

OFFICE OF BUSINESS OPPORTUNITY

Department Description and Mission

The Office of Business Opportunity's vision is to empower a thriving small business community by removing barriers and building connections that spark growth and opportunity across the Houston region. The Office of Business Opportunity (OBO) provides equal representation and advocacy for all small businesses by creating pathways to partnerships, education, and accelerated growth. The department creates a culture of efficiency, transparency, and cooperation amongst all stakeholders while executing its mission with an eye towards conscientious fair play. The ultimate goal of these efforts is to reduce internal and external barriers in contracting and access to other opportunities.

OBO strives to execute its mission through five strategic pillars:

- Visible, Accessible, Equitable, and Expanded Opportunities.
- Internal and External Customer Experience and Education.
- Data Reporting and Technology Advancements.
- Strategic Communication and Media Readiness.
- Workplace Cultural Enhancement and Staff Retention

The primary services offered by OBO comprise of:

Administration Services

This program sets and implements the strategic direction, policy, and long-term goals of the department, manages all budget and personnel matters, analytics, Title VI compliance, and directly engages with the Administration, City Council, and the public in the execution of OBO's mission.

Certification and Designations Division

This program certifies businesses for participation on City and federally funded projects. Certification types include Minority, Women, Small Business Enterprises (MWSBE), Persons with Disabilities Business Enterprises (PDBE), Veteran Owned Small Business Enterprise (VOSB) Service-Disabled Veteran Owned Small Business Enterprise (SDVOSB), Disadvantaged Business Enterprises (DBE), and Airport Concession Disadvantaged Business Enterprises (ACDBE), collectively, "certified firms." As a result of their certification, these businesses may be eligible to participate in MWSBE, DBE, or ACDBE goal credit on goal-oriented and regulated City contracts. Additionally, the Division also designates businesses as a part of the Hire Houston First Program so that they may be eligible for a local preference in the awarding of City contracts. The Division also recognizes the LGBTBE Certification from the National Gay and Lesbian Chamber of Commerce (NGLCC).

Contract Compliance Division

This program enforces local, state, and federal labor standards and prompt payment requirements on contracts in addition to monitoring contracts with MWSBE and DBE/ACDBE goals to ensure compliance with the City's written Good Faith Efforts policy. It ensures maximum contractor compliance with governing requirements, resulting in their employees being paid properly and fulfillment of the committed percentages for engagement of certified small businesses on all related contracts. Members of this team are present at pre-construction and kick-off conferences and progress meetings for construction and goal-oriented contracts to explain the compliance guidelines to contractors and to answer compliance related questions. The team collaborates with City departments in the final evaluation of all goal-related contracts.

Department Services Unit

OBO's Department Services Unit evaluates MWSBE and DBE goal waivers, proposed contract MWSBE and DBE goals, and pre-award MWSBE, and DBE Participation Plans. This Unit assists departments with setting contract-specific goals based on market availability of certified firms and divisible work on each project. The Department Services team also facilitates the Department Services Training Institute, which provides departments with information about common compliance issues and best practices. Along with OBO's Contract Compliance Division, the Unit provides periodic training to the contracting community. This team plays a major role in making the City's procurement process as competitive and diverse as possible.

External Affairs Division: Small Business Hub and Workforce Development

This program:

- Raises awareness of OBO's services and City contracting opportunities through regular presentations to the public at targeted events, bimonthly newsletters, and weekly email notifications. This Division provides one-on-one business development assistance to certified firms. The OBO Small Business Hub, with the assistance of community partners, provides free assistance including business development counseling, financial advice, legal counseling, business resource guides, and business training workshops to businesses in all stages of development that would like to obtain information on how to start, own, operate and/or grow their own businesses.
- Assists in the success of small businesses and entrepreneurs by providing impactful business development and capacity building programs, as well as business support services that include general business guidance and connections to business development organizations and community partner organizations.
- Administers OBO's workforce development initiative which includes coordinating resource fairs, connecting individuals to wrap-around services, and facilitating legal clinics. The initiative also includes the development of a workforce inclusion plan focused on augmenting the local workforce through targeted employment-ready training programs for underemployed and hard to employ individuals and connecting those individuals to tangible opportunities.

Title VI Compliance

OBO is responsible for overseeing citywide compliance with Title VI of the Civil Rights Act of 1964, ensuring that on a departmental level, there is equitable access to the City's programs, activities, and services so that every citizen has the greatest opportunity to achieve and obtain the foundations necessary for self-sufficiency and success. All City departments are responsible for ensuring that no person is subjected to discrimination, excluded from participation in or denied the benefits of its services on the basis of race, color, national origin, sex, age, creed, disability, or English language proficiency.

Department Short Term Goals

- Execute a comprehensive workforce development program geared toward assisting MWSDBE certified firms with hiring and upskilling needs.
- Enhance and expand existing capacity building initiatives to meet the identified needs of the business community.
- Develop additional strategic partnerships with local organizations to increase program visibility and patronage of our services by the business community.

- Continue existing efforts to reengineer the process, policies, and procedures for Contract Compliance monitoring to enhance operational efficiencies, and to ensure that expectations are clear for all stakeholders, with an eye towards quality and customer service.
- Leverage technology and collaboration with internal and external stakeholders to create additional efficiencies.
- Creating more space for educational opportunities around the role and operations of the department.
- Explore new revenue sources, including fees for services provided by the department.

Department Long Term Goals

- Stay abreast of industry best practices to maximize the efficacy and impact of OBO's services and programs.
- Leverage technology options to create efficiencies via automation and build out of dynamic reporting capabilities, thereby improving work performance.
- Align staffing levels with volume of service demands.

FISCAL YEAR 2027 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area : Office of Business Opportunity
Fund No. /Bus. Area No. : 1000 / 5100

| | | FY2025 Actual | FY2026 Current Budget | FY2026 Estimate | FY2027 Budget |
|-------------------|----------------------------|------------------|--------------------------|-------------------------|-------------------------|
| Expenditures | Personnel Services | 3,476,735 | 4,165,248 | 3,807,340 | 4,343,176 |
| | Supplies | 23,473 | 36,962 | 34,249 | 35,659 |
| | Other Services and Charges | 1,258,351 | 736,955 | 739,668 | 722,132 |
| | Equipment | 0 | 3,502 | 3,502 | 0 |
| | Non-Capital Equipment | 0 | 2,200 | 2,200 | 2,200 |
| | Total M & O Expenditures | <u>4,758,559</u> | <u>4,944,867</u> | <u>4,586,959</u> | <u>5,103,167</u> |
| | Debt Service & Other Uses | 0 | 0 | 0 | 0 |
| Total Expenditure | <u>4,758,559</u> | <u>4,944,867</u> | <u>4,586,959</u> | <u>5,103,167</u> | |

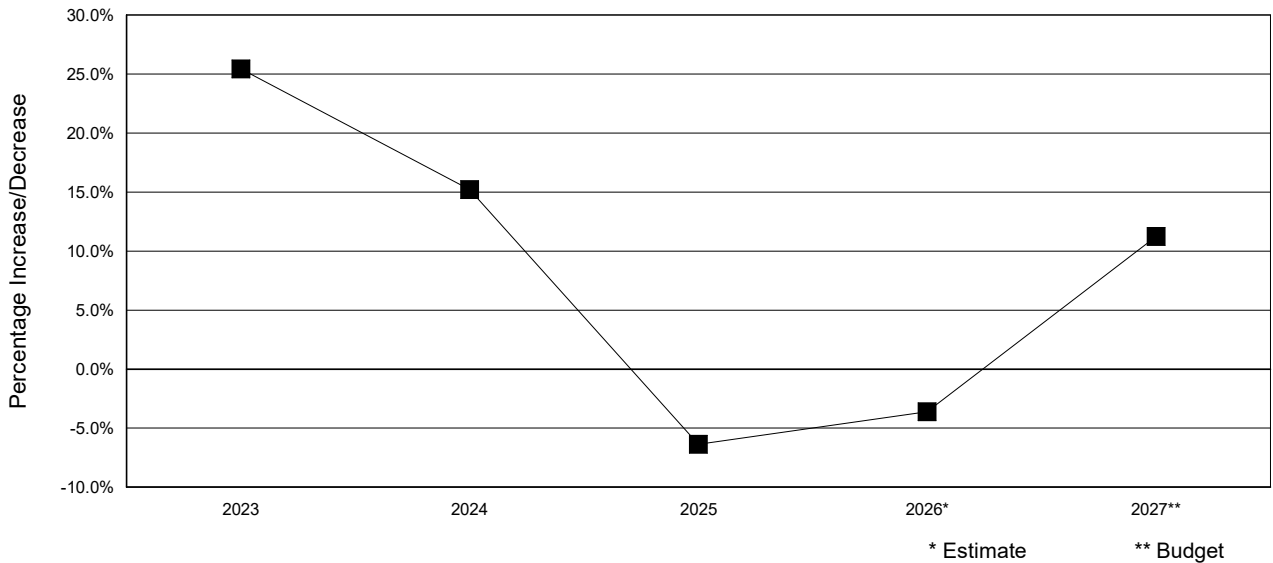
| | | | | |
|----------|-----------|-----------|-----------|------------------|
| Revenues | 1,059,489 | 1,322,144 | 1,267,244 | 1,237,113 |
|----------|-----------|-----------|-----------|------------------|

| | | | | | |
|----------|------------------------------------|-------------|-------------|-------------|--------------------|
| Staffing | Full-Time Equivalents - Civilian | 31.1 | 36.9 | 33.0 | 37.1 |
| | 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>31.1</u> | <u>36.9</u> | <u>33.0</u> | <u>37.1</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 The FY2027 Budget includes a reduction of \$201,896 for department savings initiatives.

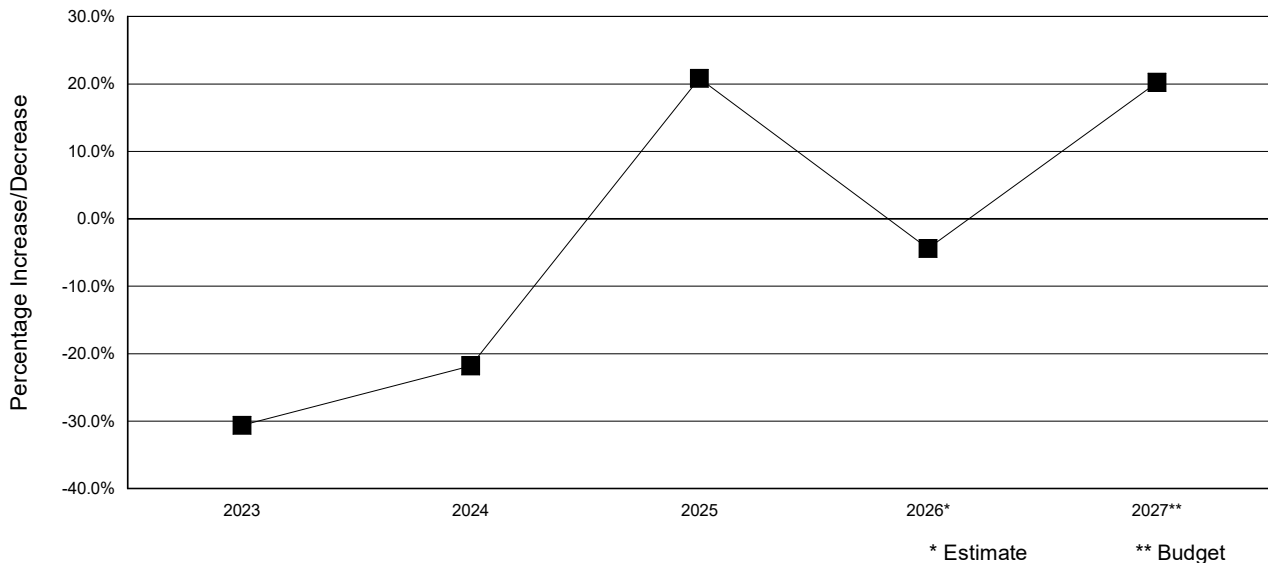
**General Fund
Office of Business Opportunity
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

| Business Area Budget Summary | | | | | |
|---|--|--------------------------|----------------------------------|----------------------------|--------------------------|
| Fund Name : Contractor Responsibility Fund | | | | | |
| Business Area : Office of Business Opportunity | | | | | |
| Fund No. /Bus. Area No. : 2424 / 5100 | | | | | |
| | | FY2025 Actual | FY2026 Current Budget | FY2026 Estimate | FY2027 Budget |
| Expenditures | Personnel Services | 143,802 | 189,822 | 187,122 | 374,970 |
| | Supplies | 0 | 500 | 500 | 500 |
| | Other Services and Charges | 205,958 | 119,256 | 119,256 | 121,037 |
| | Total M & O Expenditures | <u>349,760</u> | <u>309,578</u> | <u>306,878</u> | <u>496,507</u> |
| | Debt Service & Other Uses | 630,000 | 630,000 | 630,000 | 630,000 |
| | Total Expenditure | <u>979,760</u> | <u>939,578</u> | <u>936,878</u> | <u>1,126,507</u> |
| Revenues | | 1,189,695 | 1,321,195 | 1,346,195 | 1,590,000 |
| Staffing | Full-Time Equivalents - Civilian | 1.5 | 2.0 | 2.0 | 4.0 |
| | 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 | 1.5 | 2.0 | 2.0 | 4.0 |
| | 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 The FY2027 Budget includes funding to maintain an electronic management system to effectively track all Pay or Play (POP) activities. | | | | |
| | o The FY2027 Budget continues to support the Contractor Responsibility Fund initiatives such as the Client Access Program and the Crisis Call Diversion Program. | | | | |

**Contractor Responsibility Fund
Office of Business Opportunity
Year over Year Expenditure Change**



FISCAL YEAR 2027 BUDGET

Business Area Revenues Summary

Business Area : Office of Business Opportunity

Business Area No. : 5100

| Category | FY2025 Actual | FY2026 Current Budget | FY2026 Estimate | FY2027 Budget |
|---------------------------|--------------------------|----------------------------------|----------------------------|--------------------------|
| Charges for Services | 684 | 0 | 100 | 100 |
| Direct Interfund Services | 1,043,600 | 1,247,144 | 1,247,144 | 1,217,013 |
| Interest | 79,033 | 65,000 | 90,000 | 90,000 |
| Miscellaneous/Other | 1,125,867 | 1,331,195 | 1,276,195 | 1,520,000 |
| Grand Total | <u>2,249,184</u> | <u>2,643,339</u> | <u>2,613,439</u> | <u>2,827,113</u> |

FISCAL YEAR 2027 BUDGET

Business Area Program Summary

Business Area: Office of Business Opportunity

Bus. Area No : 5100

Budget By Program (\$ in thousands):

| Program | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------------------------------|---------------|--------------|-----------------|--------------|---------------|--------------|
| | Revs | Exps | Revs | Exps | Revs | Exps |
| Administrative Services | 0 | 2,032 | 0 | 1,486 | 0 | 1,524 |
| Business Support and Development | 0 | 407 | 0 | 398 | 0 | 0 |
| Certification and Designations | 1 | 998 | 0 | 1,289 | 0 | 1,472 |
| Contract Compliance | 2,144 | 1,260 | 2,488 | 1,418 | 2,827 | 2,081 |
| Department Services | 104 | 196 | 125 | 203 | 0 | 0 |
| External Affairs | 0 | 0 | 0 | 0 | 0 | 522 |
| Workforce Development | 0 | 102 | 0 | 99 | 0 | 0 |
| Debt Service and Interfund Transfers | 0 | 744 | 0 | 631 | 0 | 631 |
| Total | 2,249 | 5,739 | 2,613 | 5,524 | 2,827 | 6,230 |

FTEs by Program:

| Program | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------------------------------|---------------|------------|-----------------|------------|---------------|------------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| Administrative Services | 5.8 | 0.0 | 5.5 | 0.0 | 5.6 | 0.0 |
| Business Support and Development | 3.6 | 0.0 | 3.4 | 0.0 | 0.0 | 0.0 |
| Certification and Designations | 10.2 | 0.0 | 11.0 | 0.0 | 13.3 | 0.0 |
| Contract Compliance | 10.4 | 0.0 | 12.3 | 0.0 | 17.3 | 0.0 |
| Department Services | 1.7 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 |
| External Affairs | 0.0 | 0.0 | 0.0 | 0.0 | 4.9 | 0.0 |
| Workforce Development | 0.9 | 0.0 | 0.8 | 0.0 | 0.0 | 0.0 |
| Debt Service and Interfund Transfers | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total: | 32.6 | 0.0 | 35.0 | 0.0 | 41.1 | 0.0 |

Total may reflect slight variances due to rounding.

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Administrative Services

Description:

This program sets and implements the strategic direction, policy, and long-term goals of the department, manages all budget and personnel matters, analytics, and Title VI compliance, and directly engages with the Mayoral Administration, City Council, and the general public in the execution of OBO's mission.

Goal:

Ensure OBO services are delivered efficiently, effectively, and in the most cost effective manner, resulting in impactful services to Houston's historically underutilized businesses and disenfranchised individuals.

Mayor's Priority: Government that Works

Program Notes:

Performance 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 | 2,032 | 0 | 1,486 | 0 | 1,524 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|---------|-----------------|---------|---------------|---------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 5.8 | 0.0 | 5.5 | 0.0 | 5.6 | 0.0 |

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|--|---------------|---------------|-----------------|---------------|
| MWSBE contract participation - professional services | 37% | 26% | 39% | 26% |
| MWSDBE contract participation - construction | 40% | 34% | 43% | 34% |
| Percentage of citywide compliance with Title VI requirements | 100% | 100% | 100% | 100% |
| MWSBE contract participation - Goods | N/A | 15% | 15% | N/A |
| MWSBE contract participation - goods and services | 12% | N/A | 16% | N/A |
| MWSBE Other Services | N/A | 19% | 19% | N/A |
| Expenditures Adopted Budget vs Actual Utilization | 86% | 98% | 96% | 98% |
| Revenues Adopted Budget vs Actual Utilization | 97% | 100% | 99% | 100% |

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Business Support and Development

Description:

The OBO Solutions Center serves as an information clearinghouse for Houstonians wishing to start, operate, or grow a business, regardless of certification.

Goal:

Ensure the success of small businesses and aspiring entrepreneurs by providing impactful business support services that include general business guidance and connection to business development resources, and community partners.

Mayor's Priority: Infrastructure

Program Notes:

This program has been consolidated, and its activities are now reported under the External Affairs program.

(\$ in thousands)

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|------|-----------------|------|---------------|------|
| | Revs | Exps | Revs | Exps | Revs | Exps |
| General Fund | 0 | 407 | 0 | 398 | 0 | 0 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|---------|-----------------|---------|---------------|---------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 3.6 | 0.0 | 3.4 | 0.0 | 0.0 | 0.0 |

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|---|---------------|---------------|-----------------|---------------|
| Conduct a Customer Satisfaction Survey for the cohort-based business development and capacity building programs. The goal is to have 100% satisfaction. | 97% | 100% | 100% | N/A |
| Number of small businesses and aspiring entrepreneurs assisted by the OBO Solutions Center | 1,586 | 2,500 | 2,300 | N/A |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Certification and Designations

Description:

This program certifies businesses for participation on City and federally funded projects. Certification types include Minority, Women, Small Business Enterprises (MWSBE), Persons with Disabilities Business Enterprises (PDBE), Veteran Owned Small Business Enterprise (VOSBE) Service-Disabled Veteran Owned Business Enterprise (SDVOSB), Disadvantaged Business Enterprises (DBE), and Airport Concession Disadvantaged Business Enterprises (ACDBE), collectively, "certified firms." As a result of their certification, these businesses may be eligible to participate in MWSBE, DBE, or ACDBE goal credit on goal-oriented and regulated City contracts. Additionally, the Division also designates businesses as a part of the Hire Houston First Program so that they may be eligible for a local preference in the awarding of City contracts. The Division also recognizes the LGBTBE Certification from the National Gay and Lesbian Chamber of Commerce (NGLCC).

Goal:

95% of certified firms processed in 90 days or less

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 | 1 | 998 | 0 | 1,289 | 0 | 1,472 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|---------|-----------------|---------|---------------|---------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 10.2 | 0.0 | 11.0 | 0.0 | 13.3 | 0.0 |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Certification and Designations

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|---|--------------------------|--------------------------|----------------------------|--------------------------|
| Average number of business days to process certification applications from application submission to final determination | N/A | N/A | N/A | 30 |
| Percentage of Minority, Women, and Small Business Enterprises certified as firms in the City of Houston MWSBE Directory within the fiscal year. | N/A | N/A | N/A | 80% |
| Percentage of total dollars awarded to business certified by the City within the fiscal year. | N/A | N/A | N/A | 30% |
| Number of new certified firms | 431 | 1,000 | 343 | 400 |
| Number of Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms that renewed certification during the fiscal year | 745 | 1,400 | 132 | 200 |
| Number of firms approved in the Hire Houston First designations Program | 564 | 300 | 466 | N/A |
| Number of firms participating in the Hire Houston First designations Program | 564 | N/A | N/A | N/A |
| Number of days to process certification for MWSDBE | 186 | N/A | 58 | N/A |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Contract Compliance

Description:

This program enforces local, state, and federal labor standards and prompt payment requirements on contracts in addition to monitoring contracts with MWSBE and DBE/ACDBE goals to ensure compliance with the City's written Good Faith Efforts policy. It ensures maximum contractor compliance with governing requirements, resulting in their employees being paid properly and fulfillment of the committed percentages for engagement of certified small businesses on all related contracts. Members of this team are present at pre-construction and kick-off conferences and progress meetings for construction and goal-oriented contracts to explain the compliance guidelines to contractors and to answer compliance related questions. The team collaborates with City departments in the final evaluation of all goal-related contracts.

Goal:

The percentage of contracts exceeding or meeting MWSBE goals in FY'27

Mayor's Priority: Government that Works

Program Notes:

This program includes activities consolidated from the former Department Services program, which is no longer a separate program. 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 |
| Contractor Responsibility Fund | 1,190 | 236 | 1,346 | 306 | 1,590 | 496 |
| General Fund | 954 | 1,024 | 1,142 | 1,112 | 1,237 | 1,585 |
| Total | 2,144 | 1,260 | 2,488 | 1,418 | 2,827 | 2,081 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------------------------|---------------|------------|-----------------|------------|---------------|------------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| Contractor Responsibility Fund | 1.5 | 0.0 | 2.0 | 0.0 | 4.0 | 0.0 |
| General Fund | 8.9 | 0.0 | 10.3 | 0.0 | 13.3 | 0.0 |
| Total | 10.4 | 0.0 | 12.3 | 0.0 | 17.3 | 0.0 |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Contract Compliance

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|---|----------------------|----------------------|------------------------|----------------------|
| Average number of business days to complete final compliance review and closeout. | N/A | N/A | N/A | 85% |
| Percentage of construction contracts receiving a 'Satisfactory' rating for compliance with labor standards and prevailing wage requirements at closeout | N/A | N/A | N/A | 70% |
| Percentage of contracts that do not meet a satisfactory rating for labor standards and prevailing wages at closeout. | N/A | N/A | N/A | 70% |
| Percentage of Pay or Play funds collected from contractors selecting the Pay option. | N/A | N/A | N/A | 90% |
| Percentage of closed construction contracts meeting Labor Standards requirements | 59% | 75% | 78% | 75% |
| Percentage of closed contracts meeting or exceeding the awarded contract goal and/or providing the requisite "Good Faith Efforts" | 92% | 85% | 90% | 85% |
| Percentage of new and existing contracts in which vendors choose the "PLAY" option to provide health benefits to employees in a manner that satisfies the City's requirements for the PAY or PLAY Program | 100% | 80% | 78% | N/A |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Department Services

Description:

This program facilitates compliance with the MWSDBE program by City departments and the contracting community in the award of MWSDBE goal-oriented contracts by offering training, guidance, and technical assistance to city department procurement teams and prime contractors

Goal:

Ensure meaningful participation by MWSDBEs in City contracting by decreasing the number of requests for OBO's review of Pre-Bid Good Faith Effort and Pre-Award Good Faith Effort requests from prime contractors that will result in reduced participation goals.

Mayor's Priority: Government that Works

Program Notes:

This program has been consolidated, and its activities are now reported under the Contract Compliance program.

(\$ in thousands)

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|------|-----------------|------|---------------|------|
| | Revs | Exps | Revs | Exps | Revs | Exps |
| General Fund | 104 | 196 | 125 | 203 | 0 | 0 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|---------|-----------------|---------|---------------|---------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 1.7 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 |

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|--|---------------|---------------|-----------------|---------------|
| Number of Pre-Bid Good Faith Effort and Pre-Award Good Faith Effort reviews | 38 | N/A | N/A | N/A |
| Reduction in the number of rejected participation plans submitted by the departments due to department and/or prime contractor error | 2 | 45 | 3 | N/A |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

External Affairs

Description:

Assists in the success of small businesses and entrepreneurs by providing impactful business development and capacity building programs, as well as business support services that include general business guidance and connections to business development organizations and community partner organizations. • Administers OBO's workforce development initiative which includes coordinating resource fairs, connecting individuals to wrap-around services, and facilitating legal clinics

Goal:

% of firms engaged by External Affairs that become COH certified and/or attain a new COH contract opportunity.

Mayor's Priority: Public Safety

Program Notes:

This program was established as part of the consolidation of the former Business Support and Development and Workforce Development programs. 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 | 0 | 0 | 0 | 0 | 522 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|---------|-----------------|---------|---------------|---------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 0.0 | 0.0 | 0.0 | 0.0 | 4.9 | 0.0 |

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|---|---------------|---------------|-----------------|---------------|
| % of businesses engaged with External Affairs that become certified to participate toward MWSBE and DBE goals or are awarded City contracts during the fiscal year. | N/A | N/A | N/A | 25% |
| Average staff hours required to document services provided to a business. | N/A | N/A | N/A | 2 |
| Number of participants who attend workforce development events and complete an on-site job interview | N/A | N/A | N/A | 500 |
| Percentage of businesses reporting that services received met their needs for building business capacity or contracting readiness. | N/A | N/A | N/A | 95% |
| Percentage of surveyed businesses that report a favorable perception of OBO services during the fiscal year | N/A | N/A | N/A | 95% |

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Workforce Development

Description:

OBO's Workforce Development Initiatives are held bi-annually to support employment efforts by Prime Contractors and Certified Firms.

Goal:

Provide opportunities for employment and direct connections to resources in the community for chronically unemployed and hard to employ individuals in the Houston Area.

Mayor's Priority: Infrastructure

Program Notes:

This program has been consolidated, and its activities are now reported under the External Affairs program.

(\$ in thousands)

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|------|-----------------|------|---------------|------|
| | Revs | Exps | Revs | Exps | Revs | Exps |
| General Fund | 0 | 102 | 0 | 99 | 0 | 0 |

Staffing:

| Fund | FY2025 Actual | | FY2026 Estimate | | FY2027 Budget | |
|--------------|---------------|---------|-----------------|---------|---------------|---------|
| | FTEs | OT FTEs | FTEs | OT FTEs | FTEs | OT FTEs |
| General Fund | 0.9 | 0.0 | 0.8 | 0.0 | 0.0 | 0.0 |

Performance Measure:

| Performance | FY2025 Actual | FY2026 Target | FY2026 Estimate | FY2027 Target |
|--|---------------|---------------|-----------------|---------------|
| Number of attendees at the workforce development events | 921 | 1,000 | 400 | N/A |
| Percentage of attendees receiving job offers and supportive services at workforce development events | 64% | 30% | 46% | N/A |
| Percentage of attendees receiving supportive services at workforce development events | 33% | N/A | N/A | N/A |

FISCAL YEAR 2027 BUDGET

Business Area Program Detail

Business Area : Office of Business Opportunity

Bus Area No. : 5100

Debt Service and Interfund Transfers

Description:

Budget allocations included in this section reflect debt service payments and/or interfund transfers.

Goal:

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 |
| Contractor Responsibility Fund | 0 | 744 | 0 | 631 | 0 | 631 |