



FY 2021 BUDGET

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SERVICES



PURPOSE

together we create a strong foundation
for Houston to thrive



5 TO THRIVE VALUES

integrity | teamwork | ownership | communication | respect

SERVICE LINES



**CAPITAL
PROJECTS**



**CUSTOMER
ACCOUNT
SERVICES**



**HOUSTON
PERMITTING
CENTER**

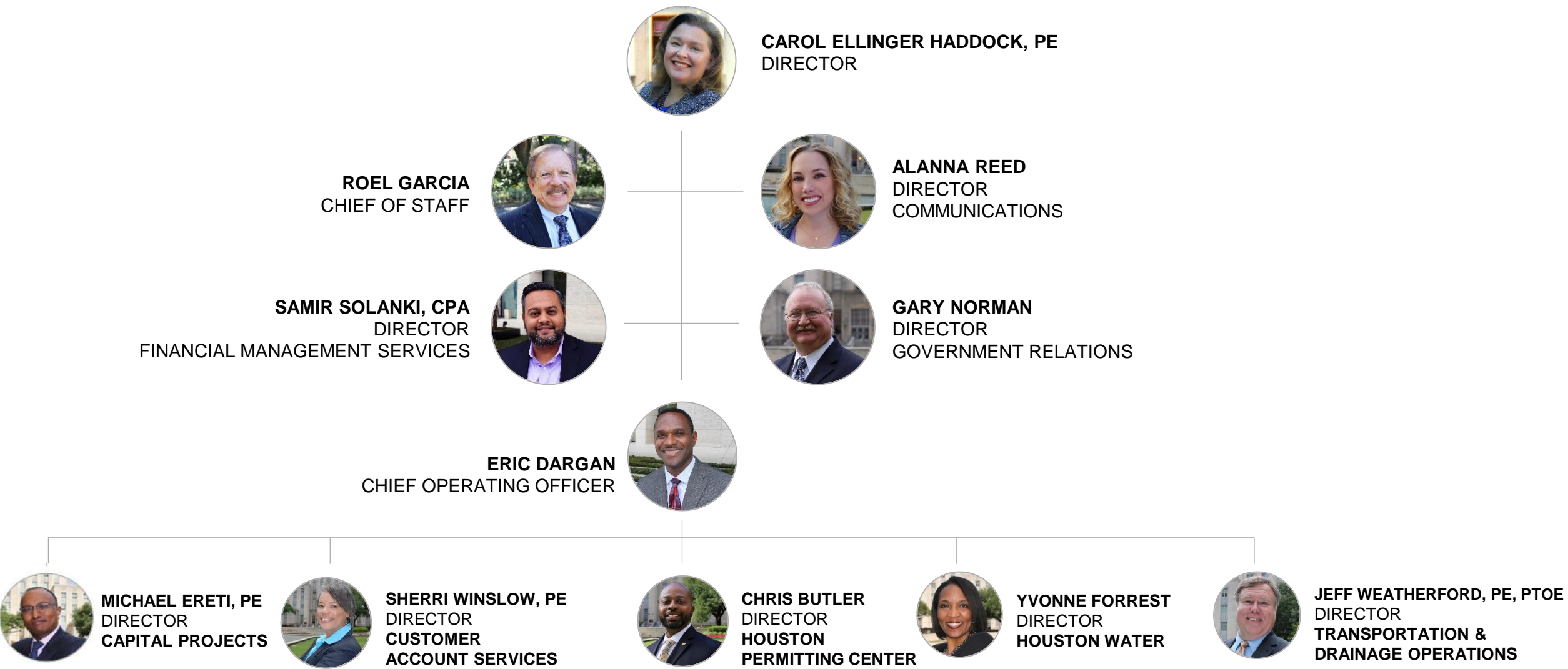


**HOUSTON
WATER**



**TRANSPORTATION
AND DRAINAGE
OPERATIONS**

LEADERSHIP TEAM



BUDGET SUMMARY | ALL FUNDS

FUND	NAME	REVENUES				EXPENDITURES			
		FY20 Budget ¹	FY21 Proposed	Variance	Change	FY20 Budget ¹	FY21 Proposed	Variance	Change
1000	General Fund	\$3.0	\$3.3	\$0.3	11.4%	\$31.7	\$27.2	(\$4.5)	(14.3%)
1001	Project Cost Recovery	\$51.9	\$52.0	\$0.1	0.2%	\$51.9	\$52.0	\$0.1	0.2%
2302	Stormwater Fund	\$66.0	\$75.7	\$9.7	14.7%	\$67.4	\$76.4	\$9.1	13.5%
2310	DDSRF-Drainage Charge ²	\$221.1	\$111.8	(\$109.3)	(49.4%)	\$258.5	\$164.0	(\$94.5)	(36.6%)
2311	DDSRF-Ad Valorem Tax	-	\$135.8	\$135.8	N/A	-	\$76.5	\$76.5	N/A
2312	DDSRF-Metro Et Al	-	\$82.6	\$82.6	N/A	-	\$81.3	\$81.3	N/A
8300	Water & Sewer	\$1,165.9	\$1,184.2	\$18.3	1.6%	\$972.9	\$1,021.3	\$48.4	5.0%
8301	CUS Operating	\$472.7	\$490.8	\$18.1	3.8%	\$472.7	\$490.8	\$18.1	3.8%
8305	CUS General Purpose	\$0.0	\$0.0	\$0.0	0.0%	\$240.9	\$257.4	\$16.5	6.8%
TOTAL		\$1,980.6	\$2,136.2	\$155.6	7.9%	\$2,096.0	\$2,246.9	\$151.0	7.2%

1) FY20 Budget refers to Current Budget.

2) Fund 2310 is splitting into 3 funds per ordinance 2020-0284.

(\$ in millions)

GENERAL FUND

1000

GENERAL FUND | 1000

MAJOR SERVICES

electricity for street lights & traffic signals citywide
sale of surplus street property (including alleys)

REQUIREMENTS OF SERVICE DELIVERY

per recommendations by Joint Referral Committee

IMPACT

mobility & street safety
supports development coordination with street property

GROWTH IN POPULATIONS SERVED

2.2 million people between 2010 & 2030

GENERAL FUND | 1000

PROGRAM ORGANIZATIONAL CHART	
Projected Budget: \$27,157 FTE: 8.8	
FREEWAY AND STREET LIGHTING ELECTRICITY	REAL ESTATE SERVICES' ASSET MANAGEMENT
FY21 BUDGET: \$26,049 FTE: 0.0	FY21 BUDGET: \$1,108 FTE: 8.8
Accounts for electricity and other costs.	Real Estate Services' Asset Management section is responsible for the management of Houston Public Works' real estate inventory. This oversight includes the management of the sale of City-owned property interests (streets, easements, alleys and fee-owned land) and processes requests for encroachments into streets or alleys through the Joint Referral Committee (JRC) process. This section manages the sale of City of Houston real estate portfolio interests no longer needed. Additional duties include research of property interests for constituents, acceptance of JRC applications, manage applications with consultants and constituents, and coordinate utilities and right-of-way with the Houston Public Works and Planning Departments.

GENERAL FUND | REVENUES OVERVIEW

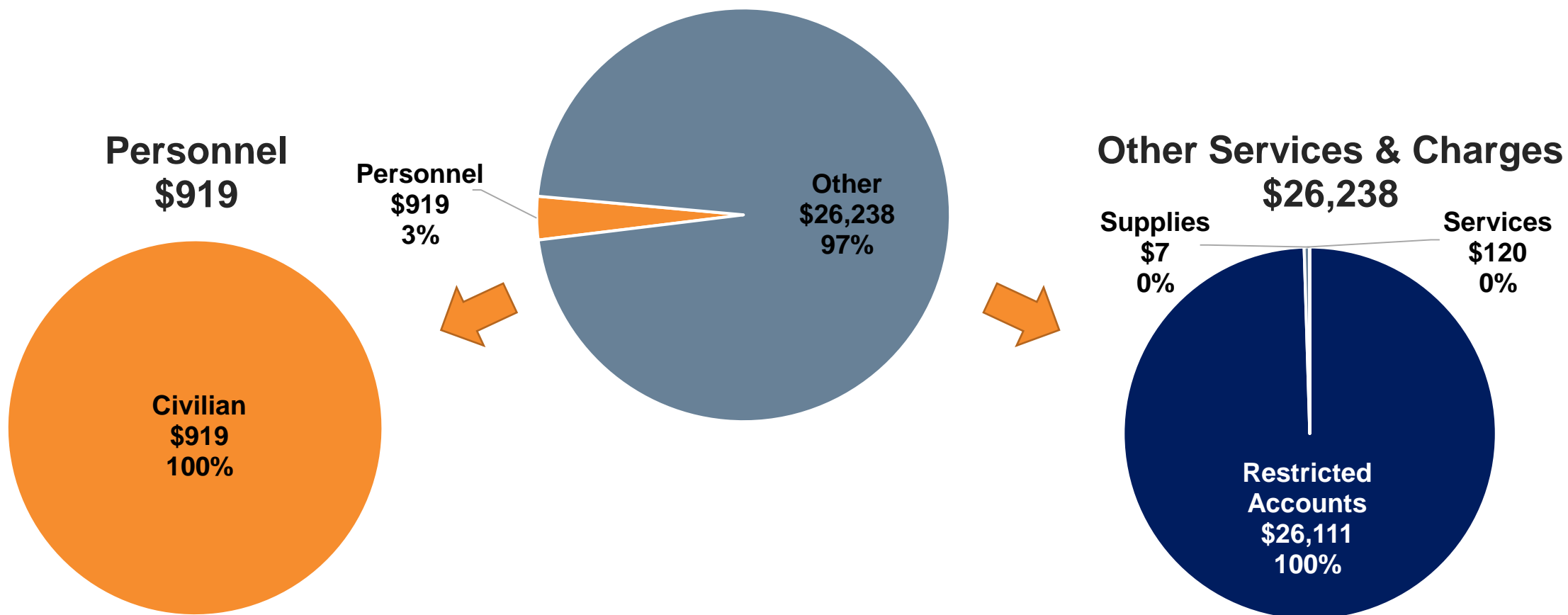
CATEGORY	FY19 ACTUAL	FY20 PROJECTED CURRENT BUDGET	FY20 ESTIMATES	FY21 PROJECTED	VARIANCE FY21 PROJECTED BUDGET/FY20 CURRENT BUDGET	% CHANGE
Recoveries & Refunds	\$690.7	\$435.0	\$435.0	\$450.0	\$15.0	3.4%
Sale of Capital Assets-Land/Streets	\$9,121.7	\$2,176.0	\$4,350.0	\$2,500.0	\$324.0	14.9%
Interfund Land Disposition	\$364.0	\$364.0	\$364.0	\$363.3	(\$0.7)	(0.2%)
Total	\$10,176.3	\$2,975.0	\$5,149.0	\$3,313.3	\$338.3	11.4%

GENERAL FUND | EXPENDITURES BY CATEGORY

CATEGORY	FY19 ACTUAL	FY20 PROJECTED CURRENT BUDGET	FY20 ESTIMATES	FY21 PROJECTED	VARIANCE FY21 PROJECTED BUDGET/FY20 CURRENT BUDGET	% CHANGE
Personnel	\$683.8	\$894.8	\$862.5	\$918.8	\$24.0	2.7%
Supplies	\$3.1	\$8.2	\$8.2	\$6.8	(\$1.4)	(17.1%)
Restricted Accounts	\$28,602.0	\$29,128.9	\$29,009.6	\$26,110.8	(\$3,018.1)	(10.4%)
Services (contracts)	\$100.4	\$113.7	\$146.1	\$120.3	\$6.6	5.8%
Equipment	\$0.6	\$0.0	\$0.0	\$0.0	\$0.0	0.0%
Transfers/Debt Payment	\$1,524.5	\$1,524.5	\$1,524.5	\$0.0	(\$1,524.5)	(100.0%)
Total	\$30,914.4	\$31,670.1	\$31,551.0	\$27,156.7	(\$4,513.4)	(14.3%)

GENERAL FUND | PERSONNEL vs NON-PERSONNEL

FY2021 Projected Budget
\$27,157



GENERAL FUND | EXPENDITURE NET CHANGE

FY2020 CURRENT BUDGET		\$ in Millions
Operating Budget		\$2.5
Restricted Budget		\$29.2
	FY2020 Current Budget	\$31.7
EXPLANATION OF FY2021 INCREMENTAL INCREASE / (DECREASE)		
Contractual or Mandated Adjustments		
Decrease in electricity costs		(\$3.0)
Completion of led street light retrofit debt payments		(\$1.5)
	Subtotal Contractual/Mandated Adjustments	(\$4.5)
FY2021 PROPOSED BUDGET		
Operating and Contractual Adjustments		(\$4.5)
	FY2021 Proposed Budget	\$27.2
	% Change from FY2020 Current Budget	(14.3%)

GENERAL FUND | BUDGET HISTORY



GENERAL FUND | PROGRAM 1

Program Name:	Freeway and Street Lighting Electricity
Program Description:	This program accounts for electricity and other costs.
Program Deliverables:	Maintains the budget provided by Houston Finance for the unmetered street and freeway lighting
Plan Houston:	Services & Infrastructure
Staffing / FTE Count:	0.0 FTEs
Significant Changes:	Decreases in this program are primarily due to renegotiated electricity rates and completed debt payments.

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget*
\$30,113	\$30,617	\$30,506	\$26,049

FY2021 Efficiency/ Reduction **	Comment
\$4,567	A \$1.5M budget decrease was accomplished mainly due to the completion of debt payments for traffic signal LED Retrofit, along with an additional \$3.0M reduction due to renegotiated electricity rates provided by Houston Finance.

* FY2021 projected budget represents funding to continue the level of services currently provided

** Items that are not included in the FY2021 Projected Budget may include initiatives enhancements to expand program or/and reduction initiatives as part of efficiencies.

GENERAL FUND | PROGRAM 2

Program Name:	Real Estate Services' Asset Management
Program Description:	Real Estate Services' Asset Management section is responsible for the management of Houston Public Works' real estate inventory.
Program Deliverables:	This oversight includes the management of the sale of City-owned property interests (streets, easements, alleys and fee-owned land) and processes requests for encroachments into streets or alleys through the Joint Referral Committee process.
Plan Houston:	Sound Financial Management
Staffing / FTE Count:	8.8 FTEs
Significant Changes:	Increase in this program is primarily due to contractual obligations including HOPE pay raise, pension cost, and health benefits

FY2019 Actual	FY2020 Current Budget	FY2020 Estimate	FY2021 Projected Budget*
\$801	\$1,054	\$1,045	\$1,108

* FY2021 projected budget represents funding to continue the level of services currently provided

** Items that are not included in the FY2021 Projected Budget may include initiatives enhancements to expand program or/and reduction initiatives as part of efficiencies.

GENERAL FUND

1000
APPENDIX

GENERAL FUND | RESTRICTED ACCOUNT DETAILS

GL Description	Justification & Cost Drivers
Fuel	Fuel Program operates and manages all City owned fuel sites. Expense explanation - Fuel services are driven primarily by market pricing
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 (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.
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.
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.
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.

GENERAL FUND | RESTRICTED ACCOUNT DETAILS

GL Description	Justification & Cost Drivers
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.
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.
GIS Revolving Fund Services	Personnel, software licenses and maintenance costs associated with the city of Houston's Enterprise Geographic Information System (EGIS)
Voice Services - Wireless	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.
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 HPC Point of Sale cost increase for credit card merchant fee, and lease cost increase.
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.

PROJECT COST RECOVERY

1001

PROJECT COST RECOVERY | 1001

MAJOR SERVICES

capital project design & construction
professional service & construction contracts
purchase of right-of-way for street & storm capital projects
Neighborhood Traffic Management Program

REQUIREMENTS OF SERVICE DELIVERY

City Ordinance 2010-879 (reaffirmed by Proposition A in November 2018)
master bond ordinance

IMPACT

new & replacement infrastructure
supports development coordination with street property

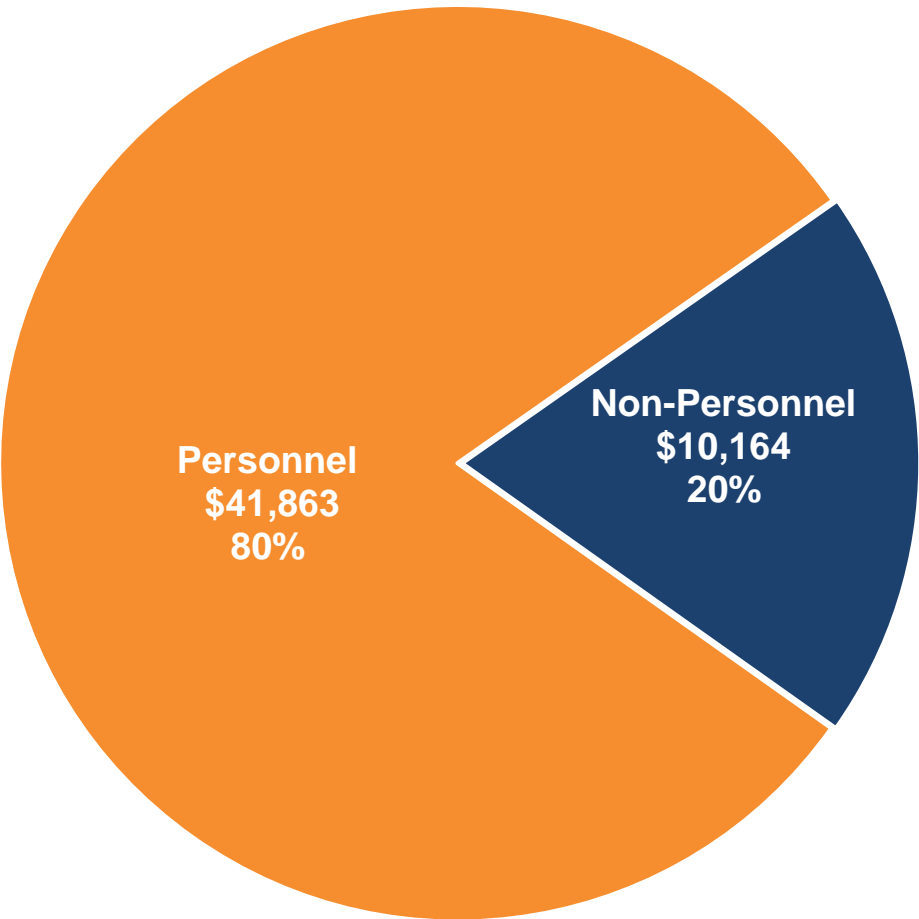
GROWTH IN POPULATIONS SERVED

2.2 million people between 2010 & 2030
more infrastructure is degrading due to deferred maintenance & insufficient reinvestment

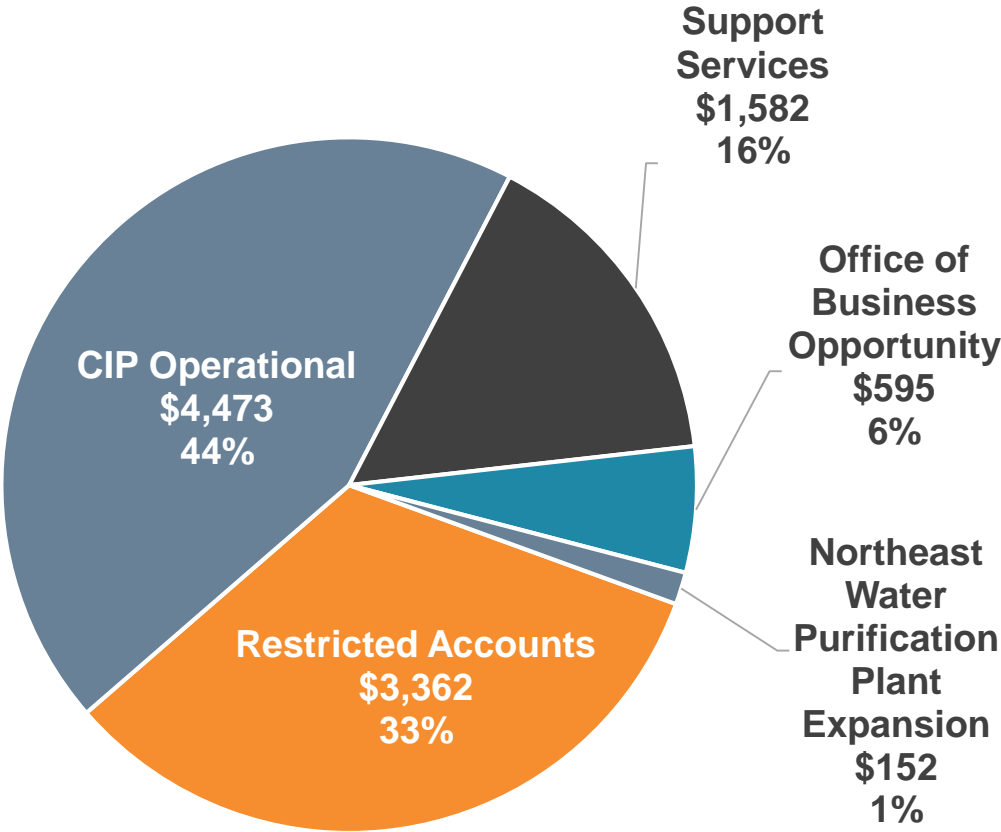
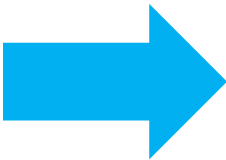
PROJECT COST RECOVERY | 1001

SERVICE LINE	BUDGET	FTES	FUNCTION
Capital Projects	\$34,455.3	236.5	capital project design & construction, real estate, surveying
Director's Office	\$1,900.4	7.0	executive leadership, government relations, fleet, internal audits, open records, department liaisons, communications
Financial Management Services	\$3,132.1	18.1	accounting & financial support for operations, capital projects, fixed assets, debt service, purchasing, warehousing
Houston Water	\$972.6	5.0	drinking water production, wastewater treatment, planning, water rights, regulatory compliance, Northeast Water Purification Plant Expansion project management
Information Technology	\$1,518.3	5.0	technology support for project management
Transportation & Drainage Operations	\$10,048.3	90.6	traffic calming plans, transportation and drainage projects
TOTAL	\$52,027.0	362.2	(\$ in thousands)

PROJECT COST RECOVERY | 1001



FY 21 Proposed Budget
\$ 52,027



Non-Personnel
\$10,164

(\$ in thousands)

PROJECT COST RECOVERY | 1001

FUND	FUND NAME	FY19 ACTUAL	FY20 CURRENT BUDGET	FY20 ESTIMATE	FY21 PROPOSED	VARIANCE TO FY20 BUDGET	CHANGE
REVENUES							
1001	Project Cost Recovery	\$40,188.8	\$51,947.0	\$46,305.0	\$52,027.0	\$80.0	0.2%
EXPENDITURES							
1001	Project Cost Recovery	\$40,188.8	\$51,947.0	\$46,305.0	\$52,027.0	\$80.0	0.2%

EXPENDITURE HIGHLIGHTS

(\$ in thousands)

\$1.9M new positions offset by
 (\$0.6M) 10 Houston Water positions transferred to CUS
 (\$0.5M) MOPD moved to 2301
 (\$0.7M) reduced citywide indirect costs

TRANSPORTATION & DRAINAGE

2302, 2310, 2311, 2312



TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312

MAJOR SERVICES

- maintain & operate street & drainage system
- plan for reinvestment & infrastructure growth needs
- coordinate with outside entities for impacts to City infrastructure & uses

REQUIREMENTS OF SERVICE DELIVERY

- federal & state law
- City Ordinance 2010-879 (reaffirmed by Proposition A in November 2018)

IMPACT

- neighborhood drainage
- sub-regional drainage & detention
- citywide mobility

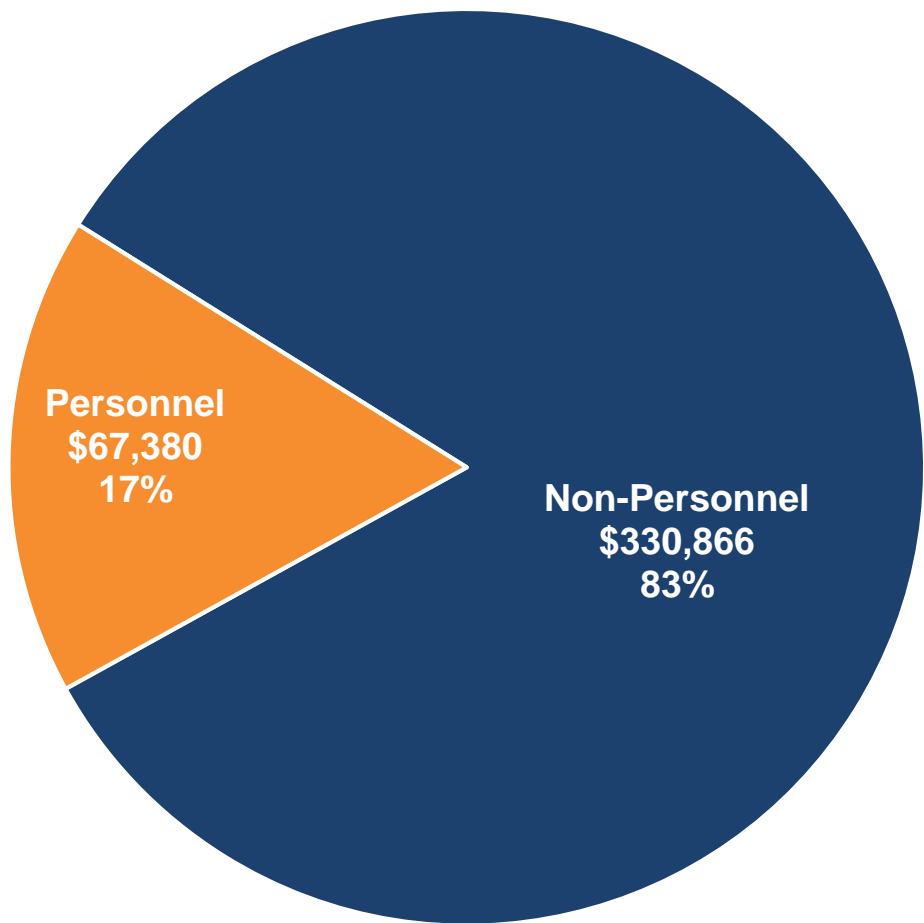
GROWTH IN POPULATIONS SERVED

2.2 million people between 2010 & 2030

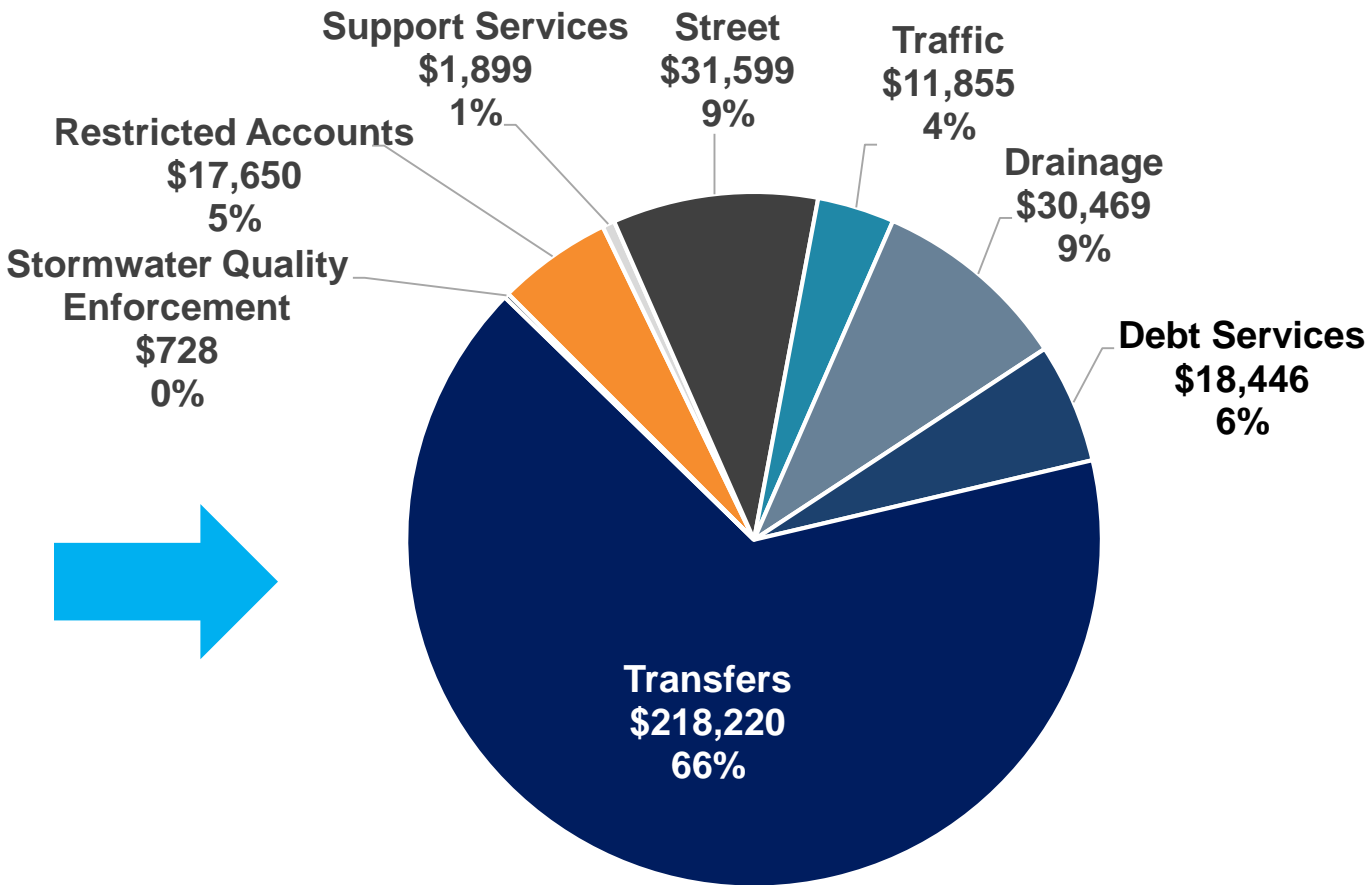
TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312

SERVICE LINE	BUDGET	FTES	FUNCTION
Customer Account Services	\$2,459.4	23.0	drainage charge administration
Director's Office	\$1,218.0	2.0	executive leadership, government relations, open records, communications, recovery office
Financial Management Services	\$241,108.7	0.0	stormwater debt & capital project payments
Houston Permitting Center	\$1,756.4	10.5	stormwater quality inspection & permitting
Information Technology	\$2,539.0	5.0	technology support for infrastructure communications
Transportation & Drainage Operations	\$149,164.9	809.9	maintenance & repair of storm drainage, street, & bridge infrastructure, operation of traffic signals and controls
TOTAL	\$ 398,246.4	850.4	(\$ in thousands)

TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312



FY 21 Proposed Budget
\$398,246



Non-Personnel
\$330,866

(\$ in thousands)

TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312

FUND	FUND NAME	FY19 ACTUAL	FY20 CURRENT BUDGET	FY20 ESTIMATE	FY21 PROPOSED	VARIANCE TO FY20 BUDGET	CHANGE
REVENUES							
2302	Stormwater	\$55,837.1	\$66,019.6	\$60,748.8	\$75,725.4	\$9,706	14.7%
2310	DDSRF-Drainage Charge	\$218,115.7	\$221,109.9	\$220,455.4	\$111,796.5	(\$109,313)	(49.4%)
2311	DDSRF-Ad Valorem Tax	N/A			\$135,849.0	\$135,849.0	-
2312	DDSRF-Metro Et Al	N/A			\$82,625.1	\$82,625.1	-
TOTAL		\$273,952.8	\$287,129.5	\$281,204.2	\$405,996.0	\$118,866.5	41.4%

REVENUE HIGHLIGHTS

2302

\$7.7M increase in transfer from Combined Utility System
 \$2.0M increase in transfer from fund 2310

DDSRF

(\$ in thousands)

\$48.8M transfer to 2311 to establish fund balance
 \$39.8M additional tax revenue
 \$21.1M additional METRO O&M Reimbursement offset by
 (\$0.6M) reduction in Interest earned

TRANSPORTATION & DRAINAGE | 2302, 2310, 2311, 2312

FUND	FUND NAME	FY19 ACTUAL	FY20 CURRENT BUDGET	FY20 ESTIMATE	FY21 PROPOSED	VARIANCE TO FY20 BUDGET	CHANGE
EXPENDITURES							
2302	Stormwater	\$56,459.6	\$67,354.8	\$66,154.2	\$76,426.0	\$9,071.2	13.5%
2310	DDSRF-Drainage Charge	\$214,764.2	\$258,519.4	\$227,607.3	\$164,018.6	(\$94,500.8)	(36.6%)
2311	DDSRF-Ad Valorem Tax	N/A			\$76,513.0	\$76,513.0	-
2312	DDSRF-Metro Et Al	N/A			\$81,288.8	\$81,288.8	-
TOTAL		\$271,223.8	\$325,874.2	\$293,761.5	\$398,246.4	\$72,372.2	22.2%

EXPENDITURE HIGHLIGHTS

2302

\$2.0M increase for additional SWAT projects
 \$6.7M increase in capital equipment costs plus rollovers
 \$0.4M for work order system integration

DDSRF

\$48.8M transfer to 2311 to establish fund balance
 \$11.5M increase in capital spending
 \$2.0M increase in transfer to stormwater fund
 \$1.4M increase mainly due to asphalt price increase
 (\$0.4M) reduction in commercial paper fees

(\$ in thousands)

COMBINED UTILITY SYSTEM

8300, 8301, 8305



COMBINED UTILITY SYSTEM | 8300, 8301, 8305

MAJOR SERVICES

production & distribution of over 146 billion gallons of water
treatment of over 90 billion gallons of wastewater
billing & collection for 480,000 water & wastewater accounts

REQUIREMENTS OF SERVICE DELIVERY

City of Houston ordinance 2004-299

IMPACT

drinking water for daily life
treatment of wastewater to protect the environment

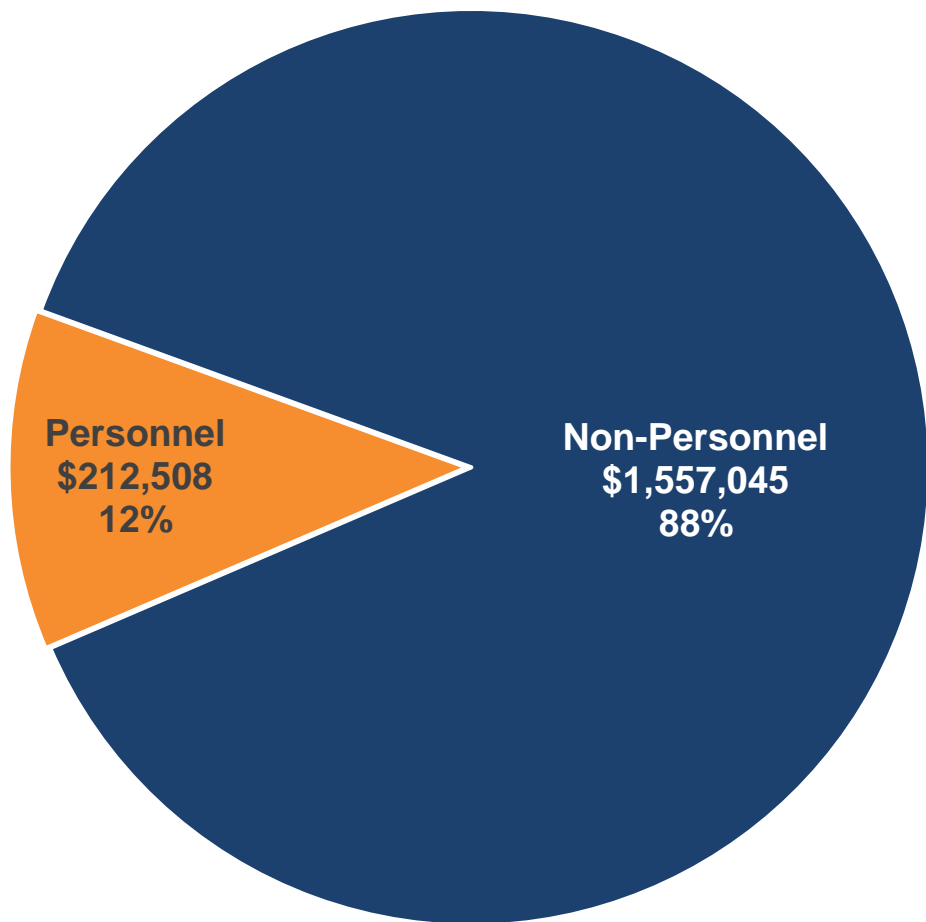
GROWTH IN POPULATIONS SERVED

2.2 million people between 2010 & 2030
contract untreated and wholesale water customers growth nearly doubling

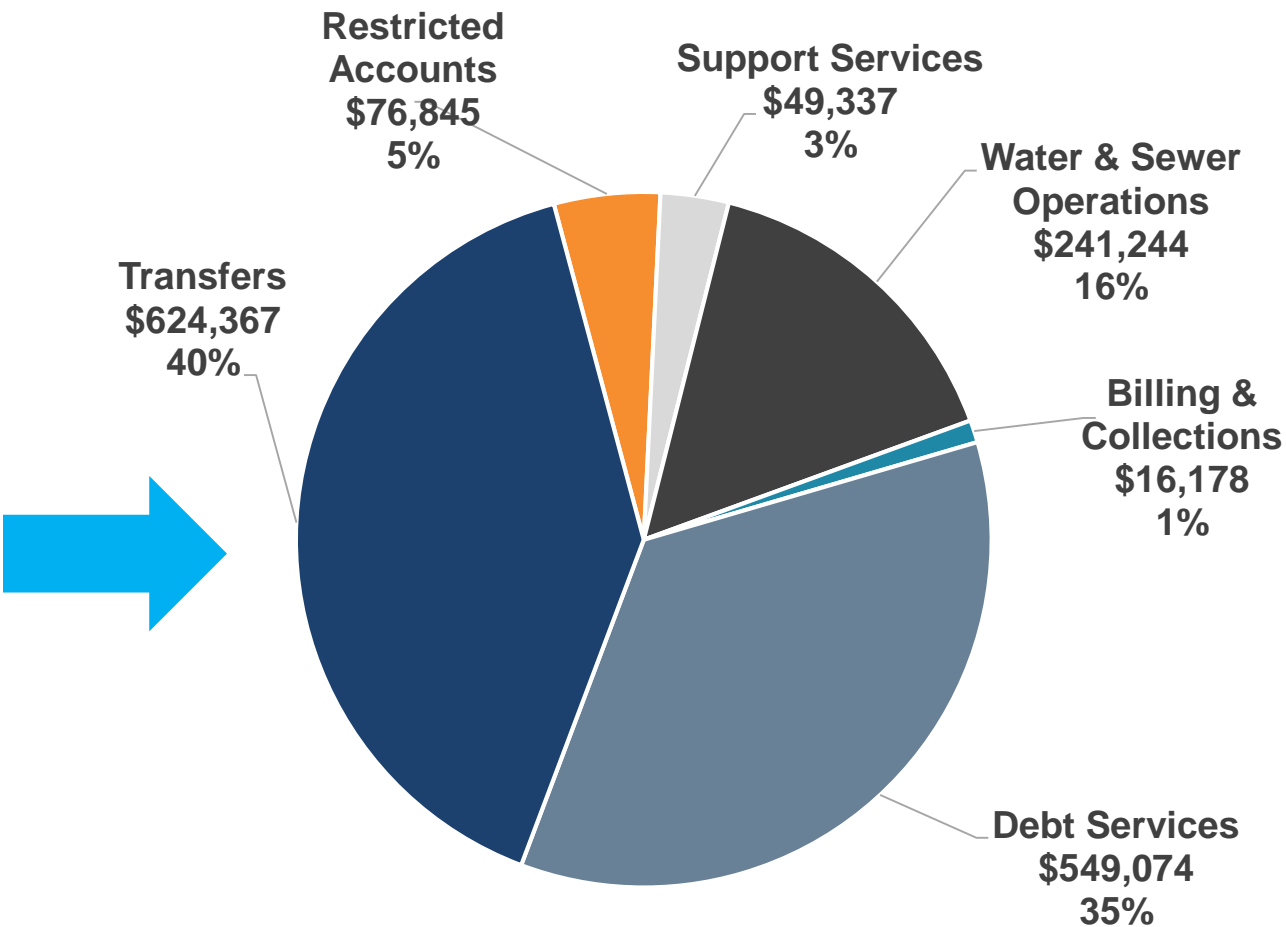
COMBINED UTILITY SYSTEM | 8300, 8301, 8305

SERVICE LINE	BUDGET	FTES	FUNCTION
Director's Office	\$22,319	88.7	executive leadership, government relations, fleet, internal audits, open records, communications
Capital Projects	\$225	2.0	capital project design & construction, real estate, surveys
Customer Account Services	\$41,492	397.9	water, wastewater billing, water meter reading & maintenance, customer service call center
Financial Management Services	\$524,481	119.0	accounting & financial support for operations, capital projects, fixed assets, debt service, purchasing, warehousing
Information Technology	\$18,598	64.8	technology support for infrastructure communications framework for traffic signals, water meters, SCADA
Houston Water	\$414,198	1,612.3	drinking water production, wastewater treatment, development support, long-range planning, water rights, regulatory compliance
TOTAL	\$ 1,769,553	2,284.7	(\$ in thousands)

COMBINED UTILITY SYSTEM | 8300, 8301, 8305



FY 2021 Proposed Budget
\$1,769,553



Non-Personnel
\$1,557,045

COMBINED UTILITY SYSTEM | 8300, 8301, 8305

FUND	FUND NAME	FY19 ACTUAL	FY20 CURRENT BUDGET	FY20 ESTIMATE	FY21 PROPOSED	VARIANCE TO FY20 BUDGET	CHANGE
REVENUES							
8300	Water & Sewer	\$1,080,119.2	\$1,165,896.5	\$1,164,673.8	\$1,184,193.0	\$18,296.5	1.6%
8301	CUS Operating	\$476,087.3	\$472,739.4	\$466,101.8	\$490,827.1	\$18,087.7	3.8%
8305	CUS General Purpose	\$12,392.4	N/A				
TOTAL		\$1,568,598.9	\$1,638,635.9	\$1,630,775.6	\$1,675,020.1	\$36,384.2	2.2%

REVENUE HIGHLIGHTS

(\$ in thousands)

8300

\$23.3M water & sewer automatic rate increase
(\$5.0M) decrease deferred rental fees for Bob Lanier Building

8301

\$18.1M increase in system debt service

COMBINED UTILITY SYSTEM | 8300, 8301, 8305

FUND	FUND NAME	FY19 ACTUAL	FY20 CURRENT BUDGET	FY20 ESTIMATE	FY21 PROPOSED	VARIANCE TO FY20 BUDGET	CHANGE
EXPENDITURES							
8300	Water & Sewer	\$898,581.3	\$972,880.0	\$935,225.2	\$1,021,312.6	\$48,432.6	5.0%
8301	CUS Operating	478,395.6	472,739.4	466,101.8	490,827.1	18,087.7	3.9%
8305	CUS General Purpose	205,376.8	240,937.7	218,935.5	257,413.1	16,475.4	6.8%
TOTAL		\$1,582,353.7	\$1,686,557.1	\$1,620,262.5	\$1,769,552.8	\$82,995.7	4.9%

EXPENDITURE HIGHLIGHTS

(\$ in thousands)

8300

- \$ 19M increase in services associated with SSO & WW Maintenance
- \$ 8.0M increase in refuse disposal
- \$ 5.5M increase in river authority contracts
- \$ 15.1M increase in debt services transfer payment
- \$ 758K increase in interfund safety services

8301

- \$ 18.1M increase in system debt service payment

8305

- \$ 19M increase in transfer to water & sewer
- \$ 7.7M increase in transfer to stormwater
- \$ 1.5M increase in debt payment pension S2008A
- (\$ 11.8M) decrease in capital equipment rollovers

COMBINED UTILITY SYSTEM | 8300, 8301, 8305

(Net of Transfers)

FUND	FY20 CURRENT BUDGET	FY21 PROPOSED	VARIANCE TO FY20 BUDGET	CHANGE
REVENUES				
CUS Funds Group	\$1,184,896.5	\$1,187,193.0	(\$2,296.5)	(0.2%)
EXPENDITURES				
CUS Funds Group	\$1,232,817.7	\$1,281,725.7	(\$48,908.0)	(4.0%)
NET OPERATING SURPLUS/DEFICIT				
CUS Funds Group	(\$47,921.2)	(\$94,532.7)		

(\$ in thousands)

thank you!



houstonpublicworks.org



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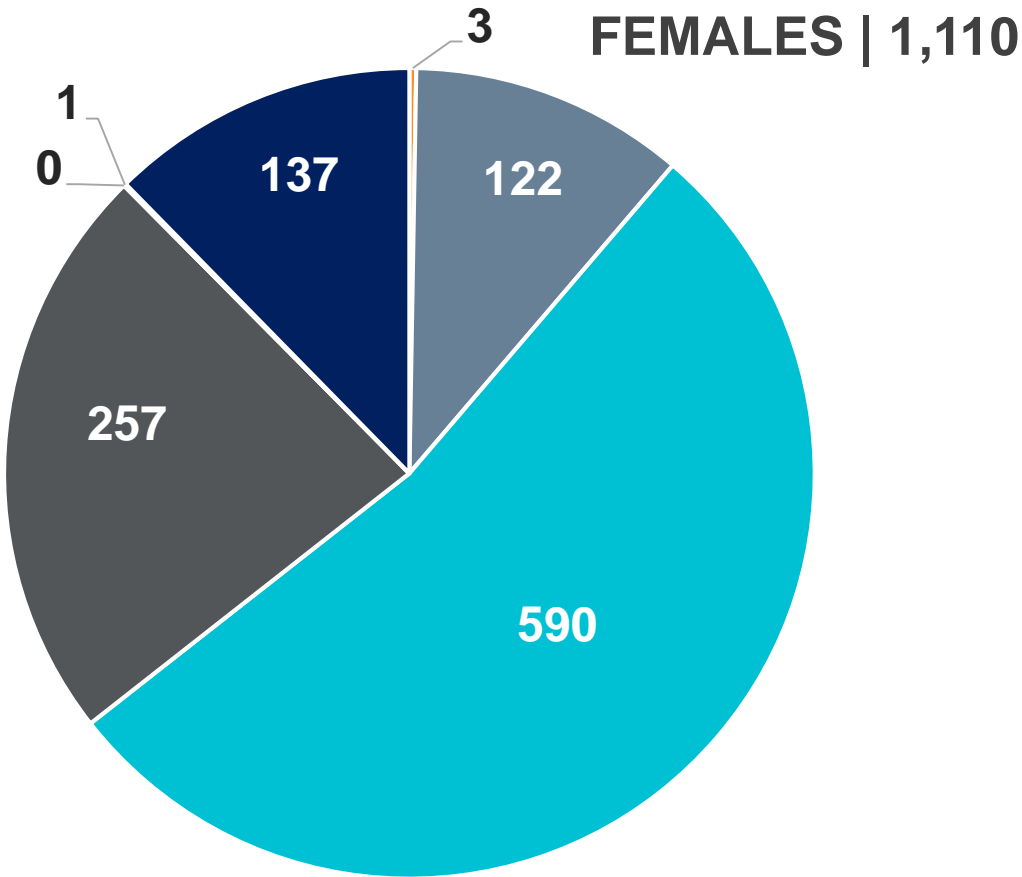
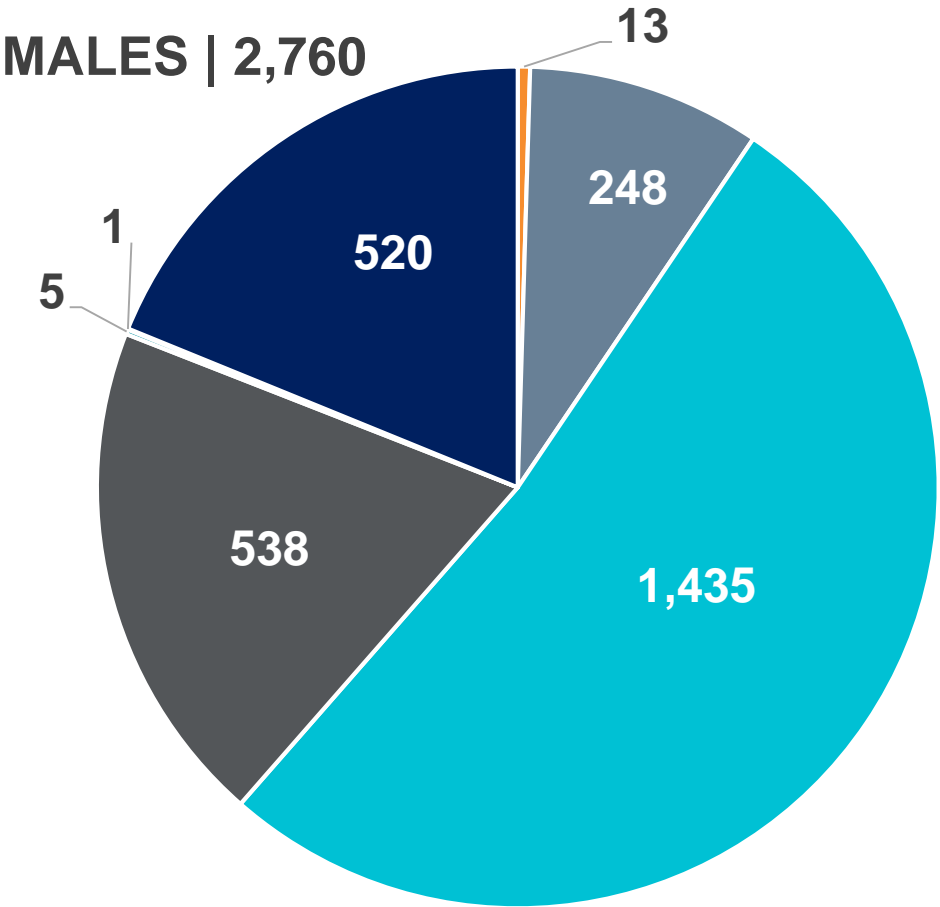


APPENDIX

as of April 2020 based on 3,870 employees



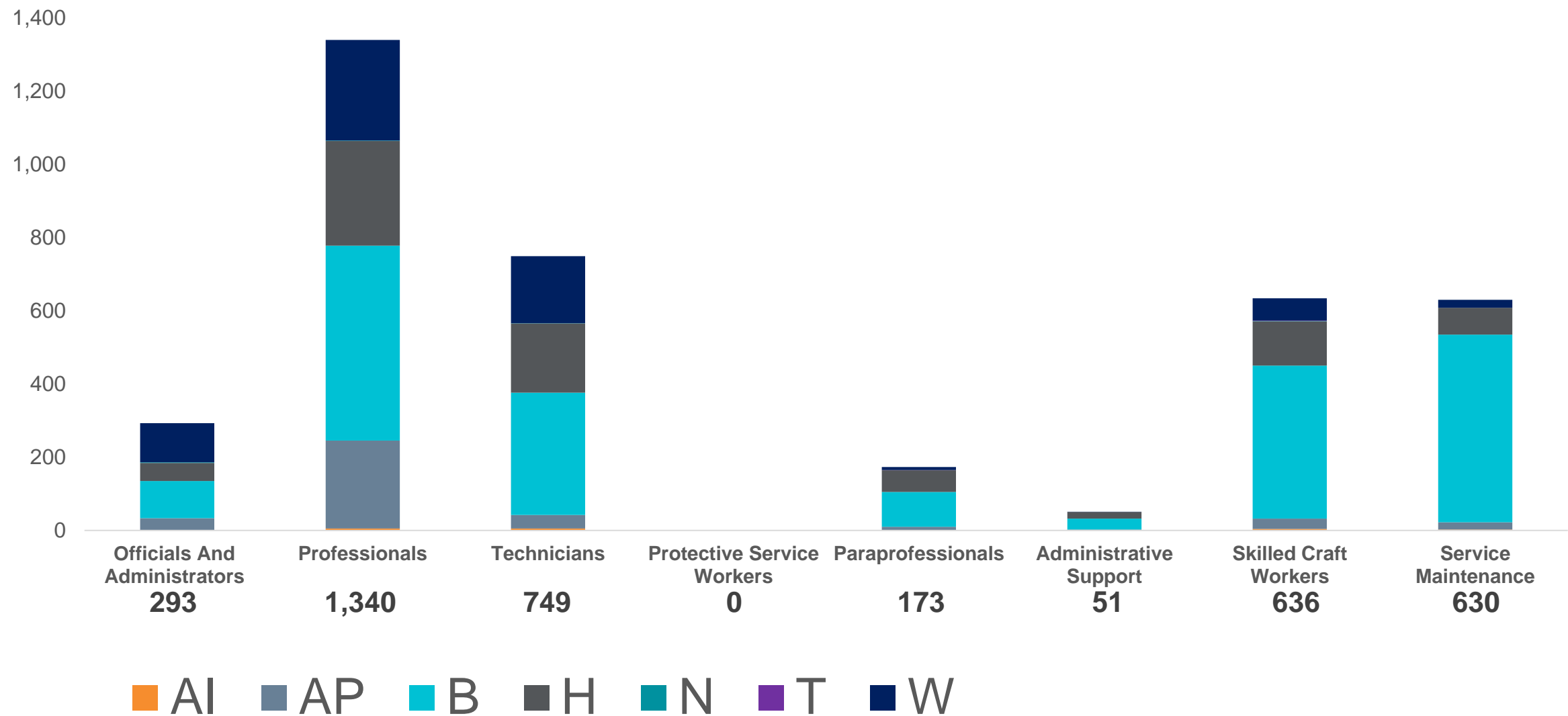
ETHNICITY



■ AI
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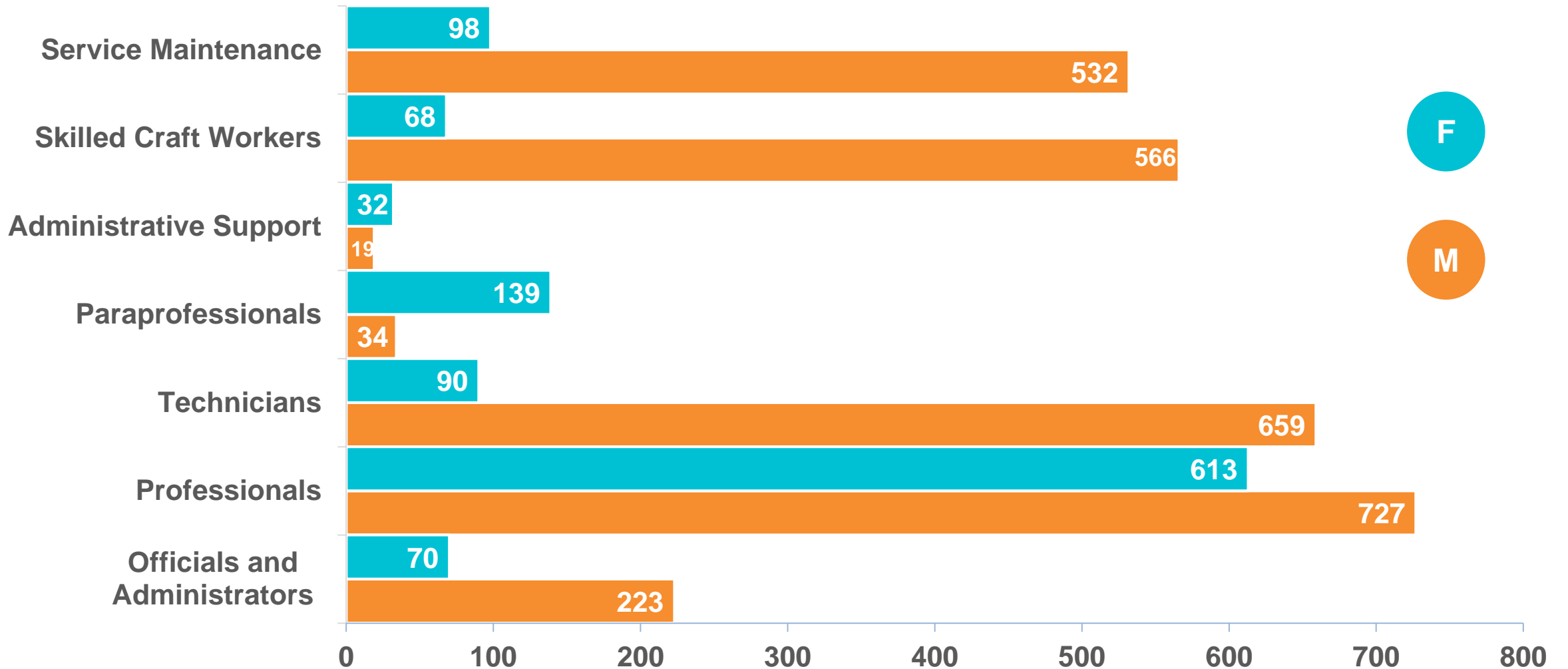
AI – American Indian, AP – Asian/Pacific Islander, B – Black, H – Hispanic, N – Native Hawaiian, T – Two or More Races, W – White

ETHNICITY BY JOB

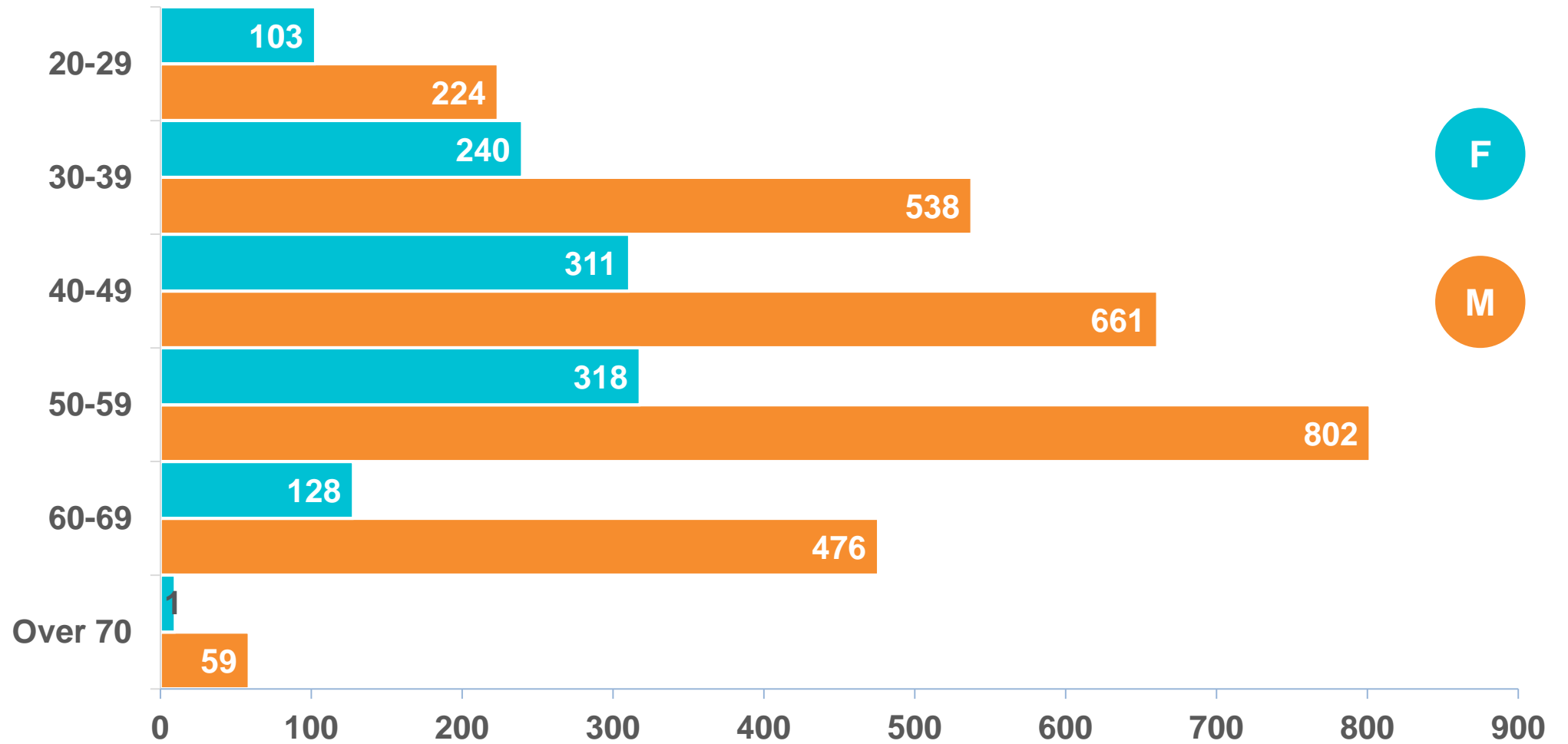


AI – American Indian, AP – Asian/Pacific Islander, B – Black, H – Hispanic, N – Native Hawaiian, T – Two or More Races, W – White

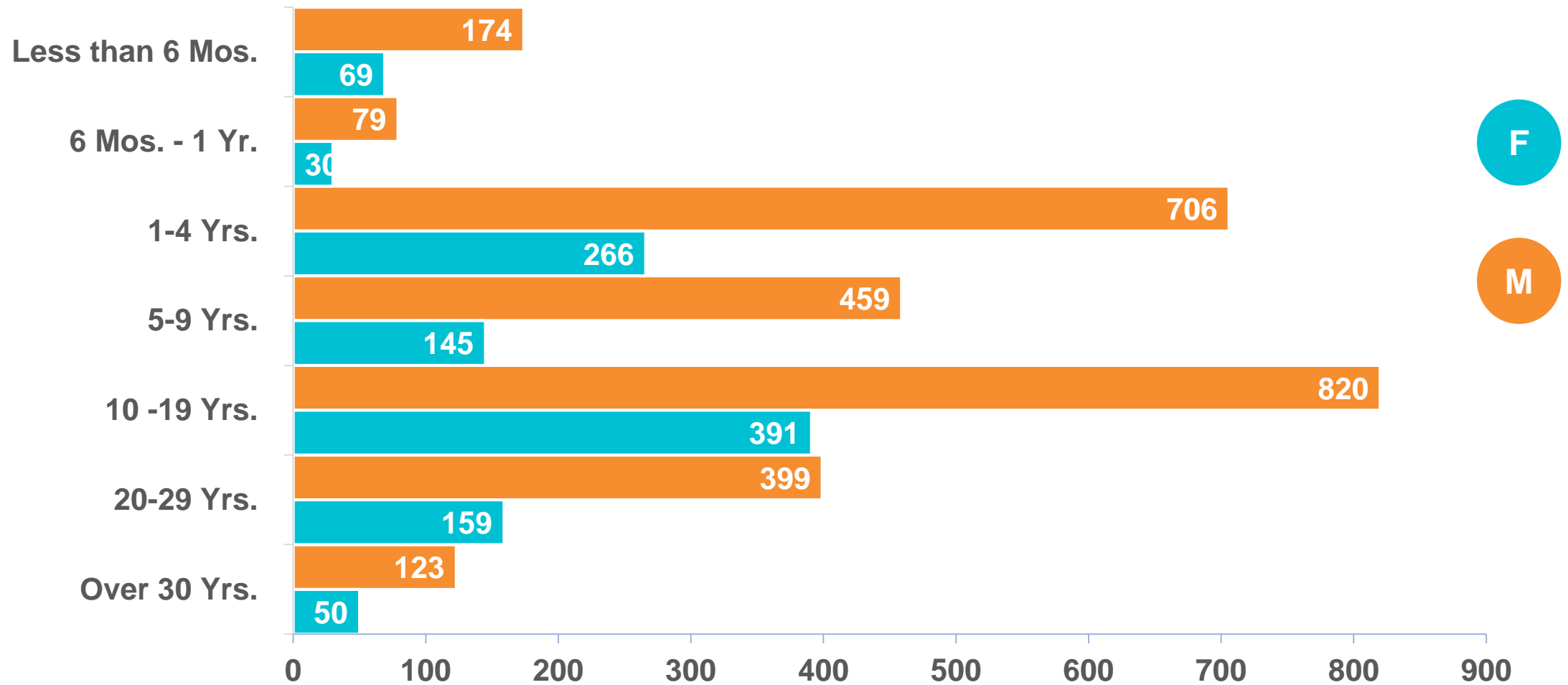
GENDER



AGE



TENURE



FY21 PERFORMANCE MEASURES

GENERAL FUND 1000

Performance Measures	FY2019	FY2020	FY2020	FY2021
	Actual	Budget	Estimate	Budget
Business Process Measures				
Value of Real Estate Actions Recorded for the Joint Referral Committee	\$9.1M	\$2.1M	\$4.3M	\$2.5M

FY21 PERFORMANCE MEASURES

PROJECT RECOVERY FUND 1001

Performance Measures	FY2019	FY2020	FY2020	FY2021
	Actual	Budget	Estimate	Budget
Business Process Measures				
Accept Work Actions Prepared	61	85	70	80
Construct traffic signal, active transportation, & CDSF projects within 90 days of notice to proceed	N/A	90%	90%	90%
Construction Projects Completed on Schedule	91%	92%	92%	92%
Construction Projects Completed within Budget	91%	92%	90%	91%
Construction Projects Substantially Completed	23	36	35	40
Engineers and Inspectors with License Renewals	100%	100%	100%	100%
Interagency plan review comments returned to customers within 15 days	N/A	90%	90%	90%
Parcels of Land Acquired	325	788	732	788
Pre-engineering Enhancement and Partnership Identification	N/A	12	N/A	N/A
Professional Services Contracts Awarded	61	64	30	64
Systems Availability - CIPMS	99.5%	99.5%	99.5%	99.5%
Traffic Signal Communications Network Uptime	N/A	90%	90%	90%

FY21 PERFORMANCE MEASURES

STORMWATER FUND 2302

Performance Measures	FY2019	FY2020	FY2020	FY2021
	Actual	Budget	Estimate	Budget
Customer Measures				
Drainage System Issues Inspected/Maintained within 30 Days of 311 Complaints	99%	90%	100%	90%
Storm Sewer Lines/Leads/Inlets/Manholes Inspected (miles)	589	390	500	390
Business Process Measures				
Major Off-Road Channel Inspections (miles)	110	140	100	140
Major Off-Road Channel Maintenance (acres)	101	30	74	30
Storm Lines Cleaned - Internal and Contract (miles)	94	50	75	50
TPDES (MS4) Water Quality Inspections	3,003	1,000	1,750	2,000

FY21 PERFORMANCE MEASURES

DEDICATED DRAINAGE & STREET RENEWAL FUNDS

Performance Measures	FY2019	FY2020	FY2020	FY2021
	Actual	Budget	Estimate	Budget
Customer Measures				
Total Number of Potholes Repaired	55,066	52,000	82,000	52,000
Traffic Signal Repairs Completed	17,869	15,000	19,000	15,000
Traffic Signs Completed within 10 Business Days	96%	95%	96%	95%
Traffic Plan Reviews Completed in 10 Business Days	99%	90%	98%	90%
Percentage of Potholes Repaired within Next Business Day After 311 Request	99.7%	95%	99%	95%
Drainage Collection Rate	97%	97%	97%	97%
Business Process Measures				
Asphalt Repairs / Skin Patches	13,852	9,300	9,300	9,300
Concrete Panel Replacement	1,283	620	1,344	620
Percentage of Signals Receiving Two Preventative Maintenance Services per Year	28%	95%	80%	95%

FY21 PERFORMANCE MEASURES

COMBINED UTILITY SYSTEM 8300, 8301 & 8305

Performance Measures	FY2019	FY2020	FY2020	FY2021
	Actual	Budget	Estimate	Budget
Customer Measures				
Accept and Process Complete Water District Consent within 30 days of Receipt	35%	90.0%	80.0%	90.0%
Respond to Water Quality/Taste/Color/Odor within 2 Business Days	98.05%	99.9%	100.0%	100.0%
Water Service Requests investigated within Next Business Day	99.94%	95.0%	95.0%	95.0%
Number of Agent Assisted Calls Received	524,678	600,000	509,241	600,000
Utility Customer Calls answered within 5 minutes	53.0%	70.0%	67.0%	70.0%
Business Process Measures				
Wastewater Collected and Treated (MGY)	91,228	98,425	98,425	94,509
Water Gallons Delivered (MGY)	165,712	184,294	172,169	172,203
Percentage of TCEQ/EPA Required Tests Performed	100.0%	100.0%	100.0%	100.0%
Treatment Plant Permit Compliance Rate	99.6%	100%	99.9%	99.9%



TOP ACCOMPLISHMENTS

FY 2020



FY 2020 ACCOMPLISHMENTS

CAPITAL PROJECTS

- Develop GIS tools and applications to support spatial identification of City Property and visually track acquisition progress.
- Developed a risk register and created a risk management plan for each project and maintained them in a software database.
- M-001010-0001-4 Wycliffe Drive (Chatterton to Metronome) Area Drainage Improvements was completed five months ahead of the planned schedule and under budget.
- Implemented the first Design Concept Report on M-410023-0001-4 Richmond Plaza (South) Area and drafted a comprehensive drainage solution.
- Implemented the Interim Performance Evaluations process on Design Consultants, Construction Contractors, and CM&I firms

FY 2020 ACCOMPLISHMENTS

CUSTOMER ACCOUNT SERVICES

- 55% increase in production in small meter remediation
- 11% reduction in billing workorders
- 23% improvement in the Contact Center Service Level (*calls answered within 5 minutes or less*)
- Completed the RFP selection and system testing for the replacement of the Automated Metering Infrastructure
- Forecast completion of outsourcing mail processing services to Chase by the end of the fiscal year

FY 2020 ACCOMPLISHMENTS

HOUSTON WATER

The FY20 Accomplishments for Regulatory Compliance, OPS and Planning:

- Began electronic backflow prevention device testing submittals through an internet portal
- Went live with Infor IPS, Houston Water's new Asset management system
- Developed real-time water/wastewater capacity tracking system that incorporates historic data to enable quick, sound decision-making
- Developed and implemented condition assessment program for Harvey Cost Recovery Project
- Developed GIS data dashboards/viewers to assist utility operations
- Launched Houston's first "Imagine A Day Without Water" campaign

FY 2020 ACCOMPLISHMENTS

HOUSTON WATER

The FY20 Northeast Water Purification Plant (NEWPP) Expansion accomplishments include:

- Safety: More than **2 million manhours without a lost time accident**
- Early Work Package 1: **Construction complete** for the Site Preparation Package
- Early Work Package 4: **Construction complete** for the installation of the dual 108-inch pipelines
- Early Work Package 6: Intake Pump Station structure platform piles installed 183/183
- NEWPP Expansion BOP: **All subcontractors on-site** (Over 700 craft labor personnel)

FY 2020 ACCOMPLISHMENTS

TRANSPORTATION & DRAINAGE OPERATIONS

- Completed 38 Local Drainage Projects and 50 SWAT projects that addressed maintenance and rehab of storm sewers, roadside ditches, off road channels, and emergency cave-in's
- Completed 17 Asphalt Overlay Projects for 52 Lane Miles
- Completed 9 Concrete Panel Projects for 61.4 Lane Miles
- Completed 83,175 Potholes and 10,959 Asphalt Skin Patch repairs
- Completed upgrade of traffic signal controller software at 1,200 intersections

EXPENDITURE BUDGET HISTORY

GENERAL FUND 1000

(\$ in millions)

	FY16	FY17	FY18	FY19	FY20	FY21
Current Budget	\$31.6	\$31.1	\$31.2	\$32.9	\$31.7	\$27.2
Actual/Projection	\$30.7	\$30.6	\$31.7	\$30.9	\$31.6	\$27.2
Surplus/(Deficit)	\$0.9	\$0.5	(\$0.5)	\$2.0	\$0.1	\$0.0

EXPENDITURE BUDGET HISTORY

PROJECT COST RECOVERY 1001

(\$ in millions)

	FY16	FY17	FY18	FY19	FY20	FY21
Current Budget	\$44.4	\$45.8	\$47.5	\$47.8	\$51.9	\$52.0
Actual/Projection	\$39.4	\$40.6	\$39.7	\$40.2	\$46.3	\$52.0
Surplus/(Deficit)	\$5.0	\$5.2	\$7.8	\$7.6	\$5.6	\$0.0

EXPENDITURE BUDGET HISTORY

STORMWATER 2302

(\$ in millions)

	FY16	FY17	FY18	FY19	FY20	FY21
Current Budget	\$57.1	\$68.7	\$68.3	\$67.8	\$67.4	\$76.4
Actual/Projection	\$50.4	\$58.2	\$66.6	\$56.5	\$66.2	\$76.4
Surplus/(Deficit)	\$6.7	\$10.5	\$1.7	\$11.3	\$1.2	\$0.0

EXPENDITURE BUDGET HISTORY

DEDICATED DRAINAGE & STREET RENEWAL

(\$ in millions)

	FY16	FY17	FY18	FY19	FY20	FY21
Current Budget	\$234.7	\$226.9	\$216.0	\$240.5	\$258.5	\$321.8
Actual/Projection	\$203.0	\$203.6	\$203.3	\$214.8	\$227.6	\$321.8
Surplus/(Deficit)	\$31.7	\$23.3	\$12.7	\$25.7	\$30.9	\$0.0

EXPENDITURE BUDGET HISTORY

COMBINED UTILITY SYSTEM 8300, 8301 & 8305

(\$ in millions)

	FY16	FY17	FY18	FY19	FY20	FY21
Current Budget	\$1,554.2	\$1,571.5	\$1,652.1	\$1,677.5	\$1,686.6	\$1,769.6
Actual/Projection	\$1,380.3	\$1,458.1	\$1,512.4	\$1,582.4	\$1,620.3	\$1,769.6
Surplus/(Deficit)	\$173.9	\$113.4	\$139.7	\$95.1	\$66.3	\$0.0



NET CHANGES



PROJECT COST RECOVERY FUND 1001

FY2020 CURRENT BUDGET		\$ in Millions
Operating Budget		\$48.3
Restricted Budget		\$3.6
	FY2020 Current Budget	\$51.9
EXPLANATION OF FY2021 INCREMENTAL INCREASE / (DECREASE)		
Operating Budget Adjustments		
New Positions		\$1.9
HW Positions transferred to CUS		(\$0.6)
MOPD transfer to 2301		(\$0.5)
	Subtotal Operating Budget Adjustments	\$0.8
	% Change from FY2020 Operating Budget	1.7%
Contractual or Mandated Adjustments		
Reduced Citywide Indirect Costs		(\$0.7)
	Subtotal Contractual/Mandated Adjustments	(\$0.7)
FY2021 PROPOSED BUDGET		
Operating and Contractual Adjustments		\$0.1
	FY2021 Proposed Budget	\$52.0
	% Change from FY2020 Current Budget	0.2%

STORMWATER FUND 2302

FY2020 CURRENT BUDGET		\$ in Millions
Operating Budget		\$59.7
Restricted Budget		\$7.7
	FY2020 Current Budget	\$67.4
EXPLANATION OF FY2021 INCREMENTAL INCREASE / (DECREASE)		
Operating Budget Adjustments		
Increase for additional Stormwater Action Team (SWAT) projects		\$2.0
Increase due to general appropriation adjustment in FY20		\$4.8
Vacancy Factor decrease		\$0.3
Conversion of Stormwater work order system to INFOR		\$0.4
	Subtotal Operating Budget Adjustments	\$7.5
	% Change from FY2020 Operating Budget	12.5%
Contractual or Mandated Adjustments		
Increase in capital equipment rollovers		\$1.9
Decrease in indirect cost payments		(\$0.3)
	Subtotal Contractual/Mandated Adjustments	\$1.6
FY2021 PROPOSED BUDGET		
Operating and Contractual Adjustments		\$9.1
	FY2021 Proposed Budget	\$76.4
	% Change from FY2020 Current Budget	13.5%

DEDICATED DRAINAGE & STREET RENEWAL FUND 2310, 2311, 2312

FY2020 CURRENT BUDGET		\$ in Millions
Operating Budget		\$95.3
Restricted Budget		\$163.2
	FY2020 Current Budget	\$258.5
EXPLANATION OF FY2021 INCREMENTAL INCREASE / (DECREASE)		
Operating Budget Adjustments		
Transfer to establish fund balance in 2311		\$48.8
Transferring additional funds to Stormwater Fund		\$2.0
Increase in construction materials		\$1.4
	Subtotal Operating Budget Adjustments	\$52.2
	% Change from FY2020 Operating Budget	54.8%
Contractual or Mandated Adjustments		
Increase in capital project spending		\$11.5
Decrease in Commercial Paper Fees		(\$0.4)
	Subtotal Contractual/Mandated Adjustments	\$11.1
FY2021 PROPOSED BUDGET		
Operating and Contractual Adjustments		\$63.3
	FY2021 Proposed Budget	\$321.8
	% Change from FY2020 Current Budget	24.5%

FY2021 | NET CHANGE | COMBINED UTILITY SYSTEM 8300, 8301 & 8305

FY2020 CURRENT BUDGET	\$ in Millions
Operating Budget	\$1,604.1
Restricted Budget	\$82.5
FY2021 Current Budget	\$1,686.6
EXPLANATION OF FY2021 INCREMENTAL INCREASE / (DECREASE)	
Operating Budget Adjustments	
Additional compliance to SSO/CD requirements	\$19.0
Higher refuse disposal costs	\$8.1
Higher computer software maintenance	\$1.2
Higher building maintenance costs	\$1.1
Lower electricity costs	(\$5.5)
Subtotal Operating Budget Adjustments	\$23.9
% Change from FY2020 Operating Budget	1.5%
Contractual or Mandated Adjustments	
Debt service payments	\$14.3
Lower Public Improvement Bond (PIB)	(\$0.5)
POB Principal Retirement cost	\$1.5
Hope and Pension cost increases	\$6.9
River Authorities O&M costs	\$5.5
Transfer to Stormwater	\$7.7
Lower Capital equipment/rollovers	(\$10.4)
Operating transfers within CUS	\$34.1
Subtotal Contractual/Mandated Adjustments	\$59.1
FY2021 PROPOSED BUDGET	
Operating and Contractual Adjustments	\$83.0
FY2021 Proposed Budget	\$1,769.6
% Change from FY2020 Current Budget	4.9%