

Connecting Budget to Strategy

Overview

When Mayor Turner took office, he issued Executive Order 1-53 committing the City to focus on program outcomes as a return on the City's investment. The primary method of achieving this objective is by transitioning the City to an Outcome-Based Budgeting model. Outcome Based Budgeting (OBB) is a budgeting approach used by governments where budget decisions are made based on expected outcomes or results. This method shifts the focus from the amount of money spent on a particular program or project to the actual impact it has on society. The goal of outcome-based budgeting is to ensure that public resources are used effectively and efficiently to achieve desired results and meet the needs of citizens.

OBB Opportunities and Elements

The benefits of OBB are enabled by these key elements which have been emphasized and fully implemented through the FY24 budget:

1. Houstonian Input

An increased emphasis on opportunities for public input into the budgeting process better informs the City's funding priorities and ensures that dollars are allocated towards programs and projects desired by the public. In FY24, Houstonian input was gathered early in the budget process through an annual survey.

2. Strategic Guidance

Expanded Mayoral Strategic Guidance provides direction before budget formulation on City Priorities and Initiatives to which City programs and enhancements align.

OBB helps the Finance Department better communicate how much the City is spending on services and programs to the public and, in turn, assist the Houston City Council to make budget decisions based on performance and results. The FY24 budget implements elements of this new approach which will continue to mature and improve over the next several fiscal years.

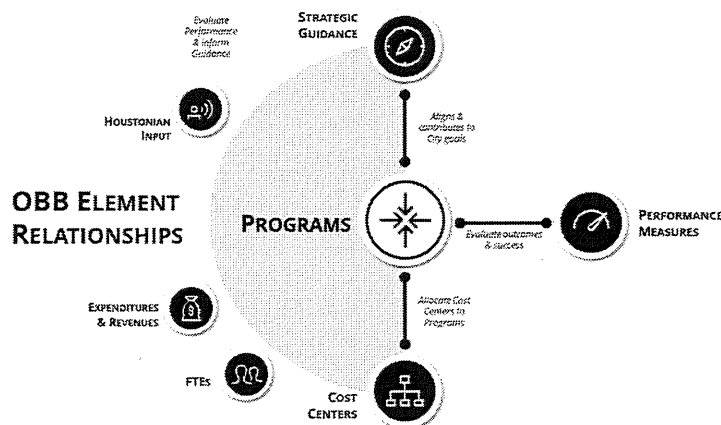
OBB aims to transform the way City leadership makes decisions on the allocation of financial resources by focusing on the expected results and outcomes of City programs and services. OBB will equip the City to navigate fiscal challenges and improve the quality of services provided.

3. Program Budgeting

Programs are groupings of related services aimed at accomplishing a shared outcome. Programs provide the discrete budgetary units for which responsibility for results is assigned so resources can be allocated based on performance and desired outcomes. The FY24 budget publication reorients department sections around the program budgeting construct and significantly expands the Connecting Budget to Strategy section.

4. Performance Measures

Performance measures are linked to each program and are used to evaluate how successful programs are at helping achieve their stated goals and furthering the Mayor's priorities and initiatives. Performance measures help City stakeholders evaluate how successful expenditures are helping achieve the desired outcomes so that resource allocation decisions will be increasingly based on measurable results.



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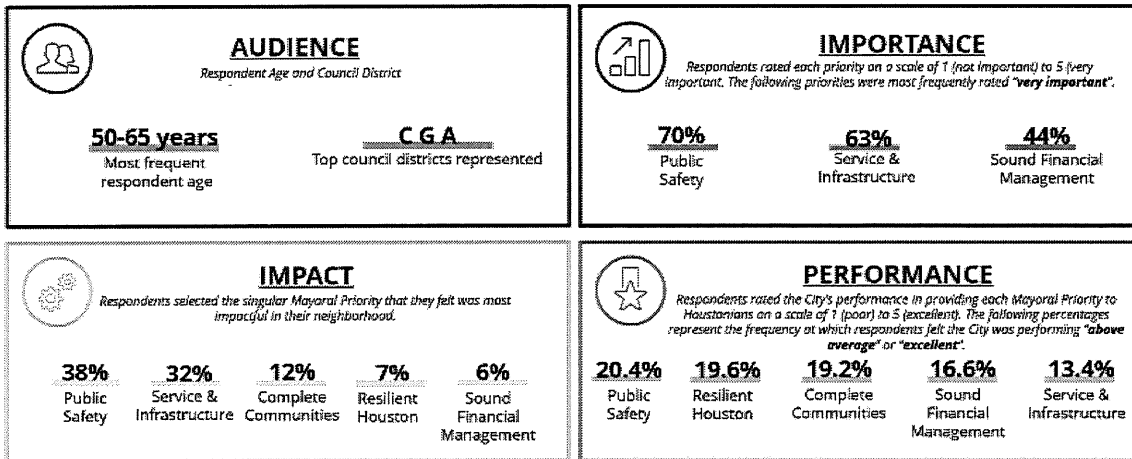
Strategic Guidance Summary

Strategic Guidance provides direction during budget formulation on the Mayor’s Priorities and Initiatives which department programs and enhancements should support and advance. The Mayor’s Priorities for the City of Houston are **Complete Communities, Public Safety, Services & Infrastructure** and – the foundation of each priority – **Sound Financial Management** and **Resilient Houston**. These Priorities guide the strategic direction of operations the City through Mayor Turner’s administration. Along with the Mayor’s Priorities are Key Initiatives to provide further direction on focus areas for investment in addition to performance measures used to evaluate progress in

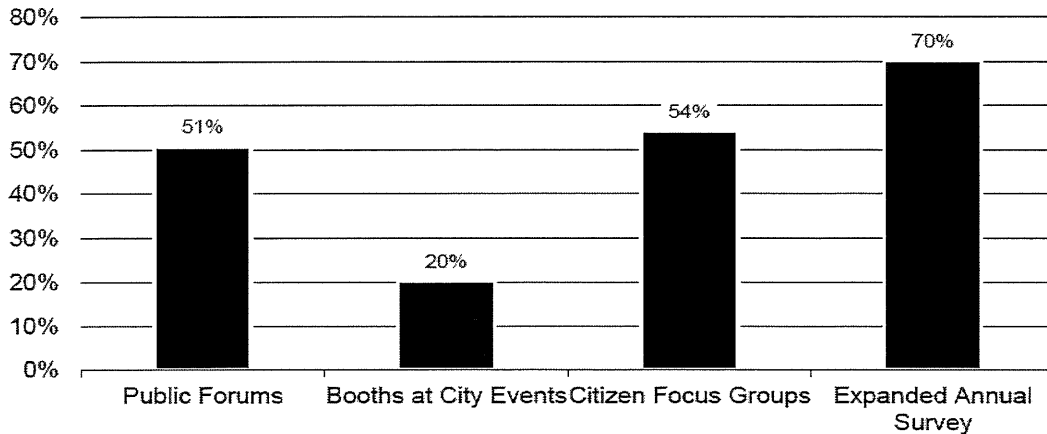
furthering these Priorities and Initiatives. Under Mayor Turner’s leadership, the City has redesigned its budget to better align the City’s resources towards this shared vision and ensure greater transparency and accountability in the process.

To assist with the development of this guidance, nearly 2,500 Houstonians were surveyed in 2022 about the priorities that are the most impactful and most important to their communities. **Public Safety** and **Service & Infrastructure** were recognized as priorities that are impactful and important across the City of Houston, however, Houstonians feel that these priorities show the largest opportunities for improvement in the City’s ability to provide these services.

Citizen Survey insights



Desired Input and Feedback Methods



Connecting Budget to Strategy

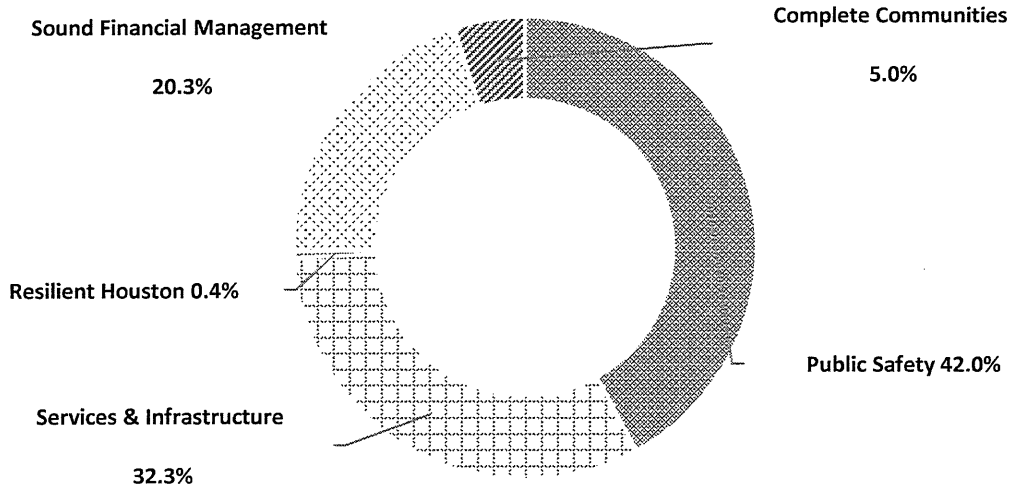
Budget Summary by Mayor’s Priority

The chart and table below show the operating budget (all funds) broken out by Mayoral Priority. Please note the **Other Category** includes debt service payments and interfund transfers.

All Funds (\$ in thousands)

| Priority | FY22 Actual | FY23 Budget | FY24 Proposed | Variance FY24 Proposed/ FY23 Budget | % Change |
|-------------------------------|------------------|------------------|------------------|-------------------------------------|-------------|
| Public Safety | 1,550,635 | 1,621,251 | 1,671,643 | 50,391 | 3.1% |
| Services & Infrastructure | 989,690 | 1,138,734 | 1,287,758 | 149,023 | 13.1% |
| Resilient Houston | 10,097 | 13,694 | 16,559 | 2,865 | 20.9% |
| Sound Financial Management | 594,123 | 733,512 | 807,690 | 74,178 | 10.1% |
| Complete Communities | 153,230 | 188,218 | 197,214 | 8,996 | 4.8% |
| Total Mayor Priorities | 3,297,775 | 3,695,410 | 3,980,863 | 285,453 | 7.7% |
| <i>Other</i> | <i>1,629,392</i> | <i>2,083,360</i> | <i>2,201,548</i> | <i>118,188</i> | <i>5.7%</i> |
| Total Including Other | 4,927,167 | 5,778,770 | 6,182,411 | 403,641 | 7.0% |

*Totals include interfund elimination.



Note: Percentage in chart excludes Other category.

Mayor’s Priority: Public Safety

Mayor Turner has committed to ensuring that every Houstonian can live in a safe community. The City will support Houstonians with well-coordinated public safety and social services and ensure our neighborhoods foster healthy lifestyles. Additionally, the City strives to utilize an all-hands on deck approach, in partnership with Houston communities, to reduce violent crime and achieve sustainable reductions.

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The strategic objectives for the Public Safety priority are to:

1. Provide responsive and efficient public safety services
2. Improve public safety through effective crime prevention and enforcement
3. Reduce the murder rate to pre-pandemic levels
4. Increase the number of police officers and firefighters
5. Reduce the number of guns on the street
6. Improve police officer and firefighter retention and attrition rates
7. Increase the use of technology to enhance crime fighting capabilities

Key Initiatives include:

| Initiative | Description |
|-------------------------------|---|
| One Safe Houston | One Safe Houston is a holistic crime reduction initiative, which focuses on four (4) key areas: (1) Violence Reduction and Crime Prevention; (2) Crisis Intervention, Response and Recovery; (3) Youth Outreach Opportunities; (4) Key Community Partnerships. |
| Policing Reform | On April 29, 2021, Mayor Turner outlined his plans to implement a significant number of the recommendations submitted by the Mayor's Task Force on Policing Reform to improve accountability, transparency, change police policies, and build mutual trust and respect with the community. |
| Emergency Medical Services | The EMS initiative seeks to maintain and improve clinical care outcomes and department's ability to respond to surges in demand. The initiative will do this through training and response model adjustments. |
| Recruitment and Retention | This initiative seeks to increase the number of police officers and firefighters and reduce attrition. Other efforts include increasing base salaries for cadets and implementing incentive programs. |
| Youth Support and Development | Data indicates that violent crimes by juveniles peak during out-of-school and after-school-time, the Out 2 Learn program expands access to high-quality out-of-school programming for youth to increase enrichment and decrease idle time. Additionally, trauma or exposure to violence can lead to severe mental health problems and increase the likelihood of juvenile justice involvement, the Be Well, Be Connected program acts proactively, offering mental health care to youth ages 9-17 who have serious and persistent mental illnesses. |

| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|--|---------------|
| Administration and Regulatory Affairs | \$20,507 |
| Fire Department | \$536,148 |
| General Services | \$14,257 |
| Houston Emergency Center | \$33,007 |
| Houston Health Department | \$45,144 |
| Legal | \$7,779 |
| Municipal Courts Department | \$17,181 |

Connecting Budget to Strategy

| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|---|----------------------|
| Parks and Recreation | \$3,908 |
| Police Department | \$993,711 |
| Totals | \$1,671,643 |

| Allocation by Fund (\$ in Thousands) | FY2024 Budget |
|--|----------------------|
| Asset Forfeiture Fund - Justice | \$2,494 |
| Asset Forfeiture Fund - State | \$2,666 |
| Asset Forfeiture Fund - Treasury | \$780 |
| BARC Special Revenue Fund | \$15,693 |
| Essential Public Health Services Fund | \$4,911 |
| Forensic Transition Special Fund | \$344 |
| General Fund | \$1,574,209 |
| Health Special Revenue Fund | \$5,759 |
| Houston Emergency Center Fund | \$33,007 |
| Laboratory Operations and Maintenance Fund | \$549 |
| Local Truancy Prevention and Diversion Fund | \$838 |
| Maintenance Renewal and Replacement Fund | \$2,236 |
| Police Special Services Fund | \$8,954 |
| Special Waste Transportation and Inspection Fund | \$6,031 |
| Swimming Pool Safety Fund | \$2,748 |
| Auto Dealers Special Revenue Fund | \$10,424 |
| Totals | \$1,671,643 |

| Key Performance Indicators | FY2022 Actual | FY2023 Target | FY2023 Estimate | FY2024 Target |
|--|----------------------|----------------------|------------------------|----------------------|
| Maintain Average Response Time (Minutes) for Police Calls for Service (Priority 1 Calls) | 6.2 | 6.5 | 6.0 | 5.5 |
| Maintain Average Response Time (Minutes) for Police Calls for Service (Priority 2 Calls) | 11.7 | 12.0 | 11.4 | 12.0 |
| Number of Paramedics Available for Coverage | 375 | 354 | 365 | 368 |

Mayor’s Priority: Service and Infrastructure

The City of Houston is the fourth largest city in our nation and one of the fastest growing cities. Mayor Turner recognizes the importance of enhancing our infrastructure to sustain our population growth. On November 15th, 2021, Mayor Turner joined President Biden at the White House to celebrate the signing of the Infrastructure Investment and Jobs Act (IIJA, also known as the Bipartisan Infrastructure Law), a sweeping \$1 trillion bipartisan infrastructure package, capping weeks of intense negotiations and debate. In addition, the Inflation Reduction Act Bill, the CHIPS Act, and the Science Act will provide support to municipalities across the nation. These three bills will ensure much needed dollars are available to address aging infrastructure. They have already proven beneficial to the City of Houston

Connecting Budget to Strategy

The strategic objectives for the Service and Infrastructure are to:

1. Improve drainage and flood mitigation
2. Reduce traffic through improved streets and access to transit and mobility options
3. Ensure that infrastructure accommodates growth and meets community needs
4. Improve the City's service delivery infrastructure

Key Initiatives include:

| Initiative | Description |
|---|---|
| Infrastructure Investment and Jobs Act (IIJA) | The Government Relations Team will continually monitor when the notice of funding opportunities is published and coordinate with city departments in crafting applications for these competitive grant programs. The IIJA has the potential to provide significant funding for projects, and we look forward to Houston's continued success in capitalizing on these opportunities. |
| North Houston Highway Improvement Project (NHHIP) | The NHHIP is designed from IH 45 North Corridor from Beltway 8 North to and around Downtown Houston. It will provide connectivity for residents and businesses within and beyond the State of Texas. Done correctly, NHHIP will enhance connectivity, increase mobility, and significantly lower flood and existing parks and greenspace impacts. |
| Street Rehabilitation | This Initiative will extend the life of Houston's local streets and major thoroughfares based on our community's needs and data. It will work towards improving street surfaces, curbs, stormwater inlets, sidewalks, and accessibility ramps. |
| Pothole Initiative | The Pothole Initiative, launched in January 2016, promises to assess, and address each pothole by the next business day after its reported. Since its inception, it has proactively filled over 465,000 potholes and 99% of customer reported potholes by the next business day. |
| Storm Water Action Team (SWAT) | The SWAT Initiative was established with the goal to reduce localized drainage challenges not directly subject to riverine/bayou overbank flooding. SWAT is tasked with providing upgrades to existing drainage systems assuring acceptable functionality during normal rain events. |
| Vision Zero | Vision Zero prioritizes safety and accessibility in street design for people of all ages and abilities. Everyone deserves safe, accessible streets and sidewalks. That's why Houston is committed to ending traffic deaths and serious injuries by 2030. |
| Consent Decree | The City of Houston's consent decree will provide \$2B in improvements to upgrade Houston's aging wastewater system to keep up with Houston's rapidly growing population. Over the next 15 years, the City will fix aging wastewater lines and upgrade infrastructure. |
| Build Houston Forward | This Initiative enhances quality of life by minimizing flooding and improving mobility, street and bridge infrastructure, and public safety and economic vitality. |
| Airport Expansion Operation | The City has four programs with the aim to modernize and expand the City's airport infrastructure. These programs |

Connecting Budget to Strategy

| Initiative | Description |
|-------------------------------|---|
| | include (1) the IAH Bush Intercontinental – IAH Terminal Redevelopment Program, (2) the IAH Bush Intercontinental – Domestic Redevelopment Program, (3) the Hobby Domestic Redevelopment Program, and (4) the Houston Spaceport. |
| Hazard Mitigation Improvement | FEMA approved the City for four hazard mitigation grant projects as a result of Hurricane Harvey. These projects include (1) Inwood Forest Golf Course Detention, (2) North Canal High Flow Diversion Channel Project, (3) the Tax Increment Reinvestment Zone, and (4) the Lake Houston Dam Project. |

| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|--|--------------------|
| Administration and Regulatory Affairs | \$6,665 |
| General Services | \$52,814 |
| Houston Airport System | \$259,910 |
| Houston Public Works | \$915,247 |
| Mayor's Office | \$1,081 |
| Planning & Development | \$13,297 |
| Solid Waste Management | \$38,744 |
| Totals | \$1,287,758 |

| Allocation by Fund (\$ in Thousands) | FY2024 Budget |
|---|--------------------|
| Building Inspection Special Fund | \$92,359 |
| Combined Utility System General Purpose Fund | \$14,341 |
| DDSRF - Ad Valorem Tax | \$18,619 |
| DDSRF - Drainage Charge | \$8,311 |
| DDSRF - Metro ET AL | \$87,203 |
| General Fund | \$90,662 |
| HAS-Revenue Fund | \$259,910 |
| Houston TranStar Center Fund | \$3,427 |
| Maintenance Renewal and Replacement Fund | \$34,703 |
| Planning and Development Special Revenue Fund | \$12,440 |
| Storm Water Fund | \$58,210 |
| Water and Sewer Operating Fund | \$607,573 |
| Totals | \$1,287,758 |

| Key performance Indicators | FY2022 Actual | FY2023 Target | FY2023 Estimate | FY2024 Target |
|---|---------------|---------------|-----------------|---------------|
| 311 Average speed answer (seconds) | 127 | 120 | 56 | 120 |
| Number of domestic enplanements | 21.5M | 24.0M | 22.9M | 23.8M |
| Number of potholes repaired | 68,282 | 60,000 | 60,000 | 60,000 |
| Number of Vision Zero projects underway | N/A | N/A | N/A | 10 |

Connecting Budget to Strategy

Mayor’s Priority: Resilient Houston

Mayor Turner has committed to Resilient Houston, the City’s resilience strategy, which was released on February 12, 2020. Resilient Houston provides a framework for collective action for every Houstonian, our diverse neighborhoods and watersheds’ City departments, and local, regional, and partners. The strategy links existing efforts and new efforts that work collectively to protect Houston against future disasters – from hurricanes to extreme heat waves – and chronic stresses such as aging infrastructure, poor air quality, and flooding.

The strategic objectives for the Resilient Houston are to:

1. A healthy place to live
2. An equitable, resilient, inclusive, and affordable city
3. A leader in climate adaptation and mitigation
4. A city that grows up, not out
5. A transformative economy that builds forward

Key Initiatives include:

| Initiative | Description |
|---|--|
| Resilient Houston Plan | This initiative provides a framework for collective action for every Houstonian, our diverse neighborhoods and watersheds, City departments, and local, regional, and partners. The strategy links existing and new efforts that work collectively to protect Houston against future disasters—from hurricanes to extreme heat waves—and chronic stresses such as aging infrastructure, poor air quality, and flooding. |
| Climate Action Plan | The City launched the science-based, community-driven Houston Climate Action Plan to reduce greenhouse gas (GHG) emissions, meet the Paris Agreement goal of carbon neutrality by 2050, and lead the global energy transition. |
| Energy Resilience and Energy Transition | By investing in green power, the City hopes to drive further investment and development in the renewables market. Further, the City also strives to help make green power more affordable and accessible for everyone, including rooftop solar installation and decarbonization of buildings. |
| Community Resilience | Hazard mitigation planning is a central tenet of creating, promoting, and maintaining community resilience and sustainability. One avenue to strengthen community resilience is by leveraging our rich tradition of arts and culture unique to Houston’s diverse neighborhoods. |
| Nature Based Solutions | Adapting to a changing climate requires a continued paradigm shift. The City of Houston will shift away from trying to control nature and toward using nature to our benefit: to clean our air, cool our sidewalks, absorb water, reduce our energy costs, and keep us safer and healthier. As we develop new ways of living safely with water and engineering with nature, we can share that expertise with other cities and communities. |

Connecting Budget to Strategy

| Allocation by Department (<i>\$ in Thousands</i>) | FY2024 Budget |
|---|-----------------|
| Administration and Regulatory Affairs | \$499 |
| Finance Department | \$736 |
| Houston Health Department | \$8,957 |
| Human Resources | \$1,500 |
| Office of Business Opportunity | \$874 |
| Parks and Recreation | \$3,992 |
| Totals | \$16,559 |

| Allocation by Fund (<i>\$ in Thousands</i>) | FY2024 Budget |
|---|-----------------|
| Essential Public Health Services Fund | \$499 |
| General Fund | \$8,957 |
| Health Special Revenue Fund | \$560 |
| Parks Special Revenue Fund | \$412 |
| Totals | \$16,559 |

| Key performance Indicators | FY2022 Actual | FY2023 Target | FY2023 Estimate | FY2024 Target |
|---|---------------|---------------|-----------------|---------------|
| Amount (\$) of utility rebates received for energy projects | \$66,372 | \$15,313 | \$15,313 | \$30,000 |
| Climate Action Plan actions in progress and/or completed | 61/96 | 64/96 | 64/96 | 68/96 |
| Number of trees planted | 16,224 | 28,469 | 28,469 | 50,000 |
| Resilient Houston sub actions in progress and/or completed | 159/201 | 166/201 | 166/201 | 172/201 |

Mayor’s Priority: Sound Financial Management

Mayor Turner has committed to ensuring the financial health of the City of Houston since taking office in 2016. In 2017, with the help of voters, we achieved historic pension reform. The reform immediately reduced an \$8.1 billion liability and put in place a responsible plan to pay off the balance over 30 years. In January of 2022, Mayor Turner introduced Other Post-Employment Benefits (OPEB) reforms, projected to reduce the City’s OPEB Liability from \$9.1 billion to \$4.5 billion. The City’s net position, which is a strong indicator of a government’s financial standing, was the highest in the last ten years at \$5.9 billion as of the end of FY22, an increase of \$2.2 billion compared to FY21.

The strategic objectives for the Sound Financial Management are to:

1. Maintain a healthy fund balance
2. Continue to reduce long-term liabilities
3. Transition to an outcome-based budget
4. Effectively manage and leverage state and federal grant dollars
5. Maintain a strong credit rating

Connecting Budget to Strategy

Key Initiatives include:

| Initiative | Description |
|-------------------------------|--|
| Promote Fiscal Responsibility | This Initiative focuses on effectively managing all operating, capital, and grant funds in the City of Houston, as well as maintaining a balanced budget with a strong fund balance. |
| Outcome Based Budget | This Initiative will transform the way City leadership makes decisions on the allocation of financial resources by focusing on the expected results and outcomes of City services and programs. The City will begin the implementation of OBB in Fiscal Year 2024. |
| OPEB Reform | OPEB Reform is projected to reduce the City's Net OPEB Liability (NOL) from \$9.1B to \$4.5B incurring savings of more than half (\$4.6B) over 30 years. Like Pension Reform, the Mayor's changes on OPEB are lifting another significant barrier for the City. This reform will enhance the City's financial viability and stability. In the FY2024 Budget, with the support of Council, we will establish an OPEB trust with a starting contribution of \$10 million which will escalate over time. The City's ongoing contributions to the trust are estimated to further reduce the liability down to \$1.1 billion by 2048. |
| Open Finance | This Initiative uses technology to engage citizens and increase financial transparency by allowing Houstonians to track how their money is being spent. The Open Finance Initiative will achieve a high standard of financial transparency by providing metrics, interactive visualizations, and downloadable data for Open Budget, Open Checkbook, and Open Payroll to the public. |
| Federal Funding Compliance | This Initiative focuses on seeking, applying for, and effectively administering Federal, State, and other grants address the City's priorities and policy objectives. It achieves compliance with Federal (Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements), State (State of Texas Uniform Grants Management Standards (UGMS)), and Local regulations. |

| Allocation by Department (<i>\$ in Thousands</i>) | FY2024 Budget |
|---|---------------|
| Administration and Regulatory Affairs | \$25,070 |
| City Controller | \$9,024 |
| City Council | \$15,173 |
| City Secretary | \$955 |
| Convention & Entertainment | \$439 |
| Department of Neighborhoods | \$3,330 |
| Finance Department | \$22,699 |
| Fire Department | \$57,167 |
| General Government | \$152,879 |
| General Services | \$14,919 |
| Housing & Community Development | \$1,693 |
| Houston Airport System | \$94,621 |

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| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|---|----------------------|
| Houston Health Department | \$24,363 |
| Houston Public Works | \$232,701 |
| Legal | \$9,744 |
| Library | \$8,496 |
| Mayor's Office | \$26,985 |
| Municipal Courts Department | \$16,144 |
| Office of Business Opportunity | \$4,996 |
| Parks and Recreation | \$21,212 |
| Planning & Development | \$1,948 |
| Police Department | \$35,733 |
| Solid Waste Management | \$27,399 |
| Totals | \$807,690 |

| Allocation by Fund (\$ in Thousands) | FY2024 Budget |
|--|----------------------|
| Asset Forfeiture Fund - Justice | \$120 |
| Asset Forfeiture Fund - State | \$50 |
| Asset Forfeiture Fund - Treasury | \$150 |
| Building Inspection Special Fund | \$7,579 |
| C&E - Facility Operating Fund | \$439 |
| Child Safety Fund | \$3,256 |
| Combined Utility System General Purpose Fund | \$87,590 |
| Contractor Responsibility Fund | \$318 |
| DDSRF - Drainage Charge | \$2 |
| DDSRF - Metro ET AL | \$2,693 |
| Essential Public Health Services Fund | \$4,369 |
| General Fund | \$434,047 |
| HAS-Revenue Fund | \$94,621 |
| Health Special Revenue Fund | \$313 |
| Municipal Court Building Security Fund | \$489 |
| Municipal Court Technology Fee Fund | \$1,320 |
| ParkHouston Special Revenue Fund | \$14,817 |
| Parking Benefit District Fund | \$122 |
| Police Special Services Fund | \$116 |
| Storm Water Fund | \$1,252 |
| Tourism Promotion Special Revenue Fund | \$21,539 |
| Water and Sewer Operating Fund | \$132,488 |
| Totals | \$807,690 |

Connecting Budget to Strategy

| Key performance Indicators | FY2022 Actual | FY2023 Target | FY2023 Estimate | FY2024 Target |
|---|---------------|---------------|-----------------|---------------|
| Citywide General Fund Expenditures Adopted vs Actual Utilization | 101% | 98% | 101% | 98% |
| Citywide General Fund Revenues Adopted vs Actual Utilization | 104% | 100% | 104% | 100% |
| Unassigned Fund Balance as % of General Fund Expenditures Less Debt Service and PAYGO | 16.1% | 13.2% | 18.0% | 16.5% |

Mayor’s Priority: Complete Communities

Complete Communities was launched in 2017 to revitalize Houston’s most under-resourced neighborhoods, the mission is to create a more equitable and prosperous city for all Houstonians by working with local stakeholders and cross-sector partners to improve designated neighborhoods. Mayor Turner is committed to promoting and facilitating the implementation of innovative community-identified projects and programs that address needs and improve access to services for residents and businesses in the Complete Communities.

The strategic objectives for the Complete Communities are to:

1. Ensure equal access to opportunity and prosperity
2. Support economic growth and jobs
3. Ensure quality affordable housing options throughout the City
4. Provide vibrant and enjoyable activity, parks, and recreation centers
5. Promote healthy, safe, livable, and connected neighborhoods

| Initiative | Description |
|---------------------|---|
| Illegal Dumping | The City of Houston prioritizes and utilizes several mechanisms to combat illegal dumping by third parties, a practice that disproportionately plagues distressed communities in Houston and many municipalities throughout the country. The additional investment allows the Solid Waste Department to expedite the removal of illegal dumping; as code enforcement officers use various forms of monitoring and video surveillance to aggressively pursue violators and issue fines up to \$4,000 per incident. |
| Parks Initiative | 50/50 Park Partners Initiative is Mayor Turner’s public-private partnership aimed at improving 22 neighborhood parks. The selection of the 22 parks, two in each council district, marks the next steps toward upgrading 50 neighborhood parks run by the Houston Parks and Recreation Department. Additionally, Mayor Sylvester Turner is working with the department on upgrading neighborhood parks through the Mayor’s Love Our Parks Initiative. |
| Homeless Initiative | From the time when Mayor Turner took office in 2016, a record 21,000 homeless individuals were housed (with services) through the regional, collaborative The Way Home Program, that has been helping reduce homelessness by 63% over the past decade. The City of Houston is focused on further reducing homelessness through housing options and holistically decommissioning encampments. |

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| Initiative | Description |
|-----------------------------------|---|
| Single Family Housing | The Single-Family Housing Initiative will deliver 3,000 new homes by December 2023. |
| Bethune Empowerment Center | The Bethune Empowerment Center (BEC) is a centralized workforce and economic development hub in the Acres Home community. A coalition of partners will co-locate in the BEC to provide a collective impact on the job training, apprenticeships, skill-building services, small business resources, co-working spaces, and business incubators. |
| Sunnyside Solar Farm | Through an estimated \$70 million private investment, the 50-megawatt Sunnyside Solar Farm is designed to become the largest urban solar farm in the United State. The Sunnyside Solar Farm will provide significant economic benefits to the neighborhood and rectify historical inequities by converting a 250-acre abandoned landfill into a clean-energy center. |
| Community Facilities | The City is committed to bringing on-line new and renovated community facilities such as the recently opened state-of-the-art 63,000 sq ft Alief Neighborhood Multi-Service Center and the 57,000 sq ft Sunnyside Health and Multi-Service Center. In addition, two new libraries, The Montrose Neighborhood Library, and the Dr. Shannon Walker Neighborhood Library, are scheduled to come on-line this fall. |
| Digital Equity – Broadband Access | The City is committed to closing the digital divide by expanding the access and adoption of high-speed internet in our underserved communities. The COVID-19 pandemic exposed the systemic inequalities in our communities and the need for everyone, regardless of income, to be 'connected' to the digital world. |

| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|--|------------------|
| Department of Neighborhoods | \$11,262 |
| Houston Health Department | \$17,325 |
| Houston Public Works | \$964 |
| Legal | \$2,333 |
| Library | \$43,386 |
| Mayor's Office | \$6,136 |
| Municipal Courts Department | \$590 |
| Parks and Recreation | \$67,638 |
| Planning & Development | \$3,092 |
| Police Department | \$11,228 |
| Solid Waste Management | \$33,260 |
| Totals | \$197,214 |

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| Allocation by Fund (\$ in Thousands) | FY2024 Budget |
|---|----------------------|
| Asset Forfeiture Fund - State | \$40 |
| Bayou Greenway 2020 Fund | \$1,270 |
| Building Inspection Special Fund | \$964 |
| Cable Television Special Fund | \$17 |
| Container Lease Fund | \$3,622 |
| Essential Public Health Services Fund | \$6,872 |
| General Fund | \$153,101 |
| Health Special Revenue Fund | \$3,992 |
| Historic Preservation Fund | \$475 |
| Maintenance Renewal and Replacement Fund | \$4,920 |
| Parks Golf Special Revenue Fund | \$8,562 |
| Parks Special Revenue Fund | \$3,679 |
| Planning and Development Special Revenue Fund | \$930 |
| Police Special Services Fund | \$5 |
| Recycling Revenue Fund | \$2,647 |
| State Cable TV Franchise Fee | \$6,119 |
| Totals | \$197,214 |

| Key performance Indicators | FY2022 Actual | FY2023 Target | FY2023 Estimate | FY2024 Target |
|---|----------------------|----------------------|------------------------|----------------------|
| Bike/Hike mowing cycle (average number of days) | 24 | 21 | 21 | 21 |
| Dangerous buildings demolished | 134 | 179 | 228 | 179 |
| Illegal Dumping: numbers of cases resolved | 3,883 | 4,000 | 4,370 | 5,500 |

Mayor’s Priority: Other

Budget allocations in this section include debt service payments and interfund transfers. Interfund transfers represent budgeted expenditures that are transferred as revenue to another fund or component unit.

| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|---|----------------------|
| Administration and Regulatory Affairs | \$20,843 |
| Convention & Entertainment | \$107,745 |
| General Debt Service | \$475,303 |
| General Government | \$131,437 |
| General Services | \$2,410 |
| Houston Airport System | \$236,911 |
| Houston Emergency Center | \$10,155 |
| Houston Health Department | \$2,103 |
| Houston Public Works | \$1,189,191 |

Connecting Budget to Strategy

| Allocation by Department (\$ in Thousands) | FY2024 Budget |
|---|----------------------|
| Library | \$750 |
| Mayor's Office | \$2,343 |
| Municipal Courts Department | \$130 |
| Office of Business Opportunity | \$674 |
| Parks and Recreation | \$14,026 |
| Police Department | \$2,200 |
| Solid Waste Management | \$5,326 |
| Totals | \$2,201,548 |

| Allocation by Fund (\$ in Thousands) | FY2024 Budget |
|--|----------------------|
| Auto Dealers Special Revenue Fund | \$2,200 |
| Building Inspection Special Fund | \$7,400 |
| C&E - Facility Operating Fund | \$107,745 |
| Combined Utility System General Purpose Fund | \$364,779 |
| Combined Utility System Operating Fund | \$553,893 |
| Contractor Responsibility Fund | \$674 |
| DDSRF - Ad Valorem Tax | \$105,532 |
| DDSRF - Drainage Charge | \$119,149 |
| DDSRF - Metro ET AL | \$2,142 |
| General Fund | \$654,908 |
| HAS-Revenue Fund | \$236,911 |
| ParkHouston Special Revenue Fund | \$8,075 |
| Parks Golf Special Revenue Fund | \$200 |
| Recycling Revenue Fund | \$1,345 |
| Storm Water Fund | \$16,602 |
| Tourism Promotion Special Revenue Fund | \$300 |
| Water and Sewer Operating Fund | \$19,696 |
| Totals | \$2,201,548 |