

HOUSTON PUBLIC WORKS

Department Description and Mission

Houston Public Works (HPW) is the largest and most diverse public works organization in the country, responsible for creating a strong foundation for Houston to thrive. HPW is responsible for streets and drainage, production and distribution of water, collection, and treatment of wastewater, solid waste, and permitting and regulation of public and private construction covering a 671-square mile service area.

Department Short Term Goals

General Fund

- Continue to improve the Joint Referral Committee (JRC) transaction process to streamline and reduce processing times.
- Improve the JRC website to better communicate the JRC process to constituents.
- Continue to facilitate the sale of streets and easements through the Joint Referral Committee.

Capital Projects Fund

- Implement process for alternative delivery methods (CMAR) to deliver critical consent decree projects.
- Update the performance evaluation criteria for Contractors and Construction Management and Inspection Services.
- Create a flow chart for the processes that each specific project type would need from the start of the design to the completion of construction and closing. Continue to improve process to deliver CIP projects.
- Performance Metrics Implementation: Establish key performance indicators (KPIs) to measure project success and regularly monitor and report on these metrics. This could include metrics related to project timelines, budget adherence, and overall project quality.
- Execute current Northeast Water Plant Project expansion design and construction plan to meet or exceed performance measure standards.

Building Inspection Fund

- Establish a coordinated customer outreach team to include customer education, communication tools, feedback channels, and reporting.
- Improve cross-training with the development of an online knowledge center, scheduled code training, and certification and continuing education unit (CEU) offerings.
- Improve customer payment experience by expanding payment options through process modernization.
- Develop and implement holistic approaches to streamline the after-hours plan review program that emphasizes partnership with development community.
- Create financial transparency and develop a forward-looking Permitting Center consistent with community needs and interests.
- Launch the Metropolitan Multiservice Center expansion plan.

Transportation and Drainage Operations Fund

- Achieve the Transportation & Drainage Operations (Storm Water Maintenance Branch) annual performance targets and be responsive to 311 requests from the citizens.
- Continue to implement the Mayor's Street Rehabilitation Initiative.
- Manage existing traffic calming devices, provide information about the Neighborhood Traffic Management Program (NTMP) process, and respond to inquiries from constituents, council, and others about the NTMP.

TranStar Fund

- Continue to upgrade TranStar's building infrastructure with technological and physical enhancements.
- Identify and explore different options to fund and maintain future building expansion plans.
- Expand the Incident Management program to transportation incidents in neighboring communities throughout the Southeast Texas region.

Combined Utility System Fund

- Monitor City's use of groundwater to maintain compliance with mandates of Harris Galveston Coastal Subsidence District.
- Maintain compliance with Texas Commission on Environmental Quality (TCEQ) and Environmental Protection Agency (EPA) clean and safe drinking water standards, as well as American Water Works Association (AWWA) Partnership for Safe Water standards.
- Replace obsolete automated meter reading infrastructure to maintain the continuity of the meter reading process, ensure continued accurate billing of customer water consumption, facilitate the provision of water consumption data collection, and monitor usage patterns for all customers within the City of Houston.
- Implement a new network operations center that ensures a highly secure and reliable application infrastructure, network infrastructure, and support services.
- Enhance customer account services through the development and implementation of a robust work management system to enhance the planning, scheduling, and prioritization of customer requests.

Solid Waste Management

- Reassess the organizational structure to enhance efficiency and streamline operations.
- Optimize and right-size all current routes to maximize the efficiency of available personnel.
- Provide leadership training to ensure management embodies the principles of effective leadership and team development.

Department Long Term Goals

General Fund

- Develop the JRC process to be fully automated from the submission of the JRC application to the completion of the transactions.

Capital Projects Fund

- Accept All Construction Work by Council within 12 months of Substantial Completion Date.
- Professional Contracts to Council Award within 6 months.
- Continue to improve process to deliver CIP projects on efficiency and productivity.
- Create a flow chart for the processes that each specific project type would need from the start of the design to the completion of construction and closing.
- Continue the integration of CIMS (Capital Improvement Management System) to GIS mapping system.
- Continuation of Aurigo training and fine-tuning.
- Expansion of Inspector and Project Management Basics training program and process manual.
- Develop and implement strategies to optimize resource allocation across projects, ensuring that skills and manpower are utilized efficiently.
- Implement Project Management principles and methodologies across Houston Public Works.

Building Inspection Fund

- Streamline commercial and residential plan review processes to include pre-development strategies and improve online service channels.
- Replace legacy software with HouPermits: an intuitive, workflow driven permitting system.
- Develop multi-disciplined and universal service providers to meet universal needs of customers.
- Standardize onboarding and customer service training.
- Develop and implement new Pedestrian Accessibility Review Program (PAR) application process that ties in with Cityworks.
- Facilitate the completion of the American Disability Act (ADA) Self-Evaluation for the City of Houston and oversee efforts to develop an updated ADA Transition plan, collaborating with interdepartmental partners and disability community.

Transportation and Drainage Operations Fund

- Improve efficiency and effectiveness in daily operations.
- Improve responsiveness to public requests via 311.
- Continue pursuing better streets and better drainage.

TranStar Fund

- Maximize service through leveraging resources and inter-agency coordination.
- Expand opportunities to increase public-private partnerships and increase the public's awareness and use of our services.

Combined Utility System Fund

- Continue to train and develop a group of professional water and wastewater managers and operators to ensure continued reliable and efficient operation of the utility in the coming decades.
- Continue neighborhood sanitary sewer rehabilitation program. This will provide a reliable system to the citizens and reduce repair costs in the future.
- Continue fire hydrant rehabilitation program. This will provide reliable water access to City firefighters in response to future fire emergency calls that protect citizen lives and property.
- Expand Wireless Broadband Network (WBN) by improving network connectivity used by service lines to access remote sites.
- Expand the water loss and conservation programs through continuous implementation of recommendations from the Black and Veatch water loss report and increased engagement with customers regarding water consumption.

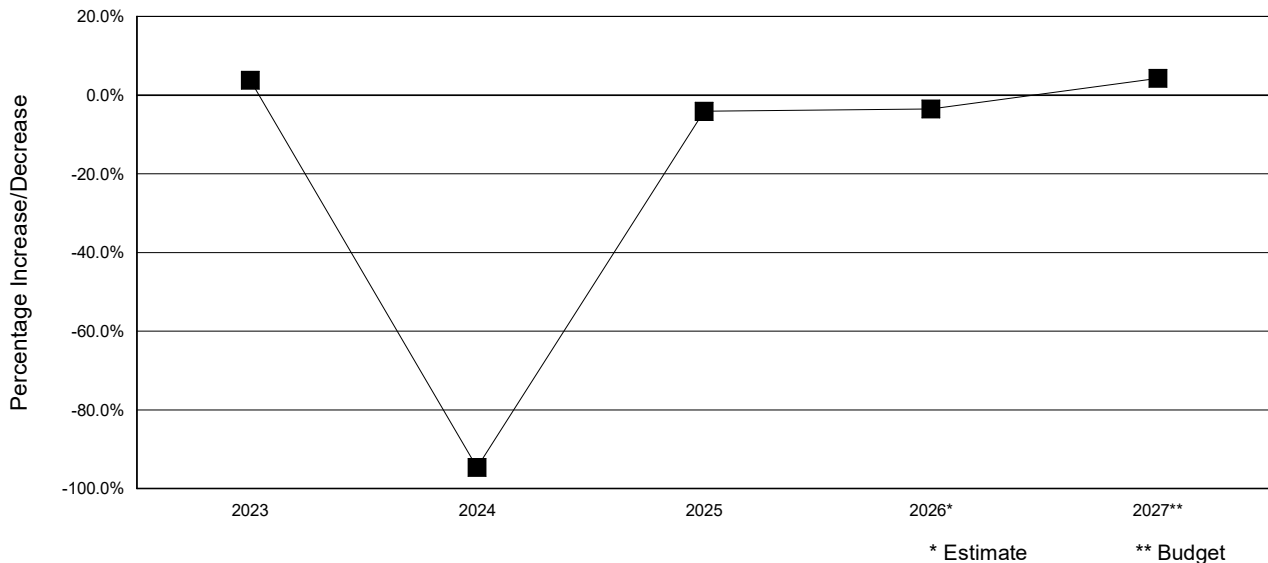
Solid Waste Management

- Fleet & Equipment Upgrades: Invest in modern vehicles to improve efficiency, reduce maintenance costs, and lower environmental impact.
- Sustainability Initiatives: Develop and implement long-term waste diversion strategies, such as expanding recycling programs and composting initiatives.
- Smart Waste Management Integration: Leverage data-driven technologies, such as route optimization software, IoT sensors, and AI-driven analytics to enhance operational efficiency and service delivery.
- Workforce Development & Retention: Establish comprehensive training and career development programs to ensure staff remains skilled, engaged, and equipped to handle evolving industry challenges.
- Community Engagement & Education: Strengthen partnerships with local communities, schools, and businesses to promote waste reduction, recycling education, and responsible disposal practices.
- Public-Private Partnerships (PPP): Explore collaborations with private entities to improve waste collection, recycling, and innovative waste management solutions.
- Emergency Preparedness & Disaster Waste Management: Develop a robust strategy for handling waste and debris during and after natural disasters or emergencies to ensure a rapid and efficient response.

FISCAL YEAR 2027 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area : Houston Public Works					
Fund No. /Bus. Area No. : 1000 / 2000					
		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	1,056,176	1,022,157	1,022,157	1,069,476
	Supplies	0	2,475	0	2,475
	Other Services and Charges	138,807	128,406	130,881	130,273
	Total M & O Expenditures	<u>1,194,983</u>	<u>1,153,038</u>	<u>1,153,038</u>	<u>1,202,224</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	<u>1,194,983</u>	<u>1,153,038</u>	<u>1,153,038</u>	<u>1,202,224</u>
Revenues		7,969,814	2,931,700	3,347,227	2,954,040
Staffing	Full-Time Equivalents - Civilian	9.0	8.0	8.0	7.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	<u>9.0</u>	<u>8.0</u>	<u>8.0</u>	<u>7.9</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases. o Office of City Engineer Division will continue to improve the Joint Referral Committee (JRC) transaction process to streamline and reduce processing times. 				

**General Fund
Houston Public Works
Year over Year Expenditure Change**



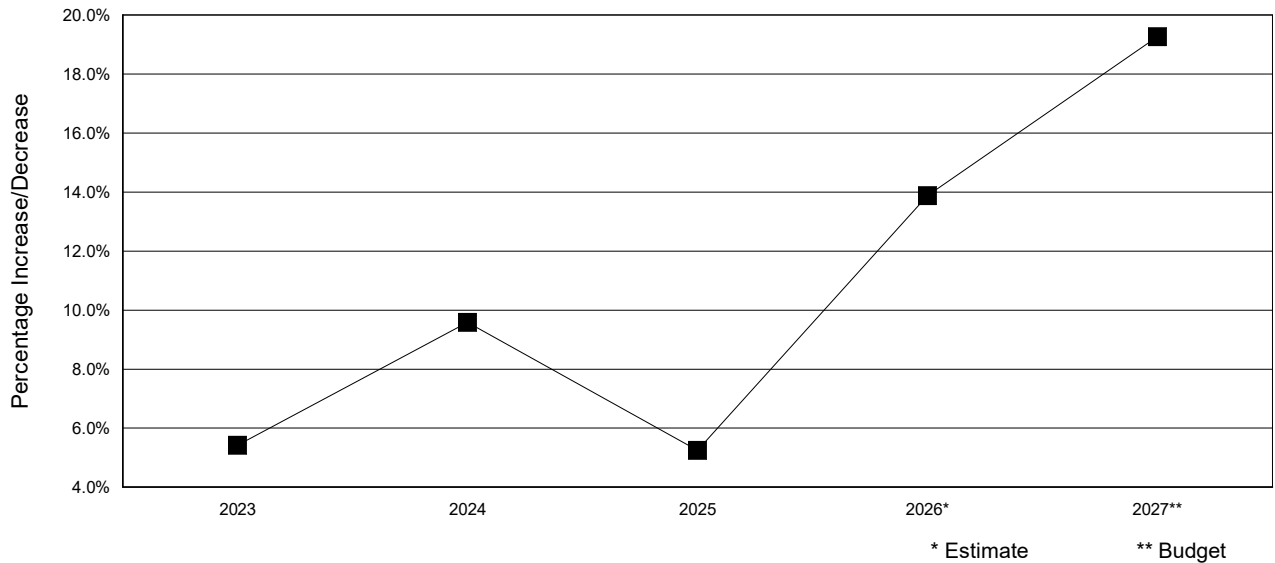
FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : Project Cost Recovery Fund
Business Area : Houston Public Works
Fund No. /Bus. Area No. : 1001 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	45,992,221	64,193,459	49,958,844	60,118,883
	Supplies	63,344	323,260	290,990	306,100
	Other Services and Charges	7,875,317	11,176,173	10,923,641	11,631,677
	Equipment	0	950,000	100,000	750,000
	Non-Capital Equipment	107,617	257,350	267,300	592,040
	Total M & O Expenditures	<u>54,038,499</u>	<u>76,900,242</u>	<u>61,540,775</u>	<u>73,398,700</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	<u>54,038,499</u>	<u>76,900,242</u>	<u>61,540,775</u>	<u>73,398,700</u>
Revenues		54,038,499	76,900,242	61,540,775	73,398,700
Staffing	Full-Time Equivalents - Civilian	321.9	449.1	344.8	406.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	321.9	449.1	344.8	406.0
	Full-Time Equivalents - Overtime	2.7	5.5	4.5	5.4
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual increases. o The FY2027 Budget continues to support the East Water Purification Plant Expansion. o The FY2027 Budget provides funding for B2G Now and LCP Tracker Payroll reporting system. o The FY2027 Budget reflects personnel decrease as a result of department's re-organization. 				

**Project Cost Recovery Fund
Houston Public Works
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : Building Inspection Special Fund

Business Area : Houston Public Works

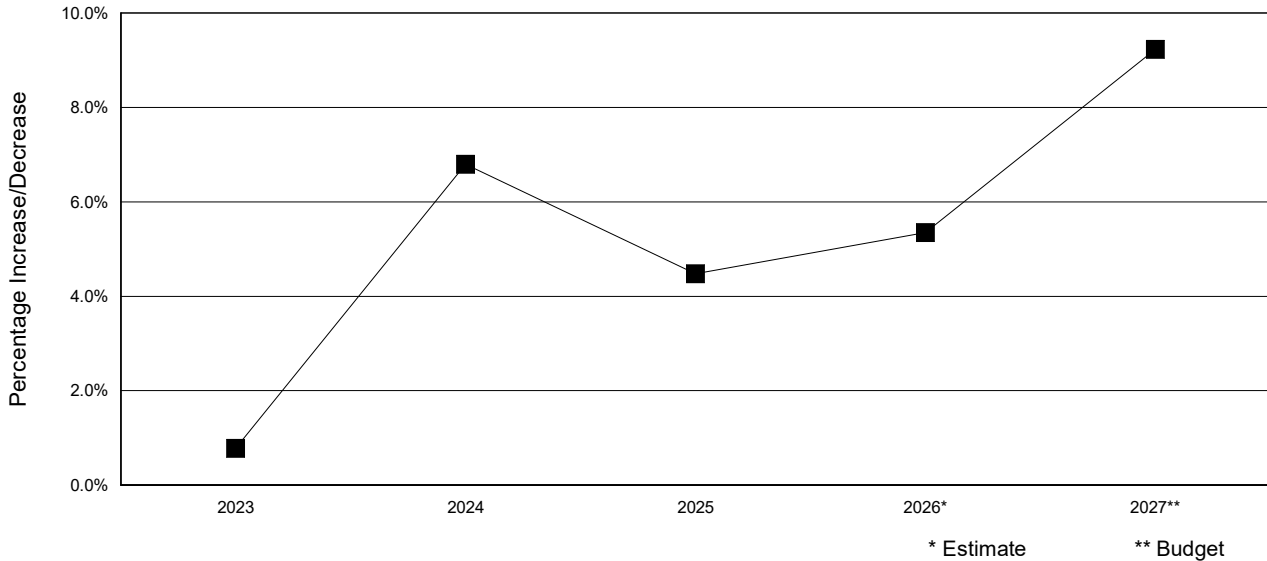
Fund No. /Bus. Area No. : 2301 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	75,082,244	81,968,954	77,550,643	84,647,908
	Supplies	273,329	379,000	280,365	376,480
	Other Services and Charges	24,683,346	30,835,251	28,476,224	32,038,794
	Equipment	3,015,458	3,558,500	1,615,950	1,927,202
	Non-Capital Equipment	465,228	329,040	377,650	1,026,316
	Total M & O Expenditures	<u>103,519,605</u>	<u>117,070,745</u>	<u>108,300,832</u>	<u>120,016,700</u>
	Debt Service & Other Uses	<u>4,931,823</u>	<u>5,951,220</u>	<u>5,951,250</u>	<u>4,785,700</u>
Total Expenditure	<u>108,451,428</u>	<u>123,021,965</u>	<u>114,252,082</u>	<u>124,802,400</u>	
Revenues		104,026,435	118,607,900	114,525,415	119,469,400
Staffing	Full-Time Equivalents - Civilian	618.7	677.0	612.4	656.1
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	618.7	677.0	612.4	656.1
	Full-Time Equivalents - Overtime	33.6	34.0	46.7	37.1

Significant Budget Changes and Highlights

- o FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases.
- o FY2027 revenue budget includes \$8.7 million transfer from Storm Water Fund.
- o FY2027 budget includes \$2.1 million for Cost of Service study.
- o FY2027 budget includes \$2.8 million to be transferred to Contributed Capital Project Fund (Fund 4515) for the design and development of new permitting system.
- o FY2027 budget includes \$1.9 million for new and replacement of capital equipment.

**Building Inspection Special Fund
Houston Public Works
Year over Year Expenditure Change**



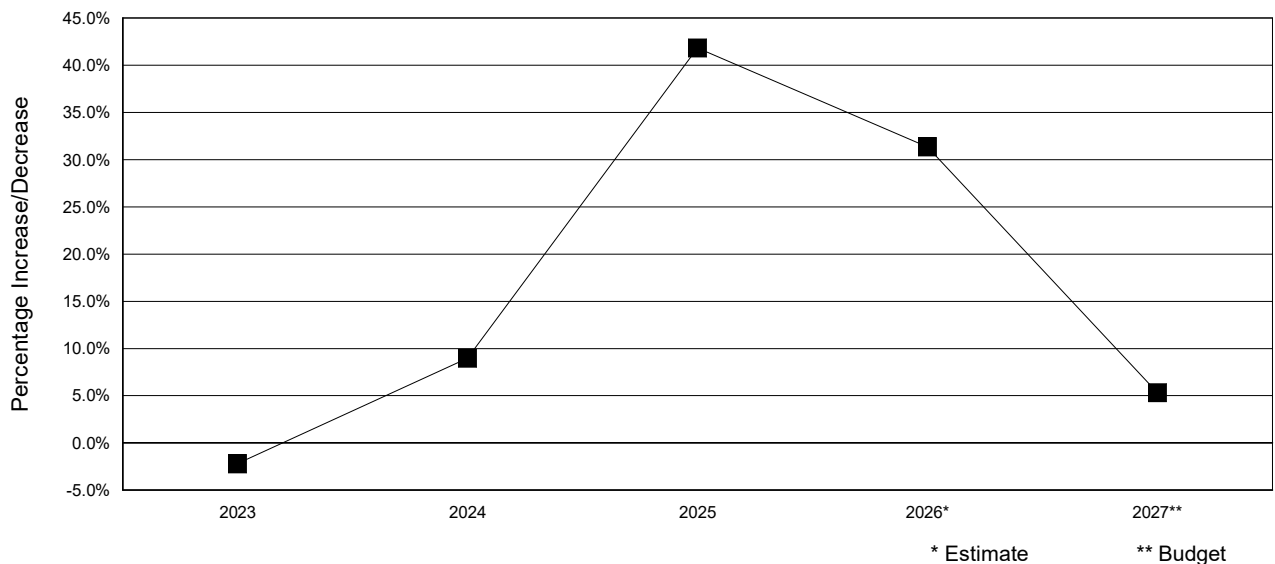
FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : Storm Water Fund
Business Area : Houston Public Works
Fund No. /Bus. Area No. : 2302 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	28,249,585	31,772,931	31,612,463	39,732,888
	Supplies	689,287	1,073,335	1,096,060	1,072,590
	Other Services and Charges	23,289,599	59,904,245	57,950,790	48,858,551
	Equipment	19,136,900	8,478,950	5,248,561	8,027,450
	Non-Capital Equipment	128,273	132,870	121,170	519,920
	Total M & O Expenditures	<u>71,493,644</u>	<u>101,362,331</u>	<u>96,029,044</u>	<u>98,211,399</u>
	Debt Service & Other Uses	<u>19,606,455</u>	<u>23,777,581</u>	<u>23,649,681</u>	<u>27,826,388</u>
Total Expenditure	<u>91,100,099</u>	<u>125,139,912</u>	<u>119,678,725</u>	<u>126,037,787</u>	
Revenues		103,422,511	164,553,500	112,817,500	123,576,600
Staffing	Full-Time Equivalents - Civilian	324.9	355.2	346.4	408.7
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	324.9	355.2	346.4	408.7
	Full-Time Equivalents - Overtime	21.8	18.7	15.6	16.8
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases. o Includes funding to maintain the City's Texas Pollutant Discharge Elimination System Storm Water Permit. o Includes \$9 million funding for the implementation of the Roadside Ditch Re-establishment program. o Includes \$8.8 million funding to be transferred to Building Inspection Fund to cover the integration of Department of Neighborhoods. o Includes \$19.2 million funding rolled over from FY2026 to fund the demolition of the unsafe buildings that pose a risk to the Storm Water system on behalf of Department of Neighborhoods. o Provides for the de-silting, re-grading and establishment of proper elevation in roadside ditches. o Provides for the inspection, repair and maintenance of damaged inlets, manholes and storm sewers. o Provides for the maintenance of off-road channels, detention ponds and drainage easements, mowing and herbicide application in the City's right-of-way. o Provides for the sweeping of the City's downtown streets and major thoroughfares. 				

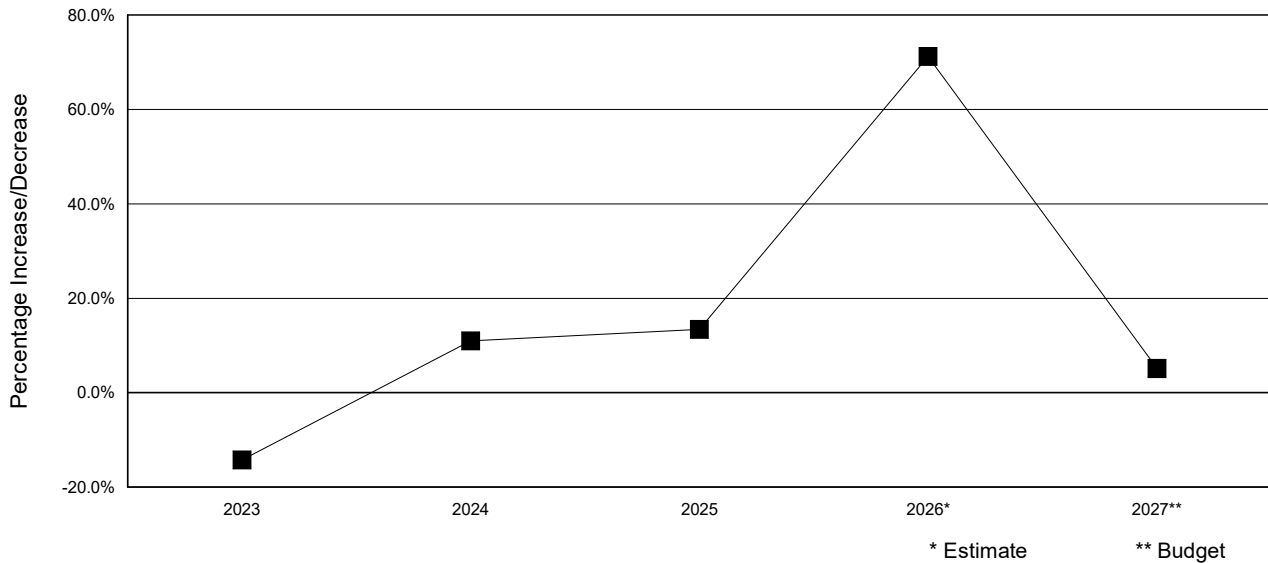
**Storm Water Fund
Houston Public Works
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Budget Summary					
Fund Name : DDSRF - Drainage Charge					
Business Area : Houston Public Works					
Fund No. /Bus. Area No. : 2310 / 2000					
		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	2,443,980	2,248,071	1,865,243	2,257,400
	Supplies	107,515	75,300	76,895	83,100
	Other Services and Charges	1,101,728	6,182,500	6,174,621	6,107,900
	Equipment	0	0	0	120,000
	Non-Capital Equipment	0	3,000	3,000	15,000
	Total M & O Expenditures	<u>3,653,223</u>	<u>8,508,871</u>	<u>8,119,759</u>	8,583,400
	Debt Service & Other Uses	<u>84,545,239</u>	<u>142,920,000</u>	<u>142,920,000</u>	150,220,000
	Total Expenditure	<u>88,198,462</u>	<u>151,428,871</u>	<u>151,039,759</u>	158,803,400
Revenues		118,833,584	121,019,800	125,019,800	120,169,800
Staffing	Full-Time Equivalents - Civilian	21.4	21.0	18.3	20.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	0.0
	Total	<u>21.4</u>	<u>21.0</u>	<u>18.3</u>	20.0
	Full-Time Equivalents - Overtime	2.1	3.7	1.7	3.8
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases. o Includes \$149.7 million to continue to fund CIP projects related to drainage and streets. 				

**DDSRF - Drainage Charge
Houston Public Works
Year over Year Expenditure Change**



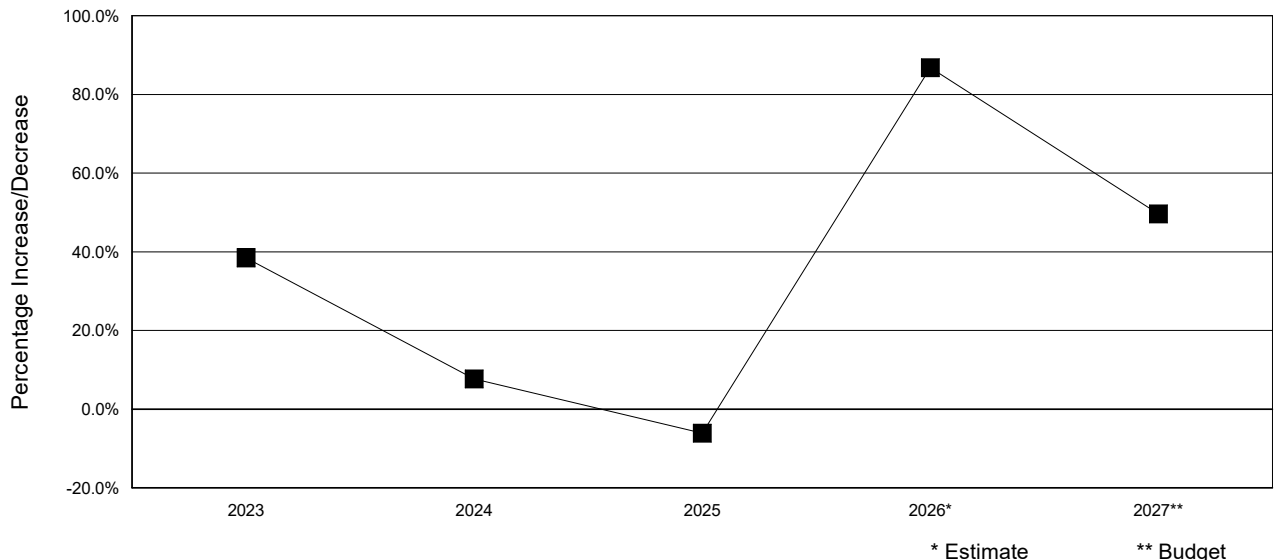
FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : DDSRF - Ad Valorem Tax
Business Area : Houston Public Works
Fund No. /Bus. Area No. : 2311 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Supplies	0	1,350,000	1,350,000	1,350,000
	Other Services and Charges	760,000	2,608,400	2,638,400	5,747,200
	Equipment	14,032,199	14,337,400	9,132,296	11,383,600
	Non-Capital Equipment	11,736	0	0	0
	Total M & O Expenditures	<u>14,803,935</u>	<u>18,295,800</u>	<u>13,120,696</u>	<u>18,480,800</u>
	Debt Service & Other Uses	73,322,123	152,168,200	151,486,700	227,801,900
	Total Expenditure	<u>88,126,058</u>	<u>170,464,000</u>	<u>164,607,396</u>	<u>246,282,700</u>
Revenues		146,754,824	184,834,744	188,834,744	219,031,733
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Includes \$215 million transfer from the General Fund for captured tax revenues to comply with Jones Waston Settlement Agreement. o Includes \$11.4 million in funding for capital equipment, with \$7.3 million for prior years rollovers. o Includes \$224.4 million in funding for CIP street and drainage projects. o Includes \$3.4 million in funding for 380 Agreements. 				

**DDSRF - Ad Valorem Tax
Houston Public Works
Year over Year Expenditure Change**



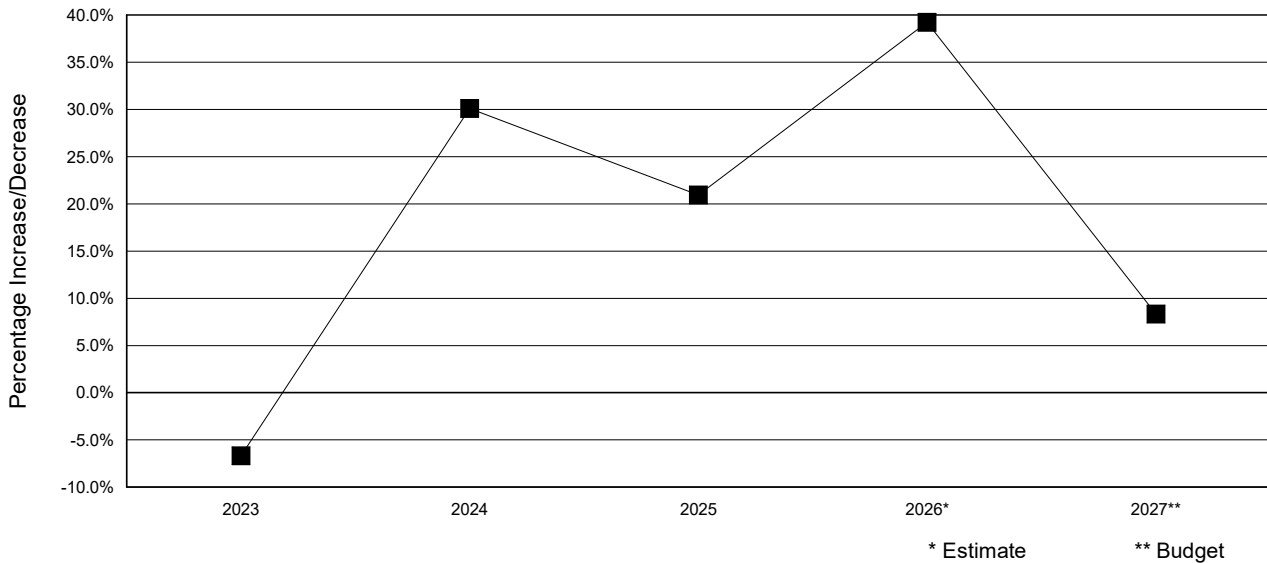
FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : DDSRF - Metro ET AL
Business Area : Houston Public Works
Fund No. /Bus. Area No. : 2312 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	38,511,557	45,896,144	41,788,492	47,606,196
	Supplies	11,357,342	11,749,573	11,524,075	11,844,019
	Other Services and Charges	60,349,985	74,742,218	72,954,052	77,187,257
	Equipment	32,767,253	520,000	446,428	263,100
	Non-Capital Equipment	89,277	191,950	190,950	665,828
	Total M & O Expenditures	<u>143,075,414</u>	<u>133,099,885</u>	<u>126,903,997</u>	<u>137,566,400</u>
	Debt Service & Other Uses	<u>(32,183,914)</u>	<u>27,263,091</u>	<u>27,500,000</u>	<u>29,686,065</u>
Total Expenditure	<u>110,891,500</u>	<u>160,362,976</u>	<u>154,403,997</u>	<u>167,252,465</u>	
Revenues		112,014,659	160,363,091	154,705,509	167,252,465
Staffing	Full-Time Equivalents - Civilian	391.0	428.6	407.5	453.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	<u>391.0</u>	<u>428.6</u>	<u>407.5</u>	<u>453.9</u>
	Full-Time Equivalents - Overtime	39.6	28.7	38.7	27.9
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases. o FY2027 Budget includes \$29.3 million for street and signal light electricity costs. o FY2027 Budget includes \$29.7 million to support HPD Traffic Enforcement Program in General Fund. o FY2027 Budget Includes \$869,700 to support Mayor's Office for People with Disabilities in Department of Neighborhood. o Continuation of METRO reimbursements to cover the costs of asphalt skin patches, street resurfacing, street maintenance, concrete repair, bridge maintenance, signal maintenance, signal engineering, and traffic operation (\$165.6 million from Metro). 				

**DDSRF - Metro ET AL
Houston Public Works
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : Houston TranStar Center Fund
Business Area : Houston Public Works
Fund No. /Bus. Area No. : 2402 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	1,176,562	1,482,461	1,147,868	1,370,700
	Supplies	57,558	83,660	83,660	83,700
	Other Services and Charges	1,485,845	1,849,900	1,849,900	2,225,600
	Non-Capital Equipment	15,669	180,000	148,757	70,000
	Total M & O Expenditures	<u>2,735,634</u>	<u>3,596,021</u>	<u>3,230,185</u>	<u>3,750,000</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	<u>2,735,634</u>	<u>3,596,021</u>	<u>3,230,185</u>	<u>3,750,000</u>

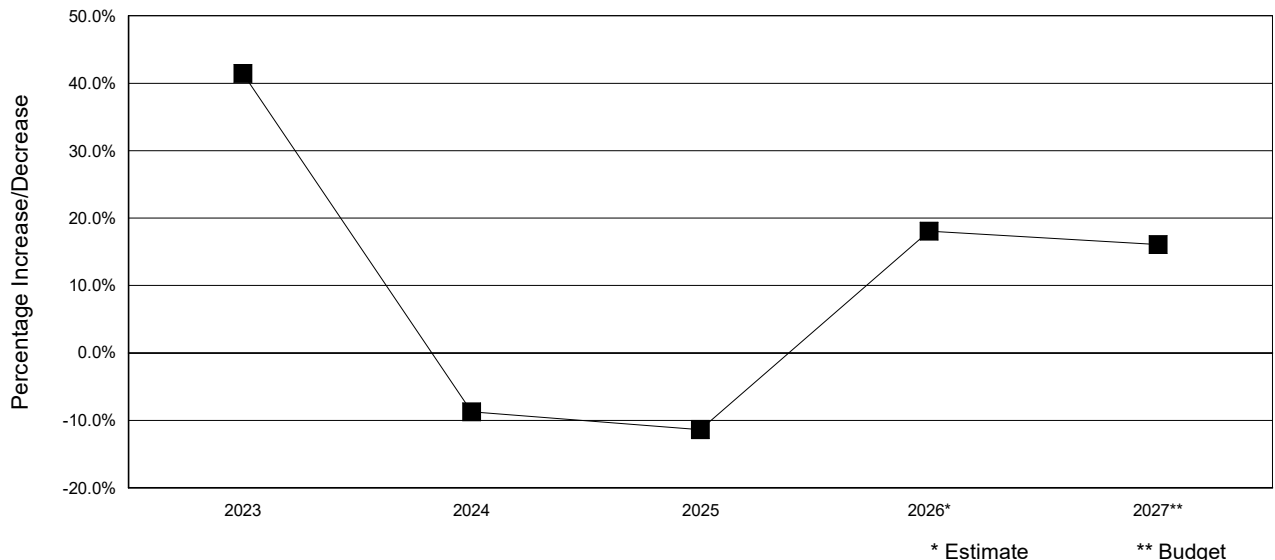
Revenues		3,291,147	3,247,800	3,247,800	3,272,800
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Staffing	Full-Time Equivalents - Civilian	7.3	10.0	7.5	9.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>7.3</u>	<u>10.0</u>	<u>7.5</u>	<u>9.0</u>
	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.
- o Includes funding for roof repair, window leaks, chiller replacement and other facility maintenance projects for the Houston TranStar Center.
- o Includes funding to continue public outreach initiatives to promote traffic safety programs in FY2027.
- o Oversees audio/visual improvements to consortium conference rooms, including METRO and TxDOT's Emergency Operations Centers.
- o Maintains readiness for multi-agency, multi-jurisdictional emergency response efforts at the Houston TranStar Center.

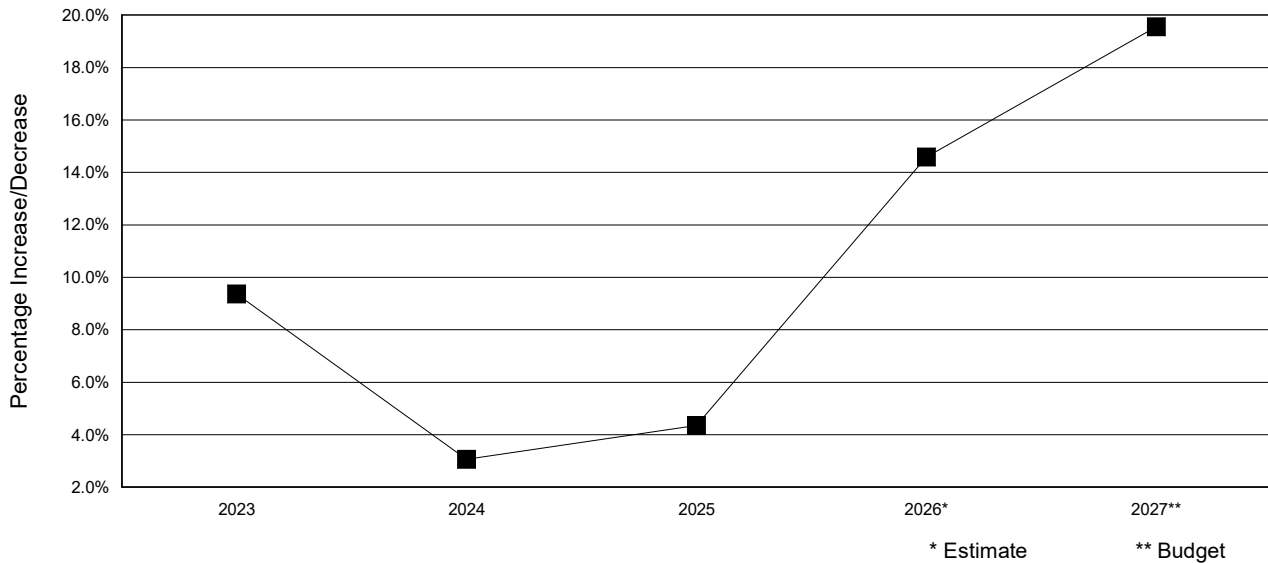
**Houston TranStar Center Fund
Houston Public Works
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Budget Summary					
Fund Name : Water and Sewer Operating Fund					
Business Area : Houston Public Works					
Fund No. /Bus. Area No. : 8300 / 2000					
		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Personnel Services	245,140,101	250,751,873	231,860,510	311,053,326
	Supplies	82,289,888	96,471,300	97,424,528	107,021,628
	Other Services and Charges	339,179,260	503,043,904	496,401,818	633,397,367
	Equipment	309,481	1,289,500	1,289,500	1,166,000
	Non-Capital Equipment	1,689,899	3,100,100	3,332,600	6,815,200
	Total M & O Expenditures	<u>668,608,629</u>	<u>854,656,677</u>	<u>830,308,956</u>	<u>1,059,453,521</u>
	Debt Service & Other Uses	<u>483,335,723</u>	<u>525,629,500</u>	<u>489,674,581</u>	<u>518,642,200</u>
Total Expenditure	<u>1,151,944,352</u>	<u>1,380,286,177</u>	<u>1,319,983,537</u>	<u>1,578,095,721</u>	
Revenues		1,758,047,184	2,077,861,526	2,021,612,558	2,107,505,319
Staffing	Full-Time Equivalents - Civilian	2,113.3	2,109.9	1,828.7	2,530.1
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Total	<u>2,113.3</u>	<u>2,109.9</u>	<u>1,828.7</u>	<u>2,530.1</u>
	Full-Time Equivalents - Overtime	208.3	213.8	175.9	292.4
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2027 Budget provides funding for health benefits, pension contributions, and municipal employees contractual pay increases. o The FY2027 Budget includes a water and sewer rate study increase of 8% as approved by City Council Ordinance 2021-515 on June 23, 2021. o FY2027 Budget includes \$117 million increase due to the Solid Waste Department being restructured as a division within Houston Public Works Department. 				

**Water and Sewer Operating Fund
Houston Public Works
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

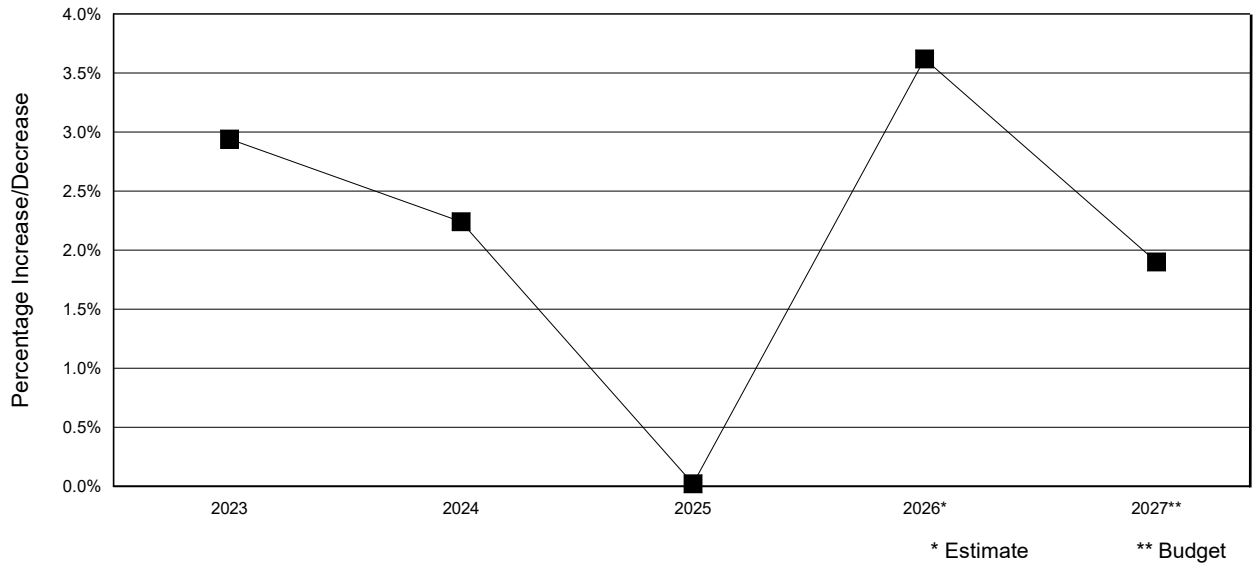
Fund Name : Combined Utility System Operating Fund
Business Area : Houston Public Works
Fund No. /Bus. Area No. : 8301 / 2000

		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Debt Service & Other Uses	518,919,238	553,261,200	537,712,355	547,954,000
	Total Expenditure	<u>518,919,238</u>	<u>553,261,200</u>	<u>537,712,355</u>	<u>547,954,000</u>
Revenues		518,482,460	553,261,200	537,366,954	547,954,000
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	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	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0	0	0	0

Significant
Budget
Changes
and
Highlights

o The FY2027 Budget includes a decrease from FY2026 Budget in debt service transfers due to decreased debt service payments.

**Combined Utility System Operating Fund
Houston Public Works
Year over Year Expenditure Change**

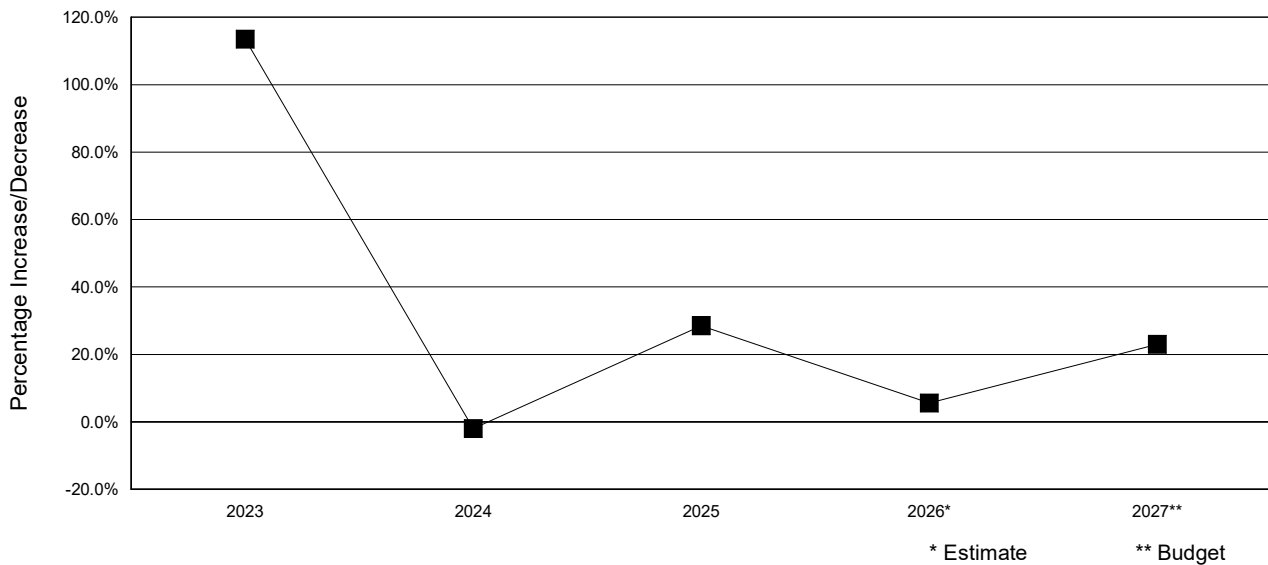


FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name :		Combined Utility System Gen Pur Fund			
Business Area :		Houston Public Works			
Fund No. /Bus. Area No. :		8305 / 2000			
		FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Expenditures	Other Services and Charges	37,568,939	45,519,921	42,716,007	173,771,600
	Equipment	77,738,668	118,857,479	91,592,179	174,489,400
	Total M & O Expenditures	<u>115,307,607</u>	<u>164,377,400</u>	<u>134,308,186</u>	348,261,000
	Debt Service & Other Uses	468,521,509	530,738,200	481,944,972	409,546,807
	Total Expenditure	<u>583,829,116</u>	<u>695,115,600</u>	<u>616,253,158</u>	757,807,807
Revenues		15,283,386	8,155,000	7,593,824	7,571,886
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	0.0
	Total	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Capital Acquisition Budget of \$174.5 million includes \$52.2 million for capital equipment rollovers from prior years. o Transfer to CUS Operating of \$67.8 million to fund regulatory compliance activities. o Transfer to Stormwater decreases by \$4.3 million from FY2026 Budget due to less funding needed to cover the Stormwater O&M costs. o The FY2027 Budget includes \$18.3 million to fund citywide 311 activities. o The FY2027 Budget includes a new Right-of-Way Fee paid to General Fund for 5% of gross CUS revenues. o FY2027 Budget includes an increase of \$87.9 million for the purchase and buildout of 1600 Smith Building. o Transfer to Capital projects of \$150 million to cover Pay-As-You-Go funding for CUS capital projects in FY2027. o The FY2027 Budget includes \$17 million increase due to the Solid Waste Department being restructured as a division within Houston Public Works Department. 				

**Combined Utility System Gen Pur Fund
Houston Public Works
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Revenues Summary

Business Area : Houston Public Works

Business Area No. : 2000

Category	FY2025 Actual	FY2026 Current Budget	FY2026 Estimate	FY2027 Budget
Charges for Services	1,796,320,635	2,116,521,326	2,050,471,174	2,134,929,490
Direct Interfund Services	58,315,062	82,338,342	65,700,875	78,784,840
Indirect Interfund Services	9,035,200	8,563,900	8,563,900	9,833,700
Interest	65,899,277	57,615,000	66,469,400	60,759,000
Intergovernmental	113,013,322	160,973,871	155,512,498	167,863,245
Licenses and Permits	84,242,069	85,696,600	84,504,670	88,819,000
Miscellaneous/Other	59,239,221	36,594,820	66,953,740	44,472,195
Other Fines and Forfeits	188,468	1,028,900	1,375,400	1,175,340
Other Franchise	492,352	505,200	505,200	505,200
Other Resources	755,418,897	921,898,544	830,555,249	905,014,733
Grand Total	<u><u>2,942,164,503</u></u>	<u><u>3,471,736,503</u></u>	<u><u>3,330,612,106</u></u>	<u><u>3,492,156,743</u></u>

FISCAL YEAR 2027 BUDGET

Business Area Program Summary

Business Area: Houston Public Works

Bus. Area No : 2000

Budget By Program (\$ in thousands):

Program	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Administrative Services	643,173	217,675	737,710	214,000	756,397	502,155
Bulk Collection	0	0	0	0	0	18,385
Container Lease	0	0	0	0	5,540	3,344
Engineering and Construction	49,992	42,868	63,128	56,962	76,137	87,691
Heavy Trash Collection	0	0	0	0	0	8,558
Houston Permitting Center	104,026	99,857	111,067	97,013	129,246	124,374
Houston TranStar	3,291	2,736	3,248	3,230	3,273	3,750
Houston Water	1,660,637	556,594	1,867,457	747,024	1,940,458	846,249
Mayor's Office for People with Disabilities	0	886	0	766	0	870
Recycling Collection	0	0	0	0	0	4,642
Residential Drop Off Collection	0	0	0	0	0	8,960
Transportation & Drainage Operations	481,038	200,021	548,003	198,587	581,106	192,173
Utility Billing	7	65,010	0	65,435	0	67,775
Debt Service and Interfund Transfers	0	1,613,783	0	1,860,838	0	1,916,461
Total	2,942,164	2,799,430	3,330,613	3,243,855	3,492,157	3,785,387

FTEs by Program:

Program	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Administrative Services	332.1	0.6	341.0	0.9	449.1	11.3
Bulk Collection	0.0	0.0	0.0	0.0	167.8	33.7
Container Lease	0.0	0.0	0.0	0.0	6.3	1.4
Engineering and Construction	260.3	2.6	283.5	4.5	488.3	7.6
Heavy Trash Collection	0.0	0.0	0.0	0.0	82.8	15.4
Houston Permitting Center	610.0	33.7	603.3	46.8	593.7	36.8
Houston TranStar	7.3	0.0	7.5	0.0	9.0	0.0
Houston Water	1,506.8	188.0	1,386.1	147.3	1,534.5	187.9
Mayor's Office for People with Disabilities	4.5	0.0	5.1	0.0	0.0	0.0
Recycling Collection	0.0	0.0	0.0	0.0	45.2	8.7
Residential Drop Off Collection	0.0	0.0	0.0	0.0	49.2	10.3
Transportation & Drainage Operations	706.6	61.3	741.9	54.2	786.0	44.6
Utility Billing	379.9	21.9	205.2	29.4	279.8	25.7
Debt Service and Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0
Total:	3,807.5	308.1	3,573.6	283.1	4,491.7	383.4

Total may reflect slight variances due to rounding.

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Administrative Services

Description:

Provides support to HPW, including financial services, debt and asset management, information technology services, administrative and payroll services, emergency management, internal audit, and facility management.

Goal:

Ensure continued operations of Houston Public Works by providing administrative, financial, information technology, and other support services.

Mayor's Priority: Government that Works

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Building Inspection Special Fund	0	4,040	0	4,851	0	4,991
Combined Utility System Gen Pur Fund	15,269	68,121	7,588	33,469	7,572	223,664
Combined Utility System Operating Fund	518,482	0	537,367	0	547,954	0
DDSRF - Drainage Charge	0	3	0	3	0	3
DDSRF - Metro ET AL	13	27,052	27,381	31,270	29,775	32,846
General Fund	7,945	1,195	3,341	1,153	2,954	1,202
Project Cost Recovery Fund	4,046	10,404	5,506	12,146	6,635	16,186
Storm Water Fund	0	1,155	0	3,809	0	2,604
Water and Sewer Operating Fund	97,418	105,705	156,527	127,299	161,507	220,659
Total	643,173	217,675	737,710	214,000	756,397	502,155

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Building Inspection Special Fund	10.1	0.0	11.0	0.0	7.0	0.0
Combined Utility System Gen Pur Fund	0.0	0.0	0.0	0.0	0.0	0.0
Combined Utility System Operating Fund	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Drainage Charge	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Metro ET AL	3.9	0.0	4.0	0.0	6.0	0.0
General Fund	9.0	0.0	8.0	0.0	7.9	0.0
Project Cost Recovery Fund	55.9	0.1	54.9	0.0	75.4	0.0
Storm Water Fund	1.5	0.0	1.0	0.0	2.5	0.0
Water and Sewer Operating Fund	251.7	0.5	262.1	0.9	350.3	11.3
Total	332.1	0.6	341.0	0.9	449.1	11.3

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Administrative Services

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Expenditures Adopted Budget vs Actual Utilization	86%	98%	93%	98%
Revenues Adopted Budget vs Actual Utilization	92%	100%	96%	100%

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Bulk Collection

Description:

Provides bi-monthly curbside yard waste collections and disposal services to more than 393,000 households within its service area.

Goal:

Divert grass clippings, leaves, and small branches from the landfill thereby reducing the cost of disposal while repurposing vegetative materials for mulching and composting.

Mayor's Priority: Quality of Life

Program Notes:

This program includes operations previously under the Solid Waste Department that are transitioning to the Houston Public Works department beginning in FY2027. 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
Water and Sewer Operating Fund	0	0	0	0	0	18,385

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	167.8	33.7

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Tons of tree and yard waste collected	N/A	N/A	N/A	18,300

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Container Lease

Description:

Supports appropriate maintenance and purchasing of both black and green containers, replacing parts and tools, rolling stock, and personnel to support deliveries in the four solid waste operations quadrants.

Goal:

Provide a convenient and efficient means to contain and dispose of municipal solid waste and recyclables while generating a revenue stream to cover expenses.

Mayor's Priority: Quality of Life

Program Notes:

This program includes operations previously under the Solid Waste Department that are transitioning to the Houston Public Works department beginning in FY2027. 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
Water and Sewer Operating Fund	0	0	0	0	5,540	3,344

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	6.3	1.4

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Total number of containers replaced or repaired	N/A	N/A	N/A	19,200

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Engineering and Construction

Description:

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

Goal:

Innovate, design, and construct Houston's public infrastructure improvement, so that quality capital projects are delivered timely, within budget, and with minimum inconvenience to the public, while protecting the public health, safety, and welfare of citizens.

Mayor's Priority: Infrastructure

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
Building Inspection Special Fund	0	0	9,459	13,751	9,374	15,331
Combined Utility System Gen Pur Fund	0	39	0	107	0	2,209
DDSRF - Ad Valorem Tax	0	0	0	0	0	56
DDSRF - Metro ET AL	0	0	0	0	0	4,706
Project Cost Recovery Fund	49,992	42,829	53,669	43,104	66,763	51,211
Storm Water Fund	0	0	0	0	0	5,605
Water and Sewer Operating Fund	0	0	0	0	0	8,573
Total	49,992	42,868	63,128	56,962	76,137	87,691

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Building Inspection Special Fund	0.0	0.0	0.0	0.0	85.4	2.1
Combined Utility System Gen Pur Fund	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Metro ET AL	0.0	0.0	0.0	0.0	26.0	0.0
Project Cost Recovery Fund	260.3	2.6	283.5	4.5	289.6	2.0
Storm Water Fund	0.0	0.0	0.0	0.0	31.1	0.0
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	56.2	3.5
Total	260.3	2.6	283.5	4.5	488.3	7.6

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Engineering and Construction

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Complete 90% of Floodplain Inspections within 7 days	N/A	N/A	N/A	90%
Award Notice to Proceed (NTPs) within 30 Days	N/A	30	30	30
Complete at least 90% of construction projects within the approved work authorization timeframe	83%	90%	90%	90%
Rehabilitate 1,000 lane miles of roads annually	N/A	1,000	1000	1000

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Heavy Trash Collection

Description:

Provides bi-monthly curbside bulky waste collection to more than 393,000 households within its service area.

Goal:

Improve the on-time collection rate of bulky waste collection services to meet service demands.

Mayor's Priority: Quality of Life

Program Notes:

This program includes operations previously under the Solid Waste Department that are transitioning to the Houston Public Works department beginning in FY2027. 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
Water and Sewer Operating Fund	0	0	0	0	0	8,558

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	82.8	15.4

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Total tons of heavy trash collected	N/A	N/A	N/A	230,000

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Houston Permitting Center

Description:

The Houston Permitting Center combines the majority of the City of Houston's permitting and licensing into one convenient location. We opened in June 2011 with a mission to help customers achieve their goals while complying with the City's regulations. Providing excellent service, streamlining business processes, implementing innovative technologies, and proactively engaging customers are all cornerstones of our mission.

Goal:

Provide timely and accurate plan reviews and inspections, ensure compliance with maintenance standards, and ensure safety and accountability.

Mayor's Priority: Infrastructure

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
Building Inspection Special Fund	104,026	98,594	105,067	89,699	110,096	99,695
Combined Utility System Gen Pur Fund	0	0	0	0	0	1,051
DDSRF - Drainage Charge	0	0	0	0	0	1,134
Storm Water Fund	0	1,263	6,000	7,314	19,150	20,993
Water and Sewer Operating Fund	0	0	0	0	0	1,501
Total	104,026	99,857	111,067	97,013	129,246	124,374

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Building Inspection Special Fund	604.1	33.6	596.3	46.7	563.7	35.0
Combined Utility System Gen Pur Fund	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Drainage Charge	0.0	0.0	0.0	0.0	7.0	1.3
Storm Water Fund	5.9	0.1	7.0	0.1	11.0	0.1
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	12.0	0.4
Total	610.0	33.7	603.3	46.8	593.7	36.8

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Respond to 100% of 311 cases within 7 days	N/A	N/A	N/A	100%
Achieve and maintain a target of reviewing at least 80% of construction plans within 7 business days	N/A	80%	55%	80%

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Houston TranStar

Description:

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

Goal:

Improve travel safety and reliability, and expands and enhances the Traffic Incident Management Program throughout the region. Enhance emergency planning, coordination of resources and delivery of information during hazardous events, and to increase the public's awareness and use of TranStar's services.

Mayor's Priority: Infrastructure

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Houston TranStar Center Fund	3,291	2,736	3,248	3,230	3,273	3,750

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Houston TranStar Center Fund	7.3	0.0	7.5	0.0	9.0	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Number of stalled vehicles towed for free under the Tow and Go Program	40,500	39,415	39,415	41,386
Number of Website/Map views per year	244,910,311	150,000,000	150,000,000	150,000,000

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Houston Water

Description:

Houston Water consists of approximately 1500 drinking water and wastewater professionals including engineers, scientists, and facility operations and maintenance personnel. The City of Houston Water and Wastewater Utility is a regulated public health agency governed by federal and state laws. Our staff maintains professional licenses issued by the Texas Board of Professional Engineers, the Texas Commission on Environmental Quality and other public health agencies.

Our business is managed in accordance with a threefold mission of protecting public health, protecting the environment and providing superior customer service.

We are proud of our drinking water product and services. As residents within the City of Houston community, we are committed to serve and protect the drinking water health of our customers.

The City of Houston drinking water system maintains a "Superior" rating, the highest rating for water quality issued by the Texas Commission on Environmental Quality. Our customers should be confident that the drinking water quality protects their health and well being. The City of Houston wastewater system has consistently been awarded Gold and Silver awards from the National Association of Clean Water Agencies, in recognition of our ability to produce wastewater discharges in compliance with federal regulations that protect the public and the aquatic environment.

Our drinking water and wastewater utility serves approximately 2.2 million customers daily. Pipelines and physical facilities are geographically located throughout a four county service area, in excess of 600 square miles.

Notable projects include: Raw Surface Water System Expansion, Surface Water Purification Plant Expansion, Wastewater Collection System rehabilitation, Neighborhood Pipeline Replacements, Security System Enhancements, Watershed Management and Source Water Production.

Goal:

Annual replacement of 3% of 7,199 miles of transmission and distribution lines to improve service reliability and reduce water loss.

Percentage of Water Line Repairs Completed Within the 7-Day Service Level Agreement (SLA).

Resolve 100% of SSO service requests within 7 days of initiation to reduce environmental and health impacts.

Assess 100% of wastewater lines annually to identify and address issues through cleaning and repairs as needed, aiming to achieve a 90% reduction in Sanitary Sewer Overflows (SSOs) from baseline levels.

Mayor's Priority: Infrastructure

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Combined Utility System Gen Pur Fund	14	33,483	6	81,406	0	103,343
Project Cost Recovery Fund	1	805	2,366	6,291	0	6,001
Water and Sewer Operating Fund	1,660,622	522,306	1,865,085	659,327	1,940,458	736,905
Total	1,660,637	556,594	1,867,457	747,024	1,940,458	846,249

Staffing:

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Houston Water

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Combined Utility System Gen Pur Fund	0.0	0.0	0.0	0.0	0.0	0.0
Project Cost Recovery Fund	5.7	0.0	6.4	0.0	41.0	3.4
Water and Sewer Operating Fund	1,501.1	188.0	1,379.7	147.3	1,493.5	184.5
Total	1,506.8	188.0	1,386.1	147.3	1,534.5	187.9

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Annual Replacement of 3% of 7,199 miles of transmission and distribution lines	N/A	3%	3%	3%
Assess 10% of wastewater lines annually	N/A	100%	100%	100%
Percentage of water line repairs Completed within 7 days	N/A	100%	65%	100%
Resolve 95% of SSO service requests within 48-hours of initiation	N/A	100%	100%	100%

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Mayor's Office for People with Disabilities

Description:

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

Goal:

Facilitate the delivery of services. Act as liaison to Houston Commission on Disabilities, City Council, and other City departments. Make recommendations to public and private entities regarding the development of policy and legislation. Establish fundamental local, state, and national partnerships to promote community awareness.

Mayor's Priority: Quality of Life

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Building Inspection Special Fund	0	886	0	0	0	0
DDSRF - Ad Valorem Tax	0	0	0	105	0	0
DDSRF - Metro ET AL	0	0	0	661	0	870
Total	0	886	0	766	0	870

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Building Inspection Special Fund	4.5	0.0	5.1	0.0	0.0	0.0
DDSRF - Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Metro ET AL	0.0	0.0	0.0	0.0	0.0	0.0
Total	4.5	0.0	5.1	0.0	0.0	0.0

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Linear feet of sidewalks improved through the Pedestrian Accessibility Review (PAR) program	18,494	22,694	22,694	22,694
Number of constituents provided with information and referral services	620	700	700	700
Number of constituents reached through trainings and presentations	2,790	3,000	3,000	3,000
Number of pedestrian accessibility review program/sidewalk repair applications reviewed and processed	100	120	120	120

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Recycling Collection

Description:

Provides bi-weekly residential collection and disposal to more than 393,000 households within its service area.

Goal:

Increase collection tonnage, diversion rate, and reduce contamination rate of recyclable materials.

Mayor's Priority: Quality of Life

Program Notes:

This program includes operations previously under the Solid Waste Department that are transitioning to the Houston Public Works department beginning in FY2027. 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
Water and Sewer Operating Fund	0	0	0	0	0	4,642

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	45.2	8.7

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Average number of curbside recycling stops completed weekly	N/A	N/A	N/A	165,500

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Residential Drop Off Collection

Description:

Provides convenient drop-off collection sites at neighborhood depositories and recycling centers for Houston residents to properly dispose of waste, recyclables, and household hazardous waste.

Goal:

Provide an added convenience for residents to dispose of items in addition to their curbside collection schedule.

Mayor's Priority: Quality of Life

Program Notes:

This program includes operations previously under the Solid Waste Department that are transitioning to the Houston Public Works department beginning in FY2027. 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
Water and Sewer Operating Fund	0	0	0	0	0	8,960

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Water and Sewer Operating Fund	0.0	0.0	0.0	0.0	49.2	10.3

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Total drop-offs (by count) at waste collection sites	N/A	N/A	N/A	67,000

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Transportation & Drainage Operations

Description:

Maintains and improves the City's transportation & drainage infrastructure. Includes the Build Houston Forward program.

Goal:

Provide the City of Houston with properly maintained and functional drainage system infrastructure, as well as keeps streets and bridges functional and safe while maintaining traffic safety and mobility.

Mayor's Priority: Infrastructure

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
Combined Utility System Gen Pur Fund	0	-973	0	0	0	0
DDSRF - Ad Valorem Tax	146,755	14,804	188,835	13,016	219,032	18,425
DDSRF - Drainage Charge	118,834	1,092	125,020	5,693	120,170	5,595
DDSRF - Metro ET AL	112,001	116,022	127,324	94,972	137,476	99,144
General Fund	25	0	6	0	1	0
Storm Water Fund	103,423	69,076	106,818	84,906	104,427	69,009
Total	481,038	200,021	548,003	198,587	581,106	192,173

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Combined Utility System Gen Pur Fund	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Ad Valorem Tax	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Drainage Charge	2.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Metro ET AL	387.1	39.6	403.5	38.7	421.9	27.9
General Fund	0.0	0.0	0.0	0.0	0.0	0.0
Storm Water Fund	317.5	21.7	338.4	15.5	364.1	16.7
Total	706.6	61.3	741.9	54.2	786.0	44.6

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Repair 90% of traffic signal malfunctions within 6 hours	N/A	N/A	N/A	90%
Stripe 6,000,000 linear feet of new or re-stripe existing transverse pavement markings	N/A	N/A	N/A	6,000,000
Re-establish 500 miles of roadside ditches annually	N/A	500	500	500

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Utility Billing

Description:

Produces water/sewer/drainage bills; receives and processes invoice payments and responds to billing inquiries for water/sewer/drainage utility customers as well as provides excellent customer service through our call center within the City of Houston. Provides timely and accurate meter reads for billing, to approve, install, maintain, and read all commercial and residential water meters.

Goal:

Meet service delivery needs of utility subscribers through accurate billing, quality customer service, efficient remittance processing, and collections services. Ensures timely and accurate meter reads for billing by approving, installing, maintaining, and reading of all commercial and residential water meters.

Mayor's Priority: Infrastructure

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
Combined Utility System Gen Pur Fund	0	14,638	0	19,326	0	17,995
DDSRF - Drainage Charge	0	2,559	0	2,424	0	1,852
Water and Sewer Operating Fund	7	47,813	0	43,685	0	47,928
Total	7	65,010	0	65,435	0	67,775

Staffing:

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	FTEs	OT FTEs	FTEs	OT FTEs	FTEs	OT FTEs
Combined Utility System Gen Pur Fund	0.0	0.0	0.0	0.0	0.0	0.0
DDSRF - Drainage Charge	19.4	2.1	18.3	1.7	13.0	2.5
Water and Sewer Operating Fund	360.5	19.8	186.9	27.7	266.8	23.2
Total	379.9	21.9	205.2	29.4	279.8	25.7

Performance Measure:

Performance	FY2025 Actual	FY2026 Target	FY2026 Estimate	FY2027 Target
Maintain 99% accuracy on monthly water bills	N/A	N/A	N/A	99%
Resolve 99% of customer requests for utility bill relief within 30 days	N/A	N/A	N/A	99%
Replace 25,000 meters with smart meters within one year, targeting at least 90% completion using a contractor proven through pilot testing to ensure performance and scalability	N/A	25,000	25,000	25,000

Business Area Program Detail

Business Area : Houston Public Works

Bus Area No. : 2000

Debt Service and Interfund Transfers

Description:

Budget allocations included in this section reflect debt service payments and/or interfund transfers. Major transfers include internal transfers between Combined Utility System funds to pay for debt service and consent decree obligations, transfers to CIP funds to pay for infrastructure projects, and transfers to Stormwater fund to cover O&M costs for maintenance of the City's drainage system.

Goal:

To effectively manage debt service payments and interfund transfers.

Mayor's Priority: Government that Works

(\$ in thousands)

Fund	FY2025 Actual		FY2026 Estimate		FY2027 Budget	
	Revs	Exps	Revs	Exps	Revs	Exps
Building Inspection Special Fund	0	4,932	0	5,951	0	4,786
Combined Utility System Gen Pur Fund	0	468,522	0	481,945	0	409,547
Combined Utility System Operating Fund	0	518,919	0	537,712	0	547,954
DDSRF - Ad Valorem Tax	0	73,322	0	151,487	0	227,802
DDSRF - Drainage Charge	0	84,545	0	142,920	0	150,220
DDSRF - Metro ET AL	0	-32,184	0	27,500	0	29,686
Storm Water Fund	0	19,606	0	23,650	0	27,826
Water and Sewer Operating Fund	0	476,120	0	489,673	0	518,640
Total	0	1,613,783	0	1,860,838	0	1,916,461