments include:
  - The NEWPP Expansion Phase 1 has gone through Acceptance Testing, Performance Testing, and has successfully put drinking water into the Main Public Water System.
  - DWO operators have been making operational decisions as Phase 1 Substantial Completion nears.
  - Costs associated with treatment chemicals and trucking of solids during startup and commissioning have been successfully coordinated and separated into "Project Costs vs. O & M Costs".

# HOUSTON WATER

- Split Flow from the new Intake Pump Station to both the existing NEWPP and the Expansion Plant demonstrated successfully.
- The 42" MOV at Hirsch is operational and currently is sending 20 MGD south from the existing NEWPP improving system pressures in the EWPP dominated zone adding resilience to the overall PWS.
- Resource Client Services (RCS) located 94% of Houston Water capital and low value assets.
  - Reconciled 7,946 P-card transactions of 212 cardholders.
  - Created 133 capital and 173 low value assets.
  - Tracked 57 Emergency Purchase Orders totaling \$18,607,749.40.
  - De-encumbered \$14,715,694 in Fund 8300 O & M budget.
  - Distributed 1,084 safety shoes.
  - Managed 9,039 training hours.
- RCS monitoring of Request for Council Action (RCA):
  - 107 approved with an appropriation amount of \$134,520,052.74.
  - 19 pending approvals with an appropriation amount of \$24,313,806.37.
  - 25 HW agreement passed/4 HW agreement pending approval.



# HOUSTON PERMITTING CENTER

The Construction Code Modernization (CCM) Team achieved four major milestones during FY24

## 2021 Building Code Adoption\*

- Achieved the fastest code adoption in the history of the City of Houston
- Plus TWO code cycle updates involving an analysis of 11 codes and 9 adopted codes.

## Created a Training Toolkit consisting of:

- 26 technical papers to provide a clearer definition and description of the codes.
- 2,700+ pages of Cross Reference Code Analyses for 7 codes.
- 1,000 slides of significant changes for 9 Building Codes.

## Provided In-Depth Trainings for Employees and Community Stakeholders:

- Provided 130.5 education hours over 66 trainings & workshops within a 4-month period\*\* to Community Stakeholders (1,000 attendees) and Houston Permitting Center Employees (230 employees).

## Developed a Standard Operating Procedures for future Building Code Adoptions

- Created a 220+ page document with 54 exhibits that include a Project Management Plan, Public Participation Plan, and a Training Implementation Plan.

\* Codes were approved on October 25, 2023 by City Council and became effective January 1, 2024.

\*\*2-month employee training period: November-December 2023. 2-month Community training period: January-February 2024

# HOUSTON PERMITTING CENTER

## Infrastructure Design Manual (IDM) Updates

- Conducted the annual Infrastructure Design Manual Roll Out Webinar with over 355 attendees.
- Finalized updates to the Infrastructure Design Manual, Construction Specifications and Standard Details for the 2022-2023 Standard Review Cycle, which included over 1,375 requests for changes.
- Addressed over 175 requests for changes to the Infrastructure Design Manual and Construction Specifications for the 2023-2024 Standard Review Cycle
- Reviewed 50,100\* plan sets (Commercial, Residential, One-Stop and Office of the City Engineer)
- Completed 629,600\* inspections for Code Enforcement
- Resolved over 7,800\* 311 calls relating to multi-family, donation boxes, dangerous buildings and building code violations
- Traffic and Mobility
  - Reviewed 7,000\*\* Mobility Permit application and Traffic Control Plans reviews
  - Issued 5,900\*\* Mobility Permits
  - Performed 11,100\*\* field investigation for roadway and sidewalk obstruction

\*As of 3/31/24

\*\*As of 4/21/24

# HOUSTON PERMITTING CENTER

## Customer and Community Interactions

- Served over 63,600\* in-person customers and completed more than 24,800\* live chat interactions with customers.
- Averaged 65%\* customer satisfaction rate with live chat interactions
- Social Media
  - 3,507 audience
  - 57.5% increase in total social media audience
  - 209,006 view messages on social media (Impressions)
- Website
  - 326,000 utilize the website
  - 64.88% increase of users on the website from 2022 - 2023
- Newsletter
  - 16,845 customers who opened the external newsletter
- Open Records and Texas Public Information Act
  - Completed 8,200\* TPIA requests
  - Requests on average took 4.2 days to complete (approximately 12% faster compared to last fiscal year)
  - Digitized over 2.6 million microfilm images

# TRANSPORTATION AND DRAINAGE OPERATIONS

- Advanced 53 drainage rehabilitation projects under the Storm Water Action Team Program (SWAT) and completed 38 drainage rehabilitation projects under the Local Drainage Program (LDP) designed to supplement maintenance operations. Additional 12 street and drainage comprehensive rehabilitation projects completed.
- Won Texas APWA (American Public Works Association) award for the 11th Street project.
- Won Texas APA (American Planning Association) – Gold winner award for Houston Resilient Sidewalks Plan
- Resilient Sidewalks Plan selected to receive \$43.4 million in federal grant.
- Revised the streetlight ordinance to remove payment requirement when citizens request streetlights.
- Submitted 11 projects to HSIP (Highway Safety Improvement Program) grant for a total of over \$13 million.
- Updated the speed zone ordinance.
- Updated the school zone program to include school zones for high schools.
- Collected traffic counts for about 3000 locations.
- Received the APWA Public Works Project of the Year in Structures for the Memorial Park Central Connector project.
- Received the APWA Texas Chapter 2024 In-House Project of the Year (Structure) for the reconstruction of Boyce Bridge
- Projected to fabricate 16,000+ traffic signs.

# TRANSPORTATION AND DRAINAGE OPERATIONS

- Completed pavement of 143.5 lane miles in-house.
- Completed 34 sidewalk projects (22,097 linear feet of sidewalks for schools, major thoroughfares, and the Mayor's Office for People with Disabilities).
- Completed 15 traffic signal and intersection safety improvement projects.
- Began development of City of Houston Intelligent Transportation Systems (ITS) Master Plan.
- Completed 22 Council District Service Fund (CDSF) projects helping council members quickly solve local problems on panel replacements, overlay, speed cushions, median modifications, and diverters.
- Completed 85.4 lane miles for the Street Rehabilitation Program.
- Executed 31 partnership interlocal agreements with various agencies, effectively optimizing operations and facilitating resource sharing to strengthen infrastructure enhancements for the community.
- 220 Interagency design plans processed for review to ensure external agency projects meet city standards and specifications.

# TECHNOLOGY SERVICES

- Technical Services deployed 53 Kronos Clocks at various HPW locations.
- Made significant progress towards the goal of remediating all Windows server to a supported level.
  - This goal is currently at around 97%, with the outliers being application-specific or other problematic upgrades, for which exceptions may be needed.
- Procured a replacement for the Oracle Data Appliance hardware, which (once the databases are relocated) will remediate two very high-risk factors to HPW's business continuity: relocation of critical services from 4200 Leeland, and lack of ability to have Oracle support the hardware.
- Successfully moved the AWS contract to NetSync, which will provide a superior tool set and level of support for cloud operations.
- Successfully consolidated the department's print server operations, down to 4 production servers from around 29.



# APPENDIX

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# RESTRICTED ACCOUNT DETAILS

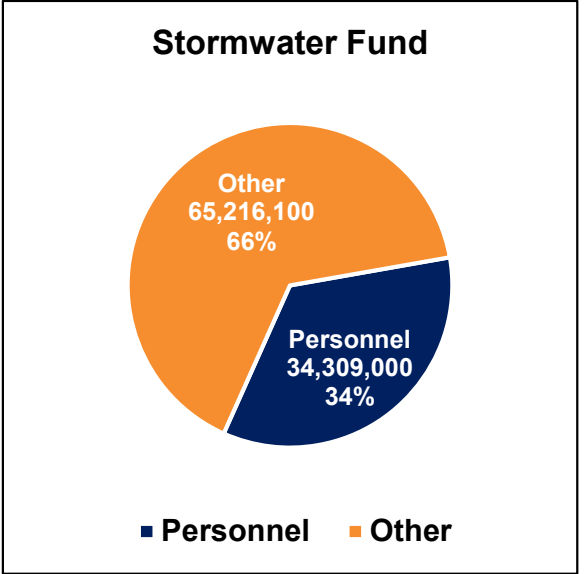
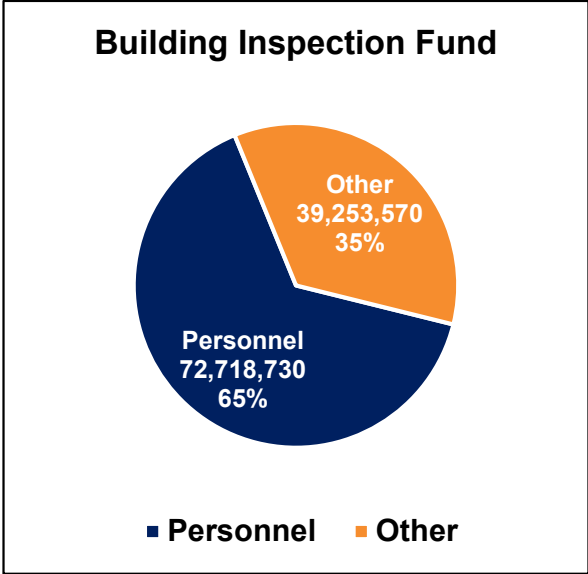
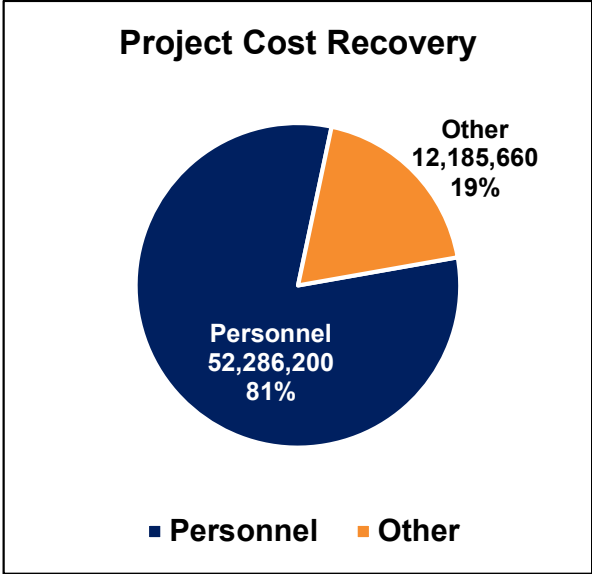
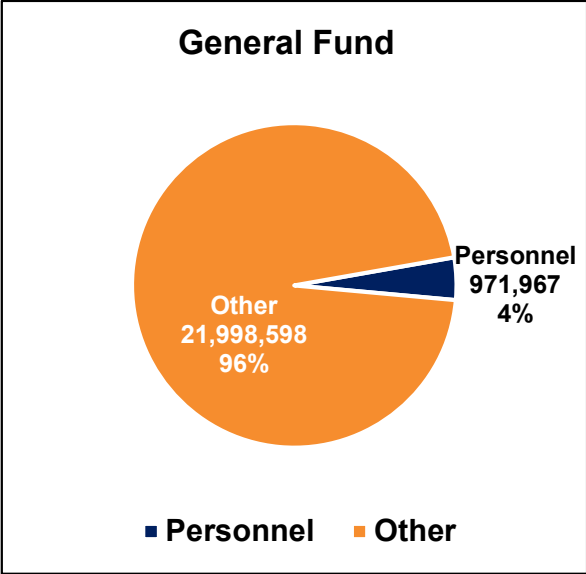
GL DESCRIPTION	JUSTIFICATION AND COST DRIVERS
Interfund Vehicle Fuel	Fuel Program operates and manages all City owned fuel sites. Expense explanation - Fuel services are driven primarily by market pricing
Interfund Application Services	Costs include Microsoft Enterprise licenses, 3-1-1 maintenance support and applications, SAP licenses maintenance and support, various Enterprise Application and Server support personnel, CSMART (Court System Management & Resource Technology) (MCD Only), eSignature, Project Management, Infor, eDiscovery, Cyber Security Office software and support, HITS Budget support via the Finance Department, eSignature
Insurance Fees	Cost increase for property insurance premium.
Interfund Electricity	Responsible for administering the electricity accounts for the City. Program is responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. Electricity expenses are projected to be lower than the previous year as a function of the competitive bidding process.
Interfund Natural Gas	Responsible for administering the natural gas accounts for the City. Program is responsible for overseeing procurement contracts, forecasting, providing price certainty, and financial reporting. Natural gas expenses are projected to be lower than the previous year due to current market conditions and locking in a rate favorable to the City.
Interfund Data Services	Costs associated with software and maintenance support contracts required to maintain city networks, applications, desktop devices, servers, payment card industry security, storage devices, cloud services, telephone systems and network equipment including Phonoscope circuits. Contracts cover Antivirus, Firewall and Network backup systems. Also, the Data Center costs are included in the Data Services restricted account.



# RESTRICTED ACCOUNT DETAILS

GL DESCRIPTION	JUSTIFICATION & COST DRIVERS
Interfund Voice Services	Monthly costs for Voice/Communication Services. The services include: Local landlines, voice/data circuits, long distance, 1-800 numbers, calling cards, language lines, Citywide ISP/Internet Access. The major vendors are ATT, Department of Information Resources (DIR), Verizon and Century Link.
Interfund Voice Labor	Labor costs and parts needed to perform work associated with installation and/or upgrades of telephone systems and cabling. The sole vendor is Selrico.
Interfund GIS Services	Personnel, software licenses and maintenance costs associated with the city of Houston's Enterprise Geographic Information System (EGIS)
Interfund Wireless-Services	Monthly charges for Verizon Business services and mobile devices including cell phones, air cards and tablets.
Interfund HR Client Services	Include HR operation cost reflecting health benefits and restricted accounts increase.
Interfund KRONOS Service Chargeback	Software license and maintenance costs associated with the city of Houston's Time and Attendance System (KRONOS)
Drainage Fee Service Chargeback	Fee is based on impervious service.
Interfund Permit Center Rent Chargeback	The cost include the lease cost increase.
Interfund Permit Ctr Point of Sale Chargeback	The cost include the HPC Point of Sale cost increase for credit card merchant fee.
Interfund Vehicle Services	Provides repair, maintenance, and administrative support for all city departments' rolling stock equipment. Expense explanation - Vehicle Services are projected to increase driven by part cost, contractual increases, and an aging vehicle population.
Interfund Radio System Access	Due to the consolidation of the radio group in General Fund to revolving fund for HITS. This group is responsible for the operation and maintenance of the City's public safety radio system.

# PERSONNEL VS NON-PERSONNEL



## Other Category Breakdown

Restricted Accounts	\$21,917
Services	\$79
Supplies	\$3
<b>Total</b>	<b>\$21,999</b>

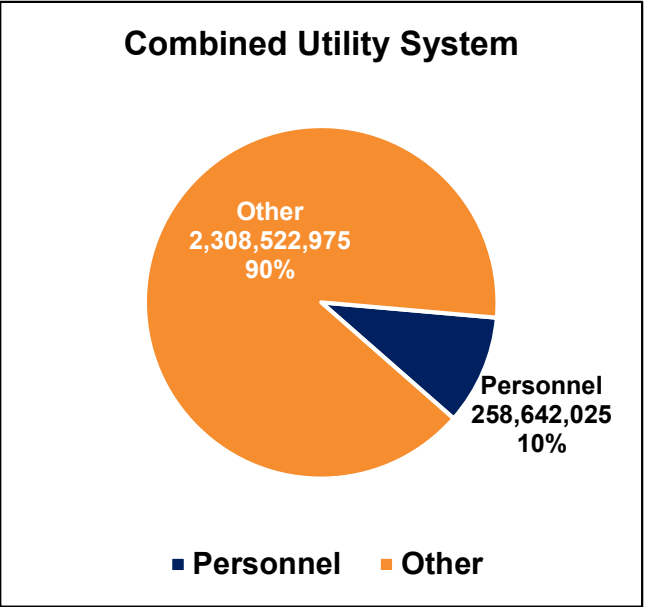
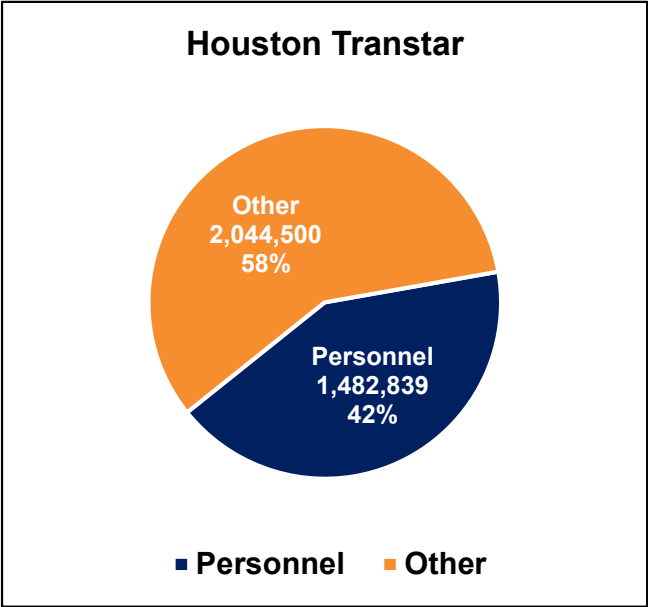
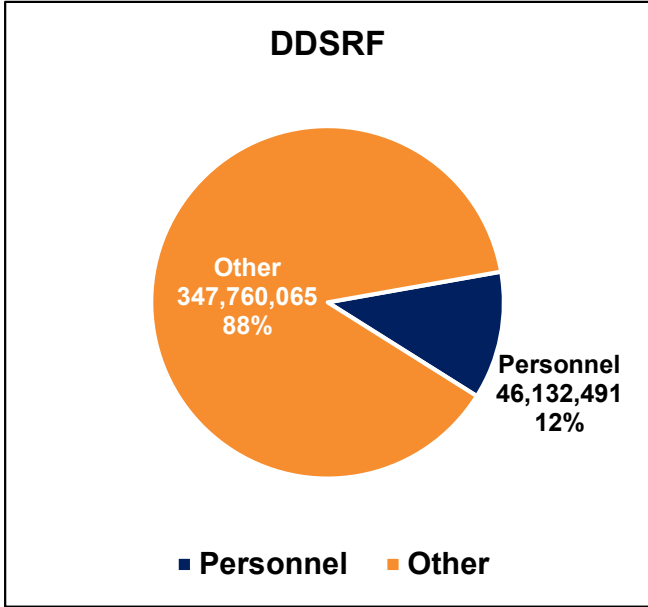
Services	\$6,960
Restricted Accounts	\$3,790
Capital (Software)	\$950
Supplies	\$259
Non-Capital	\$228
<b>Total</b>	<b>\$12,186</b>

Services	\$19,969
Restricted Accounts	\$10,689
Debt & Transfers	\$4,945
Capital (Vehicles)	\$2,861
Non-Capital	\$471
Supplies	\$318
<b>Total</b>	<b>\$39,254</b>

Capital (Vehicles)	\$22,106
Debt & Transfers	\$16,966
Services	\$17,150
Restricted Accounts	\$7,787
Supplies	\$1,076
Non-Capital	\$131
<b>Total</b>	<b>\$65,216</b>

(\$ in thousands)

# PERSONNEL VS NON-PERSONNEL



## Other Category Breakdown

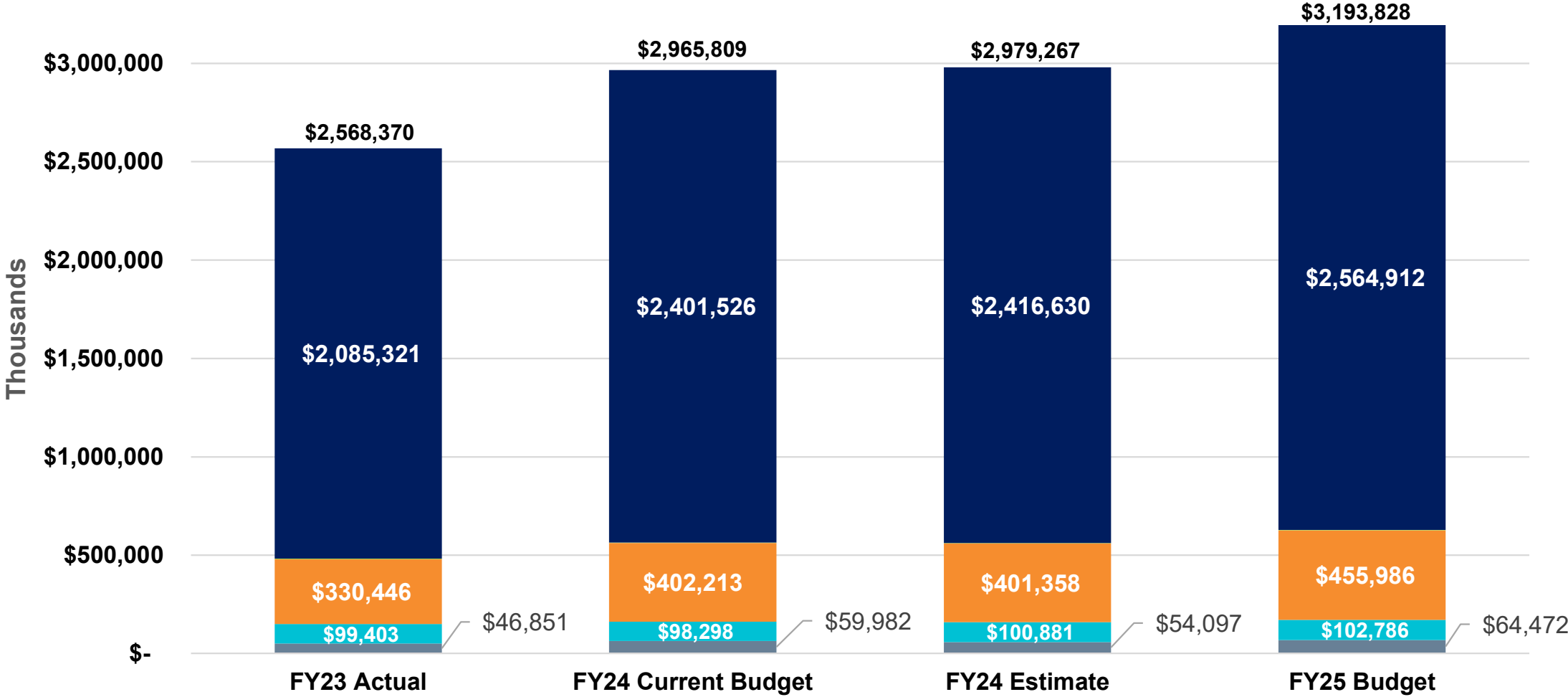
Debt & Transfers	\$262,159
Services	\$35,743
Capital	\$23,176
Restricted Accounts	\$14,507
Supplies	\$11,984
Non-Capital	\$192
<b>Total</b>	<b>\$347,760</b>

Services	\$1,593
Restricted Accounts	\$335
Supplies	\$92
Non-Capital	\$25
<b>Total</b>	<b>\$2,045</b>

Debt & Transfers	\$1,624,442
Services	\$350,899
Restricted Accounts	\$124,681
Supplies	\$92,791
Capital	\$112,870
Non-Capital	\$2,841
<b>Total</b>	<b>\$2,308,523</b>

(\$ in thousands)

# REVENUE BY FUND



- General Fund
- Project Cost Recovery
- Building Inspection Fund
- Transportation & Drainage Operations
- Houston Transtar
- Combined Utility System