

FINANCE

Department Description and Mission

The Finance Department's mission is to safeguard the fiscal integrity of the City, its component units, and other dependent entities, and enable other City stakeholders to do the same.

The Finance Department's strategic objectives are to:

- Promote fiscal responsibility.
- Provide high-quality financial services and information to the Mayor's Office, City Council, City departments, and citizens.
- Seek maximum disaster recovery reimbursement from all applicable funding sources.
- Improve process execution internally and citywide.
- Engage staff and provide them with the resources they need to get the job done.

Department goals include:

- Promote fiscal responsibility:
 - Encourage and enable compliance with the City's Financial Policies.
 - Increase collection rates on accounts receivable through improved vendor performance.
 - Implement outcome-based budgeting citywide.
 - Complete in-depth budget reviews on all city departments.
 - Continue using data-driven analysis to provide accurate revenue estimates.
- Provide high-quality financial services and information to the Mayor's Office, City Council, City departments, and citizens:
 - Develop structurally-budgeted operating and capital budget proposals for the Mayor that maximize City resources and promote the Administration's priorities.
 - Work with operating departments to create efficiencies by centralizing financial work functions.
 - Promote financial transparency to provide useful financial information to all stakeholders.
 - Produce meaningful and useful strategy, planning, budgeting, reporting, and administrative support to council members, staff, and members of the Mayor's administration.
- Seek maximum disaster recovery reimbursement from all applicable sources:
 - Continue site inspections in the area of Hazard Mitigation to reduce or eliminate long-term risk to City properties from future disasters.
 - Secure funding opportunities from federal, state, and private sources.
 - Ensure compliance with all applicable federal and state requirements.
 - Monitor cash flow forecasting for recovery purposes.
 - Effectively manage spend and compliance of selected federal grants.
- Improve process execution internally and citywide:
 - Document controls, written procedures, instruction manuals, training curriculum, and metrics/goals for all remaining financial management and procurement processes.
 - Create a data warehousing environment for operational and financial data that enables citywide access to useful business intelligence and analytics, and external access to open data.
 - Implement new financial forecasting, budgeting, and reporting software system.
 - Identify and achieve savings through procurement, active cost management, centralization, and business process improvements.
 - Collaborate with Internal stakeholders to increase engagement with local small business.
 - Streamline contract management and sourcing.

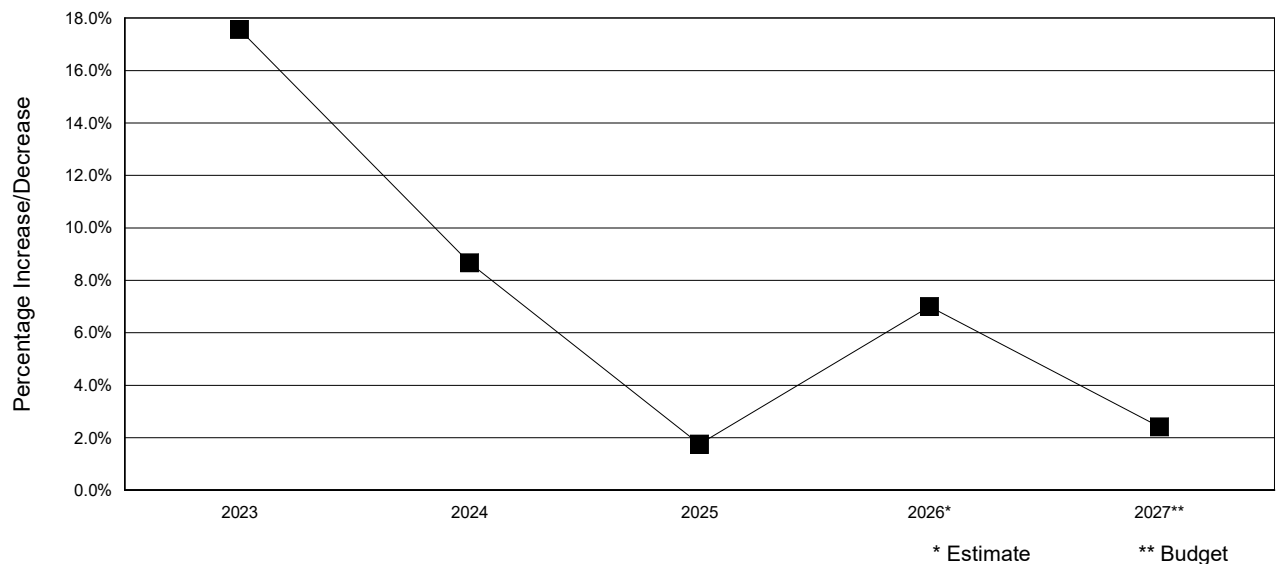
FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1000 / 6400

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	16,953,547	17,819,146	17,904,467	18,616,441
	Supplies	51,204	76,165	86,666	86,651
	Other Services and Charges	4,734,398	5,357,597	5,261,775	5,199,715
	Equipment	22,822	88,465	88,465	0
	Non-Capital Equipment	2,900	0	0	0
	Total M & O Expenditures	21,764,871	23,341,373	23,341,373	23,902,807
	Debt Service & Other Uses	50,000	0	0	0
	Total Expenditure	21,814,871	23,341,373	23,341,373	23,902,807
Revenues		2,388,975,395	2,455,548,836	2,418,674,232	2,492,520,049
Staffing	Full-Time Equivalents - Civilian	118.9	113.5	110.9	113.7
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	118.9	113.5	110.9	113.7
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases.				

**General Fund
Finance Department
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

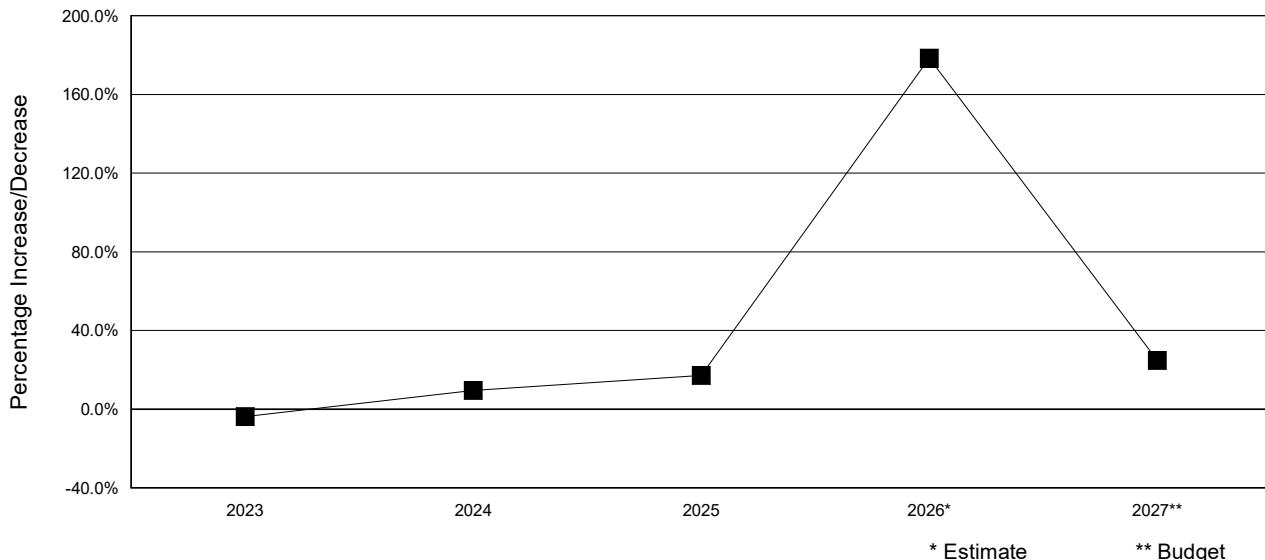
Fund Name : Central Service Revolving Fund
Business Area : Finance Department
Fund No. /Bus. Area No. : 1002 / 6400

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	7,325,986	21,344,547	20,525,535	25,337,401
	Supplies	5,425	104,164	129,298	106,980
	Other Services and Charges	808,488	1,502,661	1,913,939	2,845,044
	Equipment	5,280	74,352	106,677	0
	Total M & O Expenditures	8,145,179	23,025,724	22,675,449	28,289,425
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	8,145,179	23,025,724	22,675,449	28,289,425
Revenues		8,145,179	23,025,724	22,675,449	28,289,425
Staffing	Full-Time Equivalents - Civilian	55.1	168.6	156.4	182.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	55.1	168.6	156.4	182.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.8	0.0

**Significant
Budget
Changes
and
Highlights**

- o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases.
- o The FY2027 Budget includes the consolidation of procurement functions.

**Central Service Revolving Fund
Finance Department
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Revenues Summary

Business Area : Finance Department**Business Area No. : 6400**

Category	FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Charges for Services	84,802	77,160	85,779	77,360
Direct Interfund Services	8,263,665	23,679,552	23,320,658	28,984,465
General Property Taxes	1,420,880,716	1,504,361,909	1,451,748,624	1,502,576,649
Interest	22,047,540	21,893,000	19,400,000	18,698,000
Miscellaneous/Other	2,834,067	2,265,000	2,215,000	4,305,000
Other Fines and Forfeits	25,699	27,000	27,000	10,000
Other Tax	23,694,989	23,955,000	23,955,000	23,955,000
Sales Taxes	919,289,096	902,315,939	920,597,620	942,203,000
Grand Total	<u>2,397,120,574</u>	<u>2,478,574,560</u>	<u>2,441,349,681</u>	<u>2,520,809,474</u>

FISCAL YEAR 2027 BUDGET

Business Area Program Summary

Business Area: Finance Department

Bus. Area No : 6400

Budget By Program (\$ in thousands):

Program	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Accounting and Financial Reporting	3,999	7,473	5,055	8,745	6,748	10,472
Administrative Services	0	2,676	0	3,053	0	3,044
Capital Projects and Debt Management	360	1,443	422	1,628	1,181	2,451
Citywide Procurement and Contract Management	2,657	9,645	6,339	12,329	12,951	16,299
Disaster Cost Recovery Management	0	508	0	616	0	821
Energy Management	371	371	606	606	462	462
Financial Management Services	2,026	2,906	12,140	12,891	10,906	11,902
Financial Planning & Budgetary Services	0	1,889	0	2,586	0	2,967
Grants Management	79	885	86	1,241	77	1,298
Performance Improvement	0	278	0	378	0	504
Treasury	2,387,627	1,885	2,416,701	1,943	2,488,483	1,971
Total	2,397,119	29,959	2,441,349	46,016	2,520,808	52,191

FTEs by Program:

Program	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Accounting and Financial Reporting	45.2	0.0	47.0	0.0	61.1	0.0
Administrative Services	7.0	0.0	9.8	0.0	7.9	0.0
Capital Projects and Debt Management	14.2	0.0	10.7	0.0	15.9	0.0
Citywide Procurement and Contract Management	61.3	0.0	77.2	0.0	100.6	0.0
Disaster Cost Recovery Management	4.2	0.0	4.0	0.0	5.5	0.0
Energy Management	2.2	0.0	2.7	0.0	2.3	0.0
Financial Management Services	15.5	0.0	88.0	0.8	71.2	0.0
Financial Planning & Budgetary Services	11.2	0.0	14.3	0.0	15.8	0.0
Grants Management	7.7	0.0	8.0	0.0	8.4	0.0
Performance Improvement	1.9	0.0	1.9	0.0	3.0	0.0
Treasury	3.6	0.0	3.7	0.0	4.0	0.0
Total:	174.0	0.0	267.3	0.8	295.7	0.0

Total may reflect slight variances due to rounding.

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Accounting and Financial Reporting

Description:

Directs the financial reporting and operations of internal controls, cost and fee analysis, capital fixed assets, trusts and funds management, accounts receivable, accounts payable, and the annual audit for the City of Houston. Develop annual indirect cost allocation plans in accordance with 2 CFR 200.

Goal:

Financial Reporting and Operations review and monitoring will result in efficient and accurate outcomes ensuring compliance with standards, laws, and regulations in order to be cost effective.

Mayor's Priority: Government that Works

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	3,778	3,778	4,312	4,312	5,991	5,991
General Fund	221	3,695	743	4,433	757	4,481
Total	3,999	7,473	5,055	8,745	6,748	10,472

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	29.9	0.0	30.2	0.0	45.2	0.0
General Fund	15.3	0.0	16.8	0.0	15.9	0.0
Total	45.2	0.0	47.0	0.0	61.1	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Collection Rate for EMS	49%	48%	49%	50%
Collection Rate for Vendor Managed Revenues	52%	50%	50%	50%
Cost per Invoice	\$38	\$48	\$40	\$51
Invoice Payments Processed within Payment Terms	93%	90%	90%	90%

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Administrative Services

Description:

This program provides support for leadership and executive support which includes development, monitoring and recording of the budget, accounts receivables, and the procurement of goods and services for the department.

Goal:

To ensure executive oversight services, support, and leadership to all functions of the Finance Department. Support the budget process through development, monitoring, and reporting along with receiving and procuring goods and services needed to operate the department efficiently and effectively.

Mayor's Priority: Government that Works

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
General Fund	0	2,676	0	3,053	0	3,044

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
General Fund	7.0	0.0	9.8	0.0	7.9	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Expenditures Adopted Budget vs Actual Utilization	94%	98%	100%	98%
Revenues Adopted Budget vs Actual Utilization	101%	100%	98%	100%

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Capital Projects and Debt Management

Description:

Engage all departments in the annual preparation of the five-year Capital Improvement Plan (CIP). Work with Administration and City Council to Adopt the CIP annually. Once adopted, review and approve RCAs in NOVUS as compared to the plan. Monitor capital budgets and spending. Maintain asset replacement models and bring forth the equipment models. Approve RCAs in Novus based on the plan amounts. Maintain asset replacement model for Fleet and IT, with the possibility of others coming online. Monitoring and reporting on capital budgets and spending. Serve as chair of the Finance Working Group responsible for all debt issuance and managing liquidity facilities. Analysis of pension and Other Post-Employment Benefits (OPEB) matters.

Goal:

Adopt the annual Capital Improvement Plan before the end of preceding fiscal year. Maintain the active CIP in SAP with the most up to date information. Manage any requests from the departments and the Administration in a way that is fiscally responsible, while providing the highest benefit to the citizens. Track and evaluate all debt refunding opportunities to achieve the lowest possible cost of borrowing. Maintain credit ratings and ensure a sufficient debt service fund balance. Ensure compliance with applicable laws and ensure annual actuarial valuation reports are completed.

Mayor's Priority: Government that Works

Program Notes:

Performance measures displaying only a FY2027 Target indicate a newly reported measure. Measures displaying 'N/A' for the FY2027 Target indicate the measure has been discontinued as part of ongoing measure updates.

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	344	344	392	392	1,151	1,151
General Fund	16	1,099	30	1,236	30	1,300
Total	360	1,443	422	1,628	1,181	2,451

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	1.8	0.0	2.9	0.0	7.4	0.0
General Fund	12.4	0.0	7.8	0.0	8.5	0.0
Total	14.2	0.0	10.7	0.0	15.9	0.0

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Capital Projects and Debt Management

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Number of calendar days before the end of the fiscal year that the Capital Improvement Plan is finalized for Mayoral review	N/A	N/A	N/A	30 days (May 31)
Percentage of department budget update requests processed in the city's financial system within established Treasury & Capital Management division timeframes	N/A	N/A	N/A	85%
Percentage of required valuation reports for the City's pension systems submitted on time to the Texas Pension Review Board	N/A	N/A	N/A	100%
Number of outstanding debt (General Obligation, Combined Utility System, Houston Airport System, and Convention and Entertainment) reviewed for refunding opportunities to reduce borrowing costs	4	4	4	4
Capital Improvement Plan Adopted Before End of Preceding Fiscal Year	July 1, 2024	June 30, 2025	June 30, 2025	N/A
Ensures Submission of Three Actuarial Valuation Reports to Pension Review Board Annually	April 30, 2025	April 30, 2026	April 30, 2026	N/A
Debt Service Expenditures as % of General Fund Revenues	18%	17%	17%	17%

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Citywide Procurement and Contract Management

Description:

Manage the full procurement process for the purchase of goods and services on behalf of client departments, and provide oversight for any departmental delegated procurement authority. Assist client departments with developing purchase specifications, scopes of service, and all other necessary information for solicitation development. Work with the vendor community, including certified MWBE firms, to competitively procure needed goods and services. Provide contract management and vendor performance evaluations.

Goal:

Ensure timely, compliant procurement of necessary goods and services on behalf of client city departments. Protect the City's interests by ensuring public funds are being used to their highest and best use through competitive, open, and fair procurements. Safeguard the City's interest and reduce risks by ensuring procurements are compliant to all state, federal, and local procurement policies and procedures.

Mayor's Priority: Government that Works

Program Notes:

Performance measures displaying only a FY2027 Target indicate a newly reported measure.

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	1,546	1,546	5,139	5,139	9,701	9,701
General Fund	1,111	8,099	1,200	7,190	3,250	6,598
Total	2,657	9,645	6,339	12,329	12,951	16,299

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	10.6	0.0	35.3	0.0	60.6	0.0
General Fund	50.7	0.0	41.9	0.0	40.0	0.0
Total	61.3	0.0	77.2	0.0	100.6	0.0

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Citywide Procurement and Contract Management

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
% of contracts evaluated against documented performance metrics (contract terms, quality, timeliness, cost)	N/A	N/A	N/A	> 10%
% total procurement spend made outside of a City contract.	N/A	N/A	N/A	< 30%
Average number of bidders/proposers per project	N/A	N/A	N/A	5
Percentage of procurements processed as emergency purchase orders during the fiscal year	N/A	N/A	N/A	< 10%
Average number of calendar days to complete Direct Award procurements from project acceptance to council award	36	45	33	45
Average number of calendar days to complete formal Invitation to Bid "ITB" procurement projects, from project acceptance to council award	185	120	182	120
Average number of calendar days to complete formal Requests for Proposals, Requests for Qualifications, and Best Value Bids to Council Award	253	180	268	180

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Disaster Cost Recovery Management

Description:

Oversee disaster cost recovery for city owned assets. This includes managing and reporting federal and state grants related to declared disasters.

Goal:

Seek maximum disaster cost recovery reimbursement from all applicable sources. Continue site inspections in Hazard Mitigation to reduce or eliminate long-term risk to City properties from future disasters. Secure funding opportunities from federal, state, and other sources. Ensure compliance with all applicable federal and state requirements.

Mayor's Priority: Infrastructure

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
General Fund	0	508	0	616	0	821

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
General Fund	4.2	0.0	4.0	0.0	5.5	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
For New Disasters, Identify, and Submit Damaged City Assets within 60 Days of the Disaster's Recovery Scoping Meeting	60 days	60 days	60 days	60 days
Number of Project Worksheet (PW) Close Out Requests Submitted to the State/FEMA	8	15	36	10

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Energy Management

Description:

This program manages the energy and natural gas costs of the City of Houston. This process includes but is not limited to contract energy and natural gas rates negotiations with companies, monitoring of the respective markets, and annual projections. Additionally, the program supports the City's efforts to increase investments in renewable energy and restore the Houston area's natural resources.

Goal:

Support the City's mission to lead the global energy transition through strategic partnerships and fiscal management.

Mayor's Priority: Infrastructure

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	371	371	606	606	462	462

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	2.2	0.0	2.7	0.0	2.3	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Amount (\$) of Utility Rebates Received for Energy Projects	\$6,625.53	\$186,497	\$3,000	\$7,000
Annual Energy Consumption (kWh)	1,123,584,869	1,358,324,301	1,177,352,712	1,250,000,000
Demand Response Program	N/A	\$250,000	N/A	\$250,000
% Renewable Energy for Electricity Contract	100%	N/A	N/A	N/A
Tree Planting Initiative (Goal of 100,000 Trees Planted by 2024 Based on Electricity Contract Incentive)	20,447	N/A	N/A	N/A

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Financial Management Services

Description:

Manages all aspects of financial management on behalf of client departments to ensure fiscal integrity. This process includes: 1) maintaining the fiscal and financial integrity of records and information; 2) providing information that supports the client department's management of public resources through the annual budgeting process and long-term forecasting; 3) providing timely and accurate information to client departments to support daily operations inclusive of, but not limited to budget management and monitoring; 4) providing support services including improvement reviews of internal financial controls and processes; and 5) preparing and delivering financial information pertaining to client department operations, services, and issues to key stakeholder. Serves as the primary liaison between the various divisions within the Finance Department.

Goal:

To champion the Finance Department's mission to safeguard the fiscal integrity of the City, its component units, and other dependent entities by providing the necessary support and guidance to client departments thus ensuring sound fiscal management.

Mayor's Priority: Government that Works

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	2,026	2,026	12,140	12,140	10,906	10,906
General Fund	0	880	0	751	0	996
Total	2,026	2,906	12,140	12,891	10,906	11,902

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	10.6	0.0	84.6	0.8	65.5	0.0
General Fund	4.9	0.0	3.4	0.0	5.7	0.0
Total	15.5	0.0	88.0	0.8	71.2	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
# of Client Departments Supported	4	5	9	9
Receive an Outstanding Rating (5) from Client Departments	4.2	5	4.4	5

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Financial Planning & Budgetary Services

Description:

Develop and manage the City's Operating Budget, long-range financial planning, monthly financial reporting, and ad-hoc financial analysis.

Goal:

To improve the City's financial position by providing recommendations based on comprehensive financial analysis.

Mayor's Priority: Government that Works

Program Notes:

Performance measures displaying only a FY2027 Target indicate a newly reported measure.

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
General Fund	0	1,889	0	2,586	0	2,967

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
General Fund	11.2	0.0	14.3	0.0	15.8	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
% of planned quarterly financial review meetings completed by Financial Planning & Analysis analysts with City departments to identify emerging issues, support budget accuracy, and maintain proactive communication	N/A	N/A	N/A	75%
Average number of business days from the close of each month to finalize revenue and expenditure projections for inclusion in the Monthly Financial Report	N/A	N/A	N/A	7
Citywide General Fund Expenditures Adopted Budget vs Actual Utilization	100%	98%	104%	98%
Citywide General Fund Revenues Adopted Budget vs Actual Utilization	104%	100%	100%	100%
Unassigned Fund Balance as % of General Fund Expenditures less Debt Service and PAYGO	18.9%	12.0%	11.3%	10.4%

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Grants Management

Description:

Grants Management is tasked with directing and monitoring grant acquisition, management, and compliance procedures to ensure consistent use by City Departments and compliance with all applicable federal, state, and local regulations.

Goal:

The goals of Grants Management are to: 1) provide written guidelines to ensure consistency in the City's grant acquisition and management process across grant administering departments; 2) encourage departments to responsibly pursue external funding that can be reasonably managed while serving the needs of the City; 3) ensure grant audits are being conducted in an appropriate manner and City Departments are audit ready; 4) coordinate grant acquisition among City Departments; 5) generate grant revenue recovery to capture whether grants are being sought by City Departments and reporting their respective revenues; and 6) achieve zero audit findings in each annual audit.

Mayor's Priority: Government that Works

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Central Service Revolving Fund	79	79	86	86	77	77
General Fund	0	806	0	1,155	0	1,221
Total	79	885	86	1,241	77	1,298

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Central Service Revolving Fund	0.0	0.0	0.7	0.0	1.0	0.0
General Fund	7.7	0.0	7.3	0.0	7.4	0.0
Total	7.7	0.0	8.0	0.0	8.4	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Audit Findings	0	0	0	0
Complete and Upload Single Audit Report to the Federal Audit Clearing House within 30 Calendar Days of Receipt of the Auditors' Report(s)	30 days	N/A	30 days	30 days
Number of Grants Placed in Closing Status in SAP	100	75	80	75

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Performance Improvement

Description:

Performance Improvement Program works with departments to identify and implement innovative solutions that improve customer service and modernize government operations. This division also implements performance management processes and systems to ensure continued process excellence.

Goal:

To create lasting and substantial improvements in the way the City operates.

Mayor's Priority: Government that Works

Program Notes:

Performance measures displaying only a FY2027 Target indicate a newly reported measure. Measures displaying 'N/A' for the FY2027 Target indicate the measure has been discontinued as part of ongoing measure updates.

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
General Fund	0	278	0	378	0	504

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
General Fund	1.9	0.0	1.9	0.0	3.0	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
% of Turn the Curve Performance Measures showing improvement	N/A	N/A	N/A	60%
Number of Turn the Curve Plans Developed	N/A	N/A	N/A	164
Client Satisfaction Score	90%	90%	N/A	90%
Number of In-House Consulting Engagements	24	24	24	N/A
Number of Lean Six Sigma Green Belts Certified	6	6	3	N/A

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Finance Department

Bus Area No. : 6400

Treasury

Description:

Forecast all City taxes (property, sales, and mixed beverage) based on economic modeling. Collect and account for revenues in SAP. Ensure compliance with all applicable state laws. Perform the annual Truth in Taxation and setting of the property tax rate within 60 days of receipt of the certified roll as provided by state statute. Research, analyze, and provide recommendations of proposed tax laws and ensuring compliance with passed laws. Monitor the General Fund cash flows and ensure sufficient funds are available for day-to-day operations. Manage the merchant services contract for handling of payments via point of sale or web.

Goal:

To provide accurate forecasting on Tax Revenues by ensuring estimate is within +/- 2%. Adherence to state statutes on the adoption of the property tax rate and the Truth in Taxation process. Provide accurate recommendations on proposed legislative changes.

Mayor's Priority: Government that Works

Program Notes:

Performance measures displaying only a FY2027 Target indicate a newly reported measure.

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
General Fund	2,387,627	1,885	2,416,701	1,943	2,488,483	1,971

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
General Fund	3.6	0.0	3.7	0.0	4.0	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Average number of business days to reconcile Master, Fire, solid waste, and Finance bank accounts once the period closes	N/A	N/A	N/A	3
Number of revenue transactions processed and recorded by Treasury (sales tax, mixed beverage, property tax) during the fiscal year	N/A	N/A	N/A	190
% variance between budgeted (forecasted) and actual Mixed Beverage Tax revenues during the fiscal year	-4.8%	1.1%	1.1%	1.1%
% variance between budgeted (forecasted) and actual Property Tax revenues during the fiscal year	-0.5%	0.1%	0.1%	0.4%
% variance between budgeted (forecasted) and actual Sales Tax revenues during the fiscal year	2.9%	6.4%	2%	7.3%