

# City of Lubbock FY18-19

# ADOPTED OPERATING BUDGET & CAPITAL PROGRAM



# City of Lubbock

## Fiscal Year 2018-2019

### Budget Cover Page

### October 1, 2018

This budget will raise more revenue from property taxes than last year's budget by an amount of \$5,484,779, which is a 6.62 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$2,762,871.

The members of the governing body voted on the budget as follows:

**FOR:**

Mayor Daniel M. Pope	Mayor Pro Tem Jeff Griffith
Council Member Juan A. Chadis	Council Member Shelia Patterson
	Harris
Council Member Steve Massengale	Council Member Randy Christian
Council Member Latrelle Joy	

**AGAINST:**

**PRESENT** and not voting:

**ABSENT:**

### Property Tax Rate Comparison

	<b>2018-2019</b>	<b>2017-2018</b>
Property Tax Rate:	\$0.548020/100	\$0.538020/100
Effective Tax Rate:	\$0.530192/100	\$0.526346/100
Effective Maintenance & Operations Tax Rate:	\$0.404302/100	\$0.391112/100
Rollback Tax Rate:	\$0.582691/100	\$0.558841/100
Debt Rate:	\$0.136620/100	\$0.126620/100

Total debt obligation for City of Lubbock secured by property taxes:

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Total	\$1,001,476,000	\$ 284,773,675	\$1,286,249,675
FY 2018-19	\$ 86,593,902	\$ 40,605,568	\$ 127,199,469



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lubbock  
Texas**

For the Fiscal Year Beginning

**October 1, 2017**

*Christopher P. Morill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Lubbock, Texas, for its Annual Budget for the fiscal year beginning October 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Fiscal Year 2018-19  
Adopted Operating Budget and Capital Program – Volume 1

**City Council**

Daniel M. Pope	Mayor
Jeff Griffith	Mayor Pro Tem District 3
Juan Chadis	Council Member - District 1
Shelia Patterson-Harris	Council Member - District 2
Steve Massengale	Council Member - District 4
Randy Christian	Council Member - District 5
Latrell Joy	Council Member - District 6

**Senior Management**

W. Jarrett Atkinson	City Manager
Becky Garza	City Secretary
Chad Weaver	City Attorney
D. Blu Kostelich	Chief Financial Officer
Scott Snider	Assistant City Manager
Bill Howerton	Assistant City Manager
Mark Yearwood	Assistant City Manager
Jesica McEachern	Assistant City Manager
Greg Stevens	Chief of Police
Lance Phelps	Fire Chief
David McCalla	Director of Electric Utilities
Cheryl Brock	Director of Financial Planning & Analysis
Linda Cuellar	Director of Accounting



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The Enterprise Fund Budgets and Capital Program are included in Volume II, FY 2018-19 Adopted Operating Budget and Capital Program.



October 1, 2018

Honorable Mayor Daniel M. Pope,  
Members of the City Council, and Citizens of Lubbock:

On behalf of the City of Lubbock staff, I am pleased to present the Fiscal Year 2018-19 Operating Budget and Capital Program (Adopted Budget), fulfilling the requirements of Texas Local Government Code Section 102.002 and the City of Lubbock Charter. Staff and I recognize and thank the Mayor and City Council for the many hours spent setting priorities and reviewing the FY 2018-19 Budget and Capital Program. Your guidance and input as the budget was developed and reviewed is invaluable. This budget balances providing the best possible services to the Citizens of Lubbock at the lowest possible cost.

*Economic Condition and Outlook*

The City of Lubbock has a stable economy with historically consistent and steady growth. Over the past forty years, Lubbock's agriculturally-based economy has diversified. This diversification minimizes the effects of business cycles experienced by individual sectors. The City has strong manufacturing, wholesale and retail trade, healthcare, education, and government sectors. Our central location and access to transportation contributes to Lubbock's development as a regional warehousing and distribution center. Also due to its location, Lubbock serves as the major retail trade center for a 26-county retail trade area of more than half a million people.

Sales tax collections for FY 2018-19 are expected to increase three percent over the prior year reforecasted amount. FY 2017-18 sales tax collections were projected to end the year 1.2 percent over the prior year but as of September 2018, the sales tax is 3.3 percent over budget and 4.5 percent over the prior year collections.

The Lubbock Economic Index, which represents the general condition of the Lubbock economy, increased to 152.5 in August 2018, up by 1.2 percent from the August 2017 index. Construction activity has expanded dramatically in recent years and after setting records in 2017, construction has slowed in 2018. Building permits are down by 45 percent compared to the first eight months of 2017, largely due to very large and unique commercial projects permitted in the prior year. Residential building permits through August 2018 declined 8.3 percent compared to the same time period the prior year.

Over 3,000 home sales were recorded through August 2018, a record for the first eight months of the year, an increase of almost nine percent. The total dollar volume of housing sales, inflation adjusted, expanded by 9.1 percent through August 2018. The seven-year expansion through August 2018 is a milestone for the Lubbock economy, with the job growth, historically low unemployment rate, and expanded business activity. This cycle of economic growth and expansion is expected to continue for the balance of 2018 and on into 2019.<sup>1</sup>

Annual population growth for Lubbock since 2010 averaged 1.7 percent. The average growth over the last five years is slightly higher at 1.8 percent, with the highest growth occurring in 2018 at 2.9 percent for the year based

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<sup>1</sup> Lubbock National Bank, *Lubbock Economic Index and Consumer Price Index July-August 2018*



on the estimated 2018 population of 261,946<sup>2</sup>. Population for the City of Lubbock is expected to grow between 1.5 and 2 percent annually over the next five years. Population in Lubbock County increased to an estimated 305,225 in 2017.

Employment growth in the Lubbock Metropolitan Statistical Area (MSA) is approximately 2.8 percent through August 2018. Unemployment has stayed very low with an unemployment rate of 3.2 percent for August 2018. Employment growth is expected to continue over the next five years, with the unemployment rate remaining low.

### *Local Challenges*

Due to the continued growth in population and the expansion of the City through annexation, the City of Lubbock has challenges to face over the next several years related to growth. Growth in population and development have required expansion of many areas of infrastructure - new roads to accommodate the transportation needs in new developments and annexed areas, new water and wastewater infrastructure including continuing to explore additional water sources for our growing population, and the expansion of fire and police protection. All of these will impact current and future budgets.

Another challenge facing the City is addressing this growth while maintaining the lowest possible tax rate and utility rates, lowering existing debt, and moving towards cash funding maintenance and capital improvements where it makes sense to do so. Continued growth will require the expansion of existing infrastructure at a significant cost while at the same time requiring the City to plan how we will accommodate the growth and maintain quality services for Citizens. The draft of the new comprehensive plan begun in 2017 was completed in September 2018. When the comprehensive plan is final it will assist us in moving the City forward into the future. The adopted Budget contains funding to begin implementation should the Council adopt the plan.

### *Budget Overview*

The Adopted Budget supports the Council's priorities of fiscal discipline, transparency, communication, neighborhoods, development services, and economic development. The budget focuses on cash funding equipment, vehicles and appropriate capital projects whenever possible. The City's budget includes investments in streets, public safety, development services, parks, and neighborhood services that have the potential to significantly impact Citizens' quality of life while maintaining fiscal responsibility.

The Adopted Budget emphasizes employee development and improvement and includes performance measures that will help evaluate our performance to ensure that our customers continue to receive prompt and quality service from the City. The Adopted Budget maintains appropriate fund balances while using cash on hand to fund projects and reduce internal charges. This will be the preferred financing mechanism moving forward although it must be noted that the drawdown of fund balances over reserve policy limits is to some extent a one-time boost and such funds are appropriately used for Capital or other one-time expenses. It will be necessary to continually seek additional cash funding sources for capital and maintenance needs, especially for street maintenance and fleet.

The Adopted budget completes the reorganization of Engineering into one department and is positively changing how the the City responds to developers, builders, and others involved in the development process. The Adopted Budget also includes the second year of moving toward a fully-funded fleet program along with the continued transition to tax notes as an alternate funding mechanism for equipment that is generally more expensive and has a service life greater than the financing period. This funding mechanism includes year 3 of 5 to eliminate the outstanding capital leasing program.

The Budget is based on conservative revenue estimates and an increase in the property tax rate to 54.802 cents per \$100 valuation. This is a one cent increase exclusively to fund the Phase 1 of the approved Public Safety

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<sup>2</sup> City of Lubbock GIS and Data Services

Improvement Project. The property tax rate generates \$88.4 million in total property tax revenue, a \$5.5 million increase compared to the prior year. This revenue projection is based on 99 percent collections and a certified assessed value from Lubbock Central Appraisal District (LCAD) of \$17.6 billion. Sales tax is expected to increase three percent in FY 2018-19, reflecting the continued rebound from the decrease in FY 2015-16. Growth in construction in Lubbock has slowed compared to prior record years but continues to create growth in the tax base and provide financial stability for the City.

Funding sources for all funds total \$829 million, an increase of \$6.3 million, or 0.8 percent, compared to the FY 2017-18 Reforecasted excluding the FY 2017-18 refunding. The increase is mainly a result of increased property tax revenues associated with the one cent increase as well as higher valuations and new construction, increased sales tax, necessary fee changes in General Fund, essential rate changes in General Fund for Solid Waste and necessary rate changes in Water/Wastewater Fund to fund infrastructure improvements and operations.

Appropriations in the Adopted Budget total \$816.1 million, a decrease of \$1.4 million, or 0.2 percent, compared to the FY 2017-18 Amended Budget excluding the FY 2017-18 refunding. The decrease is mainly a result of decreases in Lubbock Power and Light and the Water/Wastewater Fund.

*Highlights of the Adopted Budget:*

- Cash funding of street maintenance at \$8.5 million, a \$1.5 million increase from the prior year
- Cash funding of all replacement computers and end-user IT equipment
- Completion of the reorganization of engineering services to provide prompt services and standardized approval timelines
- Eighteen net new positions that includes ten additional Police Officers, one new Records Management Officer for City Secretary's Office, two new Environmental Health Inspectors, two new Heavy Equipment Officers for Solid Waste, one new Equipment Technician for Fire, one new Equipment Technician for Fleet, one new Information Security and Compliance Analyst for Information Technology, one new GIS Data Analyst for GIS Data Services, with the remainder of the new positions in Planning, Airport, Public Health, and Lubbock Power and Light.
- Expansion of the Solid Waste Collection system
- Average three percent merit increase for employees
- Funding the majority of fleet vehicles and equipment with cash
- Funding of appropriate capital projects with cash to continue lowering the City of Lubbock's debt long-term
- Capital Projects:
  - Park projects that include park amenities, parks future planning, park walking trails, dock and bridge replacement, and Lake Alan Henry campsite improvements
  - Facility renovation/demolition
  - Public Safety improvement project – Phase 2
  - Comprehensive plan implementation
  - Street and Traffic projects that include additional funding for Upland Avenue from 66<sup>th</sup> Street to 82<sup>nd</sup> Street, Transportation Improvements/Unimproved Roads, backup power at signalized intersections, and ramp and sidewalk improvements
  - Improvements to the Animal Shelter
  - Terminal Building Remodel and other airport property improvements
  - Cemetery improvements
  - Infrastructure projects in Water/Wastewater, Lubbock Power and Light, Civic Center, Cemetery, and Storm Water

A detailed summary of the changes incorporated into the FY 2018-19 Adopted Budget and Capital Plan are included in the Executive Summary. Detail on revenues and expenses are in each fund of the Adopted Budget.

Reflecting the priorities and goals of the City Council, this budget serves as a financial guide for the City. The Adopted Budget exemplifies conservative and prudent fiscal planning while continuing to emphasize the provision of quality municipal services in the most cost-effective manner possible.

Respectfully,

A handwritten signature in blue ink, appearing to read "W. Jarrett Atkinson". The signature is fluid and cursive, with a long horizontal stroke at the end.

W. Jarrett Atkinson  
City Manager

# Executive Summary

## **FY 2018-19 Operating Budget and Capital Program Highlights – Organization-wide**

The City of Lubbock organization exists to provide services to the Citizens of Lubbock. These services impact our community on a daily basis and range from aviation to zoning. Public Safety and utilities are a large part of the budget and are visible examples of our services. However, the City also provides services related to quality of life, growth and development, and public health, to name but a few. In short, these services are all important to the success and viability of Lubbock and our visitors. These services are identified and described in detail in the Fiscal Year (FY) 2018-19 Adopted Operating Budget and Capital Program (Adopted Budget).

The Adopted Budget supports the Council's approved priorities and enhances fiscal discipline, transparency, communication, neighborhoods, development services, and economic development efforts. The budget focuses on cash funding equipment, vehicles, and appropriate capital projects wherever possible. The reorganization of the Development Services and Engineering departments approved in the prior year budget has been completed and is positively changing the way the City responds to developers, builders, and others involved in the development process. The budget incorporates, and builds upon, the performance measures implemented in FY 2017-18 to ensure that our customers are receiving prompt and quality service from the City. The budget maintains appropriate fund balances while using cash-in-hand to fund projects or minimize internal charges. The Adopted Budget includes many exciting changes that will move Lubbock forward. Major changes in this budget are explained in more detail below.

Included in the Adopted Budget is the second year of a fully-funded fleet replacement program. All vehicle maintenance is incorporated into the Fleet Fund and all new vehicles, except for Airport, Citibus, and Lubbock Power and Light, are purchased and owned by the Fleet Fund. The change allows Fleet to control the City's overall maintenance cost moving forward. To assist with the continued implementation of this plan, one Maintenance Technician was added to the fleet budget. Vehicle purchases are budgeted in the Fleet Capital Plan. The Adopted Budget also includes the first phase of the plan to fully fund the cost of new vehicles and equipment over time so that as vehicles need to be replaced, cash will be available in the Fleet Vehicle Replacement Fund. The first phase began with Fleet and the Enterprise Funds. The budget incorporates lease payments from Fleet and the Enterprise Fund departments for vehicles purchased in FY 2017-18 that are deposited into the replacement fund for future replacement of that vehicle.

Also included in the Adopted Budget is funding for expanded level requests that will improve operations and provide departments with the additional tools necessary to

continue to provide exemplary services to citizens. Adopted expanded level requests incorporated into the budget include an additional inmate crew for Solid Waste Disposal that will assist in maintaining compliance with Texas Commission on Environmental Quality (TCEQ), an additional route crew and truck for Solid Waste Residential Collection to address the growth in the city, and an additional bulky crew and truck for Solid Waste Residential Collection to provide pickup of bulky items disposed of in the alleys, rights-of-ways, and other non-appropriate locations. Two additional Environmental Health Specialists are approved for Environmental Health that will help the department address the growth in restaurants in the past five years and allow the department to complete all inspections in a timely manner. A new mobile and web application is approved for Communication and Marketing and 311 Call Center to provide ease of access for citizens to report issues. New rugged tablets are approved for Animal Services to allow the Animal Service Officers to perform intake of animals in the field. Ten new Police Officers are approved for the Police Department in order to continue to strive toward the two Officers per 1,000 citizens' goal. Other expanded level requests are included in the respective department sections.

FY 2018-19 is the third year of the transition to tax notes as a different funding mechanism for high cost equipment that has an extended lifespan. Moving forward, the City will continue to refund the prior vehicle and equipment debt as it becomes eligible and will do so without extending the term of the remaining debt. The transition should take approximately four years, including FY 2018-19.

The Adopted Budget incorporates funding of vehicles and equipment with cash except for the select items funded through tax notes. For FY 2018-19, 72.2 percent of vehicle or equipment acquisitions will be made with cash. Total vehicle purchases approved are \$7.9 million. Funds that are totally cash funding all vehicle and equipment purchases are Fleet, Water/Wastewater, Lubbock Power and Light, Storm Water, Civic Center, and Airport. Solid Waste operations are funding all small vehicles and collection vehicles with \$1.8 million cash. The remainder of General Fund is funding all small vehicles with \$1.2 million cash. The addition of ten new Police Officers required the purchase of new cars since all available reserve cars were refurbished and put back in operation in FY 2017-18. General Fund vehicles funded with tax notes are two Pumper Fire Trucks for \$1.5 million and a Compactor for Solid Waste for \$700 thousand.

Continued in the Adopted Budget is the move to cash fund as many of the appropriate capital projects as possible. In the budget, all new and replacement computers, tablets, and related items are funded with cash. Total capital project expenditures approved in the Budget is \$131 million, excluding Lubbock Power and Light and vehicles. Of that,

## Executive Summary

26.7 percent is funded with grants, existing cash, unallocated bonds, or new cash funding. New debt for non-Airport capital is \$77.5 million, consisting of \$50 million for Police facilities, \$26.8 million for Water/Wastewater infrastructure projects, and \$721.8 thousand for the Fuelmaster upgrade and Municipal Hill car wash. The \$2.2 million tax note debt for fleet is comprised of only three pieces of equipment. The Airport fund is self-sufficient, and therefore, all debt is paid from Airport revenues. The Airport will issue up to \$18.5 million to support the terminal building remodel project. Grants included in the capital program total \$3 million for airport projects.

The total capital program expenditures, including Lubbock Power and Light and vehicles, is \$285.6 million, of which 52 percent is Lubbock Power and Light. Lubbock Power and Light is funding \$13.2 million with cash. The remaining \$135.3 million is funded with bonds.

The Budget includes a net increase of 18 positions. Ten new Police sworn positions are added to the Police Division. One Maintenance Technician is added to Fleet, one new Records Management Administrator to City Secretary, and one Management Assistant for Planning. Two new Environmental Health Specialists are added for Environmental Health, one new Assistant Director of Public Health for the Public Health Department, and one new mechanic to the Fire Department Fleet Maintenance department. Two new Equipment Operators were added for Solid Waste for the new bulky crew and a new route crew. One new Dispatcher was added for Airport. A new Information Security and Compliance Analyst was added to Information Technology, as well as one GIS Data Analyst for GIS and Data Services. Municipal Court will add a Juvenile Case Manager. Lubbock Power and Light will add five new positions. The 28 new positions added were offset by a decrease of positions in other departments.

Also included in the Adopted Budget is a three percent merit raise increase. The Adopted Budget will include adjustment to minimum entry pay for all grades by two percent.

The budget contains new or expanded projects to address long-standing community needs. Culture and Recreation will receive \$1 million in capital projects for the year. The Lubbock Animal Shelter receives capital for needed improvements, and Public Works will continue a multi-year project addressing issues with unpaved residential streets. These projects are all cash-funded. The respective capital budgets contain additional detail on these and other projects.

The Adopted Budget includes fee adjustments in several City departments. Some of the fees have not been revised in more than five years and require adjustments due to increases in the cost of providing the service. All of the General Fund fee changes are included in the General Fund Revenue Section – Summary of Fee Changes. The budget also contains necessary rate changes in several utilities. The Water/Wastewater budget includes a \$0.50 increase in the base rate for Wastewater service due to the increase in debt service for the new wastewater plant. Solid Waste also includes a rate change on both tipping fees and residential and commercial rates. The tipping fee is approved to increase \$3.00 at the West Texas Region Disposal Facility while the residential rate will increase by \$0.75 with all the other rate classes increasing by a proportional amount.

The Adopted Budget also includes a schedule with the line item expenditures for notices required by law to be published in a newspaper by the political subdivision. This requirement relates to S.B. 622 which was enacted in Legislative Session 85(R) in June 2017. The schedule is included at the end of this section.

Following are the major drivers of the General Fund FY 2018-19 Operating Budget.

# Executive Summary

## I. General Fund Revenue Sources

For FY 2018-19, the estimated funding sources for the General Fund total \$215.3 million, an increase of \$7.9 million, or 3.8 percent, from the FY 2017-18 Re-forecasted. The increase in revenue comes mainly from an increase in sales tax as well as projected property taxes. Fee increases are also a major reason for the increase in revenue. Various fees throughout the General Fund have been increased based on inflation, adequacy of cost recovery, use of service, and competitiveness of current rates.

- Property Tax** **\$5,484,779**  
 This section incorporates discussion of the complete tax rate including the interest and sinking property tax rate revenues, economic development rate revenues, and the operations and maintenance property tax rate revenues. This budget incorporates a one cent increase to the property tax rate, a total tax rate of 54.802 cents per \$100 valuation. The total increase in the property tax revenue at 99 percent collection equals \$5.5 million; General Fund portion of the increase is \$2.8 million.

The Operations and Maintenance rate remains the same at 38.825 cents per \$100 valuation. The increase in property values generates an increase in tax revenues for operations and maintenance of \$2.8 million of which \$2 million is new property on the roll. The tax rate for debt service increased from 12.662 cents to 13.662, or 1.0 cent, in FY 2018-19. The property tax rate distribution is illustrated in the following table:

<b>Tax Rate Distribution</b>	<b>2017</b>	<b>2018</b>	<b>+ / -</b>
General Fund	38.825¢	38.825¢	0.000¢
Debt Service Fund	12.662¢	13.662¢	+1.000¢
Economic Development	2.315¢	2.315¢	0.000¢
<b>Total Tax Rate</b>	<b>53.802¢</b>	<b>54.802¢</b>	<b>+1.000¢</b>

- Sales Tax** **\$ 1,981,098**  
 Sales tax revenues are expected to increase 3.0 percent compared to the re-forecasted FY 2017-18 amount.
- Franchise Fees** **\$ 159,023**  
 Franchise Fees are projected to increase by \$159.0 thousand or 1.8 percent. One hundred percent of franchise fees are recorded in the General Fund as was implemented with the FY 2017-18 Adopted Budget. A transfer to the appropriate fund such as Gateway is included as part of the expenditures. Franchise fees are budgeted to remain relatively flat in comparison to the previous fiscal year.

- Fees for Services** **\$ 921,402**  
 The largest revenues in this category are associated with solid waste operations. Included in the FY 2018-19 Budget is a three dollar increase to the Tipping Fee and a seventy-five cent increase in the residential rate. Solid Waste collections are projected at \$17.8 million while the Solid Waste Disposal are projected at \$5.7 million. Other significant changes to fees for services include increases and additions to fire inspections as well as increase to swimming pool admission, instruction, and rental rates.
- Fee and Fines** **\$ 881,489**  
 License and permit revenues increased \$901.5 thousand or 29.1 percent for FY 2018-19. These payments are for building permit related fees, food establishments, food truck permit, peddler permit and mixed beverage permits, charitable solicitations, animal licensing, oil and gas permit, and other licenses and permits required by the City. Fee increases are adopted for building safety and food permits. Fines and forfeitures is projected to decrease \$20,000 or 0.7 percent compared to FY 2017-18.
- Payments in Lieu of Franchise Fee** **\$ 179,661**  
 Payments in lieu of franchise tax increased \$179.7 thousand for FY 2018-19. Payments continue to be received as transfers from LP&L, Water/Wastewater and Storm Water enterprise funds. Franchise fee payments are based on 5.0 percent of metered revenues for all Enterprise Fund municipal utilities.
- Payments in Lieu of Property Tax** **\$ 586,386**  
 Payments in lieu of property taxes from LP&L, Water/Wastewater, and Storm Water enterprise funds increased \$586.4 thousand, due to an increase of \$0.01 to the property tax rate.
- Utilization of Net Assets** **\$ 575,070**  
 The utilization of appropriable net assets decreased \$575.1 thousand for FY 2018-19.

A more thorough discussion of General Fund revenues is included in the “General Fund Revenue” section of this document.

# Executive Summary

## II. General Fund Expenditures

For FY 2018-19, expenditures for the General Fund total \$221.5 million, an increase of \$8.5 million, or 4.0 percent, from the Amended FY 2017-18. Major changes in expenditure levels are highlighted below:

- **Compensation** **\$ 5,698,531**  
 A three percent merit increase beginning October 1, 2018 is included in the FY 2018-19 budget. With this adjustment, compensation totals \$104.2 million for an increase of 5.8 percent over the previous fiscal year. Increase in Police and Fire compensation is \$3.5 million. Total positions in General Fund increased by 50. Of the 50 positions, 29 were moved to the General Fund during the Engineering reorganization, and two Marshal positions were moved from a Special Revenue fund to Municipal Court. Ten new sworn Officers are added to the Police Department, and nine additional positions are added to critical areas in the General Fund to address the needs of the City.
- **Benefits – Health Insurance** **\$ 393,595**  
 Health Insurance costs increased by 2.7 percent for FY 2018-19. The increase is a result of the increase in staff. The health insurance plan costs remain the same.
- **Benefits – Workers Compensation** **\$ 555,794**  
 Workers compensation charges increased to the departments. Last year net assets in the Risk Fund were utilized to offset some of the costs to the departments.
- **Benefits – Dental Insurance** **\$ 16,732**  
 Dental insurance costs increased due to the added staff. The dental insurance plan costs remain the same as the previous fiscal year.
- **Benefits – Pension** **\$ 933,836**  
 Pension costs increased \$933.8 thousand. The contribution rate decreased from 18.025 percent of payroll to 17.795 percent of payroll for Police and non-Civil Service employees who are members of TMRS, and remained at 21.78 percent of payroll for firefighters who are in the City’s Fire Pension Fund. The change in the rates is attributed to an actuarial valuation that reflects a change in post-retirement mortality assumptions, actuarial cost methods, and amortization policy.
- **Supplies – Fuel** **\$(366,645)**  
 Unleaded fuel costs decreased 14.9 percent, while diesel costs decreased 5.3 percent for FY 2018-19. The decrease is due to a decrease in projected fuel prices and a decrease in the number of gallons of fuel.
- **Supplies – Other Machine and Equipment** **\$ 114,069**  
 Supplies for other machine and equipment increased 19.2 percent due to replacement of treadmills for Parks

Indoor Recreation and additional supplies and replacement equipment for the Police bomb squad.

- **Maintenance – Motor Vehicle** **\$ 384,225**  
 Vehicle maintenance increased 8.3 percent compared to FY 2017-18 budget due to expired warranties on several pieces of heavy equipment.
- **Maintenance – Other Equipment** **\$ 158,548**  
 Other equipment maintenance increased 22.3 percent compared to FY 2017-18 budget due to replacement of AED’s for the Fire Department and additional repair needed for older dumpsters for Solid Waste.
- **Professional Services** **\$ 132,657**  
 Professional services increased 4.9 percent due to contract costs associated with engineering services.
- **Professional Services – Special Services** **\$(326,571)**  
 Special services decreased 18.9 percent due to the inclusion of election costs in FY 2017-18 that were not required for FY 2018-19.
- **Professional Services – Training** **\$ 152,276**  
 Training and travel increased 26.6 percent for additional training opportunities for City staff.
- **Other Charges – Computer and Other Equipment** **\$ 232,405**  
 Computer and other equipment increased 69.2 percent due to funding a new mobile and web application to replace current 311 online services for 311 Call Center, new tablets and software for Animal Services, new dumpsters in residential collection, and new radio lapel mics in fire suppression.
- **Scheduled Charges – IT** **\$ 187,061**  
 Information Technology charges increased 2.7 percent. The increase is due to the addition of the debt payment for the secondary data center.
- **Scheduled Charges – Property** **\$ 348,966**  
 The allocation of property insurance to the departments increased due to not utilizing net assets above policy level in FY 2018-19
- **Scheduled Charges – Liability** **\$ 155,252**  
 The allocation of liability insurance to the departments increased due to not utilizing net assets above policy level in FY 2018-19.
- **Scheduled Charges – Electricity** **\$(265,577)**  
 Electric charges decreased 13.6 percent for FY 2018-19. Electric charges were allocated among City funds based on electricity usage. The budget decreased based on historical trends over the last five years.

# Executive Summary

- **Scheduled Charges – Telecommunications** **\$ (334,538)**  
 Telecommunications charges decreased 27.2 percent for FY 2018-19. Telecommunication charges were allocated among City funds based on telephone units. The decrease is due to significant decreases in system maintenance costs.
- **Capital Outlay -- Other Equipment** **\$ (94,395)**  
 Other equipment decreased 51.5 percent due to one-time equipment purchases included in the prior year.
- **Capital Outlay – Vehicle and Equipment Debt** **\$ (922,235)**  
 Vehicle and Equipment debt payments decreased 10.7 percent for FY 2018-19. In FY 2017-18, the City began refunding a portion of the former Vehicle Equipment Debt and replacing it with tax notes. The total payment amount for both funding methods in FY 2018-19 is approximately \$7.7 million.
- **Reimbursements** **\$ (2,770,794)**  
 This year a reimbursement is included for engineering services to be received from the Water/Wastewater Fund and Storm Water Fund, as well as a reimbursement from Water/Wastewater Fund for the newly combined Public Works dispatch. All of the expenses related to engineering services and public works dispatch were moved from these utility funds to the General Fund in an effort to gain efficiencies in these areas. The actual cost is distributed between General Fund, Water/Wastewater, and Storm Water.
- **Transfer to Capital Program** **\$ 1,178,585**  
 This year the transfer to the capital program totals \$10.3 million. Fifteen capital projects are cash funded in FY 2018-19. Seven of the projects are related to ongoing maintenance on City facilities. A project has been approved for comprehensive plan implementation and one for city council initiatives. Parks has three projects for improvements to parks. The Adopted Budget also includes funding the street maintenance project solely with cash. The other projects for public works are for backup power at signalized intersections and ADA ramps and sidewalks.
- **Transfer to Fleet Program** **\$ 1,711,826**  
 This year the transfer to Fleet totals \$3.1 million and funds 52 vehicles and equipment. Police are replacing two sedans and ten new sedans are budgeted. Solid Waste are replacing four refuse trucks and three new refuse trucks are budgeted. A compactor is also scheduled to be replaced. Fire is scheduled to receive two new pumper fire trucks as well as two sedans. Other departments receiving new or replacement vehicles or equipment include Facilities Management,

Building Safety, Traffic, Streets, Park Maintenance, and Environmental Health.

### III. Budget Calendar

Following is the calendar of events detailing the budget process:

- 07/25: Last day for Chief Appraiser to certify appraisal roll
- 07/30: Operating and CIP budget presentation to City Council; File Proposed Budget with City Secretary
- 08/9: Regular City Council Meeting – Discuss tax rate (tax rate, effective rate and rollback rate); Take vote on proposed tax rate; Schedule and announce dates for public hearings on tax rate
- 08/23: Regular City Council Meeting – First Tax Rate Public Hearing @ 5:30 p.m.; Schedule and announce date for second public hearing on tax rate and first public hearing on the budget
- 08/30: Special City Council Meeting – Budget Public Hearing @ 8:00 a.m.; Second Tax Rate Public Hearing @ 8:00 a.m.; Schedule and announce meeting to adopt rate; First reading of Budget Ordinance/Tax Levy Ordinance
- 09/13: Regular City Council Meeting – Second reading of Budget Ordinance / Tax Levy Ordinance

### Tax Rate Comparison

Fiscal Year	Operation & Maintenance	Interest & Sinking Fund	Economic Development	Total
2000	0.42839	0.12161	0.03000	0.58000
2001	0.42718	0.11282	0.03000	0.57000
2002	0.42844	0.11156	0.03000	0.57000
2003	0.43204	0.10796	0.03000	0.57000
2004	0.41504	0.10066	0.03000	0.54570
2005*	0.33474	0.09496	0.03000	0.45970
2006	0.35630	0.06090	0.03000	0.44720
2007	0.36074	0.07125	0.03000	0.46199
2008	0.35380	0.07125	0.03000	0.45505
2009	0.32540	0.09100	0.03000	0.44640
2010	0.33240	0.08400	0.03000	0.44640
2011	0.33240	0.09377	0.03000	0.45617
2012	0.34200	0.10200	0.03000	0.47400
2013	0.35683	0.10591	0.02937	0.49211
2014	0.36080	0.11656	0.02705	0.50441
2015	0.38500	0.11425	0.02315	0.52240
2016	0.39220	0.12267	0.02315	0.53802
2017	0.37825	0.13662	0.02315	0.53802
2018	0.38825	0.12662	0.02315	0.53802
2019	0.38825	0.13662	0.02315	0.54802

\* Sales tax swap



# Executive Summary

## **IV. Texas Truth-in-Taxation Laws**

The Texas Constitution and Property Tax Code embody the concept of truth-in-taxation to require taxing units to comply with certain steps in adopting their tax rates. The truth-in-taxation requirements are contained in the Texas Constitution, Chapter 26, Property Tax Code, Article VIII, Section 21, in Senate Bill 18 of the 79th Texas Legislature and Senate Bill 567 of the 80th Texas Legislature.

### **Effective Tax Rate**

The effective tax rate is a calculated rate that provides the City with about the same amount of revenue received during the prior year on properties taxed in both years. If property values increase, the effective tax rate will go down, and vice versa. The effective tax rate takes the amount of the 2017 tax levy adjusted for refunds and TIF values and takes those last year dollars and divides them by this year's adjusted values (total taxable value minus new improvements and new personal property values). This calculation gives us an effective tax rate of \$0.530192

### **Rollback Tax Rate**

The rollback rate is a calculated maximum rate allowed by law without voter approval. The rollback rate provides the City with approximately the same amount of tax revenue it spent the previous year for day-to-day operations plus an eight percent increase for those operations and sufficient funds to pay debts in the coming year. If the City adopts a tax rate that is higher than the rollback rate, 10 percent of the registered voters in the City may circulate a petition calling for an election to limit the size of the tax increase. The 2018 rollback tax rate is \$0.582691.

### **Proposed Tax Rate**

During the budget process, the City Council evaluated a proposed tax rate of \$0.54802 per \$100 valuation. The proposed tax rate exceeded the effective tax rate, but remained below the rollback tax rate.

The exact effective and rollback tax rates were calculated and received from the Lubbock Central Appraisal District.

Since the tax rate proposed by the City Council exceeded the effective tax rate, the City Council was required to follow legislative guidelines for proposing and adopting a tax rate. These legislative guidelines include:

1. The City Council votes to place a proposal to adopt the rate on the agenda of a future City Council meeting as an action item. This vote is recorded.
2. The proposal specifies the desired rate. The City Council cannot vote to adopt a proposal to increase taxes by an unspecified amount.
3. If the motion passes, the City Council schedules two public hearings on the proposal.
4. The City Council notifies the public of the dates, times and place or places for the public hearings and provides information about the proposed tax rate by September 1, at least seven days before the public hearings. This notice is titled "Notice of 2018 Proposed Tax Rate for City of Lubbock."
5. After publishing the required notice, the City holds two public hearings. Taxpayers have the opportunity to express their views on the increase at each public hearing. The City Council may not adopt the tax rate at either of these hearings. At each hearing, the City Council announces the date, time, and place of the meeting at which it will vote on the tax rate.
6. The Tax Code requires that the City Council adopt the tax rate no less than three days, but no more than fourteen days, after the second public hearing. If the City does not adopt a tax rate during this time period, then the second notice of the meeting to adopt the tax rate is republished, with the new date, time, and location.

### **Adopted Tax Rate**

Following the two required public hearings, the City Council adopted a tax rate of \$0.54802 per \$100 valuation with a unanimous vote. The FY 2018-19 adopted tax rate incorporates a one cent increase to fund the Public Safety Improvements Project.

# Executive Summary

## V. Airport Budget Highlights

Airport revenues are expected to increase \$652.1 thousand, or 5.1 percent, from FY 2017-18. The increase is due to the transfer from Customer Facility Charge (CFC) Fund needed to cover the debt service on projects funded with CFC revenue. This new transfer is offset by a decrease of \$306.8 thousand in department operation revenue, which includes landing, hangar, terminal and parking.

Expenses for the fund are expected to increase \$1.5 million, or 13 percent, from FY 2017-18. The operating budget includes increases to compensation, uniforms, maintenance for hvac system and security system, and scheduled charges that include information technology, property insurance and liability insurance. Fund level

increases include a \$1.1 million increase to debt service, as well as increases to indirect costs and transfers for Aircraft Rescue Fire Fighting and capital projects.

The operating budget includes decreases to fuel, electric utility, natural gas, telephone costs as well as capital equipment. Fund level budget includes a decrease to vehicle/equipment debt.

The operating model incorporates many variables including interest rates, inflation rates, number of enplanements, Passenger Facility Charge (PFC) rates, Customer Facility Charge (CFC) rates, and changes in the cost or priority of capital projects.

	Budget	Forecast				
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Revenues	\$ 13,393,812	14,731,475	14,868,154	14,412,993	14,549,715	14,686,112
Use of Net Assets	-	-	515,076	45,406	-	-
Total Funding Sources	13,393,812	14,731,475	15,383,231	14,458,399	14,549,715	14,686,112
Operating Expenditures	7,691,944	7,912,943	8,108,942	8,312,987	8,525,651	8,747,559
Fund Level Expenditures	5,089,736	6,349,562	7,274,288	6,145,411	5,687,043	5,818,086
Total Expenditures	\$ 12,781,680	14,262,504	15,383,231	14,458,399	14,212,694	14,565,646

# Executive Summary

## VI. Storm Water Utility Budget Highlights

For FY 2018-19, the rates remain the same as the prior fiscal year.

Revenues are expected to increase \$114.6 thousand, or 0.4 percent.

Expenses are expected to decrease \$917.5 thousand, or 3.6 percent, from FY 2017-18. Budgetary decreases include decreases in compensation and benefits associated with change in centralized engineering services, transfer to debt service, vehicle/equipment debt, transfer to LP&L for collections and customer information system debt, transfer to fleet for vehicles and storm water capital. The projects funded with cash include Storm Water Master Plan, Digital Orthophotography, Advanced Warning System, as well as Canyon and Playa Lakes Restoration and Restudy.

Offsetting the decreases are increases in vehicle maintenance, professional services to fund engineering services now in the General Fund, the transfers in lieu of property tax and franchise fee, debt service and vehicle debt payments, the transfer to LP&L for citizen tower, and indirect cost. A new transfer is included for future fleet replacement.

The rate structure incorporated in the model is subject to change depending on many variables. Some of the variables may include interest rates, commodity prices, inflation rates, and changes in the cost or priority of capital projects.

	Budget	Forecast				
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Interest Earnings	\$ 112,832	185,548	214,216	189,665	207,298	267,397
Department Operations	26,191,773	26,453,549	26,717,943	23,307,140	23,540,070	22,524,741
Revenues	26,304,605	26,639,097	26,932,160	23,496,805	23,747,368	22,792,138
Use of Net Assets	-	-	1,636,767	-	-	-
Total Funding Sources	26,304,605	26,639,097	28,568,926	23,496,805	23,747,368	22,792,138
Operating Expenditures	3,563,565	3,659,586	3,760,004	3,865,153	3,975,399	4,091,145
Fund Level Expenditures	20,703,227	21,068,275	24,808,922	18,456,138	15,765,343	15,465,708
Total Expenditures	\$ 24,266,791	24,727,862	28,568,926	22,321,291	19,740,743	19,556,853
<b>Residential Rate Structure</b>						
Residential Rate - Monthly (Tier 1)	8.80	8.80	8.80	7.60	7.60	7.20
Residential Rate - Monthly (Tier 2)	13.48	13.48	13.48	11.64	11.64	11.03
Residential Rate - Monthly (Tier 3)	17.05	17.05	17.05	14.73	14.73	13.95
Residential Rate - Monthly (Tier 4)	25.58	25.58	25.58	22.09	22.09	20.93
<b>Commercial Rate Structure</b>						
Commercial Rate - Monthly	25.58	25.58	25.58	22.09	22.09	20.93

# Executive Summary

## VII. Water/Wastewater Utility Budget Highlights

The monthly wastewater base rate is approved to increase by \$0.50 from \$16.00 to \$16.50 in FY 2018-19. There is no rate increase proposed for water.

Revenue is expected to increase \$1.0 million, or 0.8 percent, from FY 2017-18. The increase is primarily due to the change in the wastewater rate. Utilization of net assets totaling \$3.9 million is projected for FY 2018-19.

Expenses for the fund are expected to increase \$3.5 million, or 2.5 percent, from FY 2017-18. A cost center was established in FY 2018-19 for Water Customer Relations. Major increases to the fund are in chemical supplies, professional services for engineering services, indirect cost, transfers to General Fund for in lieu of property tax, franchise fees, and paved streets, transfer to LP&L for collection services and customer information systems, and transfer to Fleet for vehicles. A new transfer has been added to establish a vehicle replacement fund.

Decreases to this fund are in compensation and benefits associated with the reorganization of engineering services, electric utilities, CRMWA costs, debt service, transfer to Water/Wastewater capital, and transfers to electric and debt service funds for debt service associated with Citizens Tower.

The modeled expenses continue the implementation of the strategic master plan and currently planned projects. The rate structure incorporated in the model is subject to change depending on many variables. Some of these variables may include water/wastewater volumes, interest rates, commodity prices, inflation rates, operational impact of new facilities, any activities or projects as a result of the master plan, and changes in the cost or priority of capital projects.

	Budget	Forecast				
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Revenues	\$ 135,172,811	136,937,906	141,663,370	144,283,738	148,279,028	150,366,883
Use of Net Assets	3,921,259	2,497,133	329,357	-	-	-
Total Funding Sources	139,094,070	139,435,039	141,992,727	144,283,738	148,279,028	150,366,883

Operating Expenditures	43,715,646	44,110,570	45,126,235	46,180,022	47,274,520	48,412,559
Fund Level Expenditures	95,378,423	95,324,470	96,866,491	93,449,092	93,869,295	98,983,521
Total Expenditures	\$ 139,094,070	139,435,039	141,992,727	139,629,114	141,143,815	147,396,079

### Water Rate Analysis

Base Rate	\$ 18.00	18.00	20.00	22.00	22.00	22.00
Volume Charge						
0-1,000 Gallons	\$ -	-	-	-	-	-
1,001-5,000 Gallons	4.03	4.15	4.27	4.27	4.27	4.27
5,001-10,000 Gallons	6.97	7.18	7.40	7.40	7.40	7.40
10,001-30,000 Gallons	8.36	8.61	8.87	8.87	8.87	8.87
30,001 + Gallons	8.57	8.83	9.09	9.09	9.09	9.09

### Wastewater Rate Analysis

Base Rate	\$ 16.50	16.50	16.50	16.50	16.50	16.50
Volume Charge	\$ 3.71	3.71	3.71	3.71	3.71	3.71

# Executive Summary

## VIII. LP&L Budget Highlights

LP&L’s rate management methodology is aligned with a philosophy that smaller, incremental rate adjustments are the most responsible way to manage the utility and support our customers. For FY 2018-19 the financial model does not currently anticipate a base rate increase.

Revenues are expected to decrease \$2.2 million, or 0.8 percent, for FY 2018-19. The power marketing sales revenue decreased \$4.1 million and general consumer metered revenue decreased \$1.8 million. The decreases were offset by an increase of \$2.5 million in transfer from Debt Service Fund.

Expenses for the fund are expected to decrease \$8.2 million, or 3.1 percent, from FY 2017-18. The largest increases are \$3.7 million in debt service, \$2.5 million in capitalized interest, \$1.4 million in transmission costs,

and \$1.1 million in compensation and benefits. The increases were offset by decreases in fuel of \$3.7 million, energy/fuel purchased power of 5.0 million, capacity costs of \$1.5 million, and capital outlay of \$0.55 million. The transfer to West Texas Municipal Power Agency decreased \$1.1 million. Both the transfer to debt service and transfer to electric capital decreased by \$1.7 million. The reimbursement for utility collections (represented as a negative expense) increased \$0.42 million.

The proposed rate structure incorporated in the model is subject to change depending on many variables. Some of these variables may include: volumes, weather, interest rates, commodity prices, inflation rates, and the operational impact of new facilities, and changes in the cost or priority of capital projects.

	Budget	Forecast				
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Revenues	\$ 262,193,268	266,737,171	274,594,195	217,104,225	206,414,656	211,806,918
Use of General Reserve	-	1,644,917	10,163,374	12,035,186	6,304,156	-
<b>Total Funding Sources</b>	<b>262,193,268</b>	<b>268,382,088</b>	<b>284,757,569</b>	<b>229,139,411</b>	<b>212,718,812</b>	<b>211,806,918</b>
Operating Expenditures	202,984,737	211,153,649	203,509,023	157,064,207	141,448,882	145,711,789
Fund Level Expenditures	51,523,910	57,228,439	81,248,546	72,075,204	71,269,930	65,628,658
<b>Total Expenditures</b>	<b>\$ 254,508,647</b>	<b>268,382,088</b>	<b>284,757,569</b>	<b>229,139,411</b>	<b>212,718,812</b>	<b>211,340,447</b>
<b>Projected Base Rate Increase</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Residential Standard - Rate 1:</b>						
Service Availability	8.07	8.07	8.07	8.07	8.07	8.07
Summer Energy (per kWh)	0.03381	0.03381	0.03381	0.03381	0.03381	0.03381
Non-Summer Energy (per kWh)	0.03381	0.03381	0.03381	0.03381	0.03381	0.03381
<b>Residential All Electric - Rate 3</b>						
Service Availability	8.07	8.07	8.07	8.07	8.07	8.07
Summer Energy (per kWh)	0.02921	0.02921	0.02921	0.02921	0.02921	0.02921
Non-Summer Energy (per kWh)	0.02921	0.02921	0.02921	0.02921	0.02921	0.02921
<b>Residential Net Metering - Rate 5</b>						
Service Availability	30.43	30.43	30.43	30.43	30.43	30.43
Summer Energy <1,000kWh (per kWh)	0.01292	0.01292	0.01292	0.01292	0.01292	0.01292
Summer Energy >1,000kWh (per kWh)	0.02349	0.02349	0.02349	0.02349	0.02349	0.02349
Non-Summer Energy <1,000kWh(per kWh)	0.00397	0.00397	0.00397	0.00397	0.00397	0.00397
Non-Summer Energy >1,000kWh(per kWh)	0.01175	0.01175	0.01175	0.01175	0.01175	0.01175

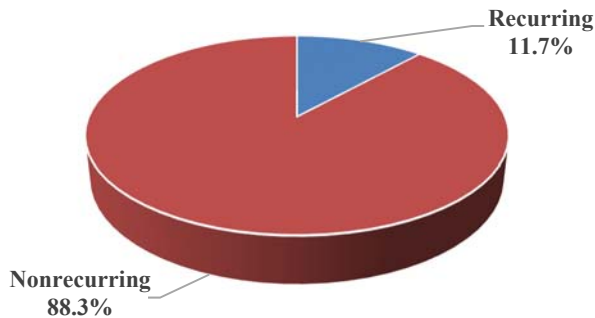
The above is a sampling of the rates for Lubbock Power and Light. All rates for all classes can be seen in the Enterprise Fund section.

# Executive Summary

## IX. FY 2018-19 Capital Program

The FY 2018-19 Adopted Budget includes \$285.6 million in capital expenditures. Of that, 11.7 percent, or \$33.3 million, are recurring capital expenditures that are budgeted each year. 88.3 percent, or \$252.3 million are nonrecurring projects that do not occur each year and a portion of them are significant projects and expenditures.

FY 2018-19 Capital Program



### Recurring Capital Projects

The recurring capital projects included in the budget are for general repair, replacement, or maintenance of City assets and are included in the budget each year. The assets include facilities, existing infrastructure such as roadways, fiber, traffic signals, traffic signs, electric lines and meters, water and wastewater lines and meters, upgrades to water and wastewater plants, and replacement of meters as well as vehicles and equipment.

All of the capital projects can be found in Volume II, FY 2018-19 Adopted Operating Budget and Capital Program.

### Nonrecurring Capital Projects

The nonrecurring projects total \$252.3 million in FY 2018-19. The projects are broken down into the following categories:

#### *Administrative Services*

Administrative Services has one nonrecurring project budgeted in FY 2018-19 in the amount of \$370 thousand for Comprehensive Plan Implements.

#### *Airport*

Airport has one nonrecurring project budgeted in FY 2018-19 in the amount of \$21.9 million for a Terminal Building Remodel.

#### *Arts and Entertainment Facilities*

Arts and Entertainment Facilities does not have nonrecurring projects budgeted in FY 2018-19.

#### *Cemetery*

Cemetery does not have nonrecurring projects budgeted in FY 2018-19.

#### *Cultural and Recreational Services*

Cultural and Recreational Services includes projects for Libraries, Parks, and Cultural Arts. It has two nonrecurring projects totaling \$476.6 thousand such as Park Walking Trails for \$175 thousand and Lake Alan Henry Campsite Improvements for \$301.6 thousand.

#### *Gateway*

Gateway has one nonrecurring project in the amount of \$448.7 thousand for Upland Avenue – 66<sup>th</sup> Street to 82<sup>nd</sup> Street.

#### *Internal Services*

Internal Services has two nonrecurring project for FY 2018-19 in the amount of \$1.5 million. These projects are Municipal Hill Car Wash FY 2018-19 for \$250 thousand and the Enterprise Resource Planning System for \$1.3 million.

#### *Lubbock Power and Light (LP&L)*

LP&L has thirty-nine projects in the FY 2018-19 budget that are nonrecurring totaling \$139.6 million. The significant projects included in the FY 2018-19 budget are as follows: 115kV Line Construction – Oliver to New Oliver for \$8.9 million, 115kV Line Construction – Northwest to North Sub for \$9.8 million, 115kV Line Construction – Chalker to New Oliver for \$14.7 million, and 345kV Line Construction – ERCOT Interconnection for \$43.2 million.

#### *North Overton TIF*

North Overton TIF does not have nonrecurring projects budgeted in FY 2018-19.

#### *Public Safety*

Public Safety has one nonrecurring project in the FY 2018-19 budget totaling \$50 million for the Public Safety Improvement Project.

#### *Public Works*

Public Works does not have nonrecurring projects budgeted in FY 2018-19.

#### *Storm Water*

Storm Water has three nonrecurring project budgeted for FY 2018-19 in the amount of \$700 thousand. The projects are as follows: Canyon and Playa Lakes Restoration and Restudy for \$250 thousand, Northwest Lubbock and Maxey Park Project for \$300 thousand, and Advanced Warning System for \$150 thousand.

# Executive Summary

## *Water/Wastewater*

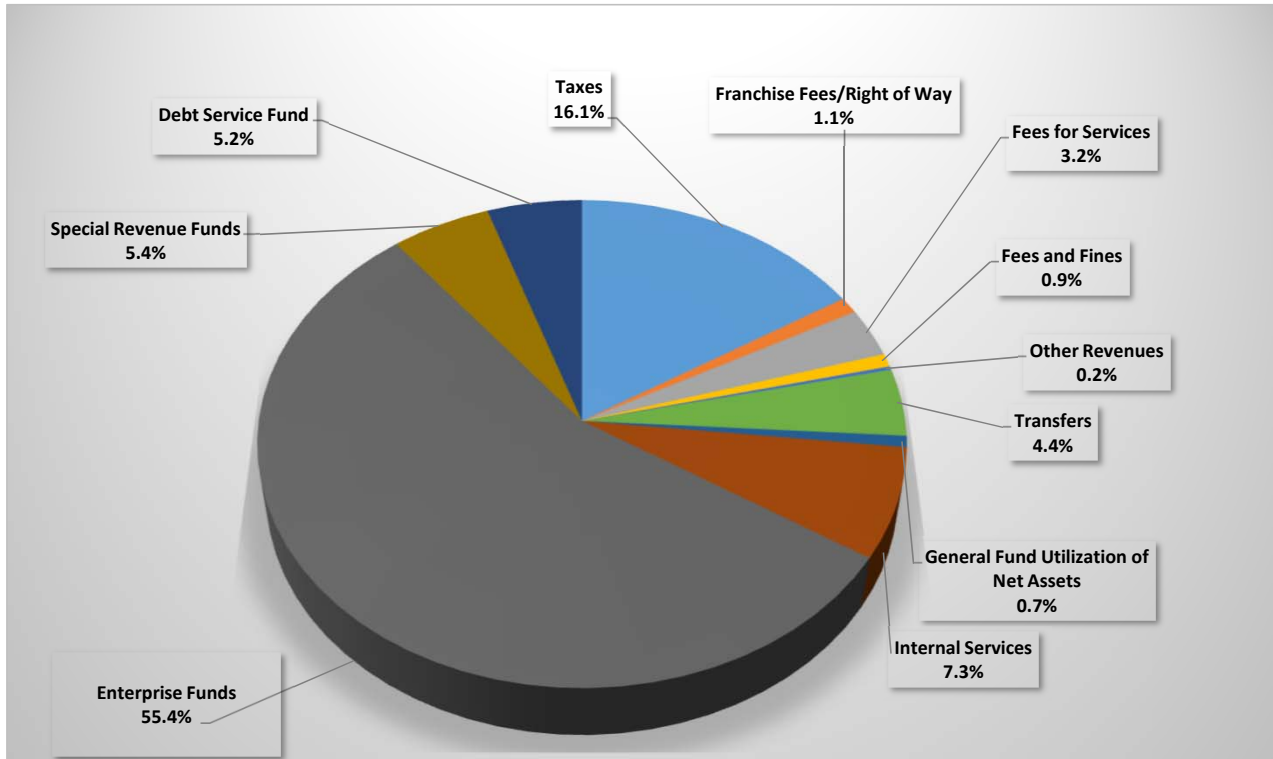
Nine projects in the FY 2018-19 Water/Wastewater capital program are nonrecurring projects totaling \$37.3 million. The projects include \$4.0 million for Major Sanitary Sewer Main Rehabilitation, \$750 thousand for Loop 88 Sewer Line Relocation, Future Infrastructure Funding Study for \$250 thousand, Asset Management for \$1.0 million, South Lubbock Water Treatment Plant Expansion for \$1.0 million, Lowhead C Pump Station and Supply Line for \$2.0 million, and Loop 88 Water Line Relocations for \$1.5 million. Other

significant projects include Annexation of Water Lines for Fire Protection for \$8.3 million and the installation of Automated Metering Infrastructure for \$18.5 million.

Detailed information on each individual project is included in Volume II, FY 2018-19 Adopted Operating Budget and Capital Program.

<b>FY 2018-19 Capital Plan</b>		<b>Recurring</b>	<b>Nonrecurring</b>	<b>Total CIP</b>
Administrative Services	\$	475,000	370,000	845,000
Airport		600,000	21,853,391	22,453,391
Arts and Entertainment Facilities		485,000	-	485,000
Cemetery		80,000	-	80,000
Cultural and Recreational Services		556,750	476,550	1,033,300
Gateway		-	448,687	448,687
Internal Services		6,588,260	1,500,000	8,088,260
Lubbock Power and Light		8,850,000	139,645,000	148,495,000
North Overton TIF		800,000	-	800,000
Public Safety and Health Services		300,000	50,000,000	50,300,000
Public Works		9,570,000	-	9,570,000
Storm Water Utility		400,000	700,000	1,100,000
Water/Wastewater Utility		4,605,000	37,305,000	41,910,000
<b>Total</b>	<b>\$</b>	<b>33,310,010</b>	<b>\$ 252,298,628</b>	<b>\$ 285,608,638</b>

**City of Lubbock**  
**FY 2018-19 Summary of All Funding Sources**



FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Re-Forecasted FY 2017-18	Budget FY 2018-19
Taxes	115,411,347	119,035,952	122,406,450	128,757,726	133,573,995
Franchise Fees/Right of Way	6,130,349	5,202,979	5,108,569	8,825,454	8,984,477
Fees for Services	3,258,688	3,319,688	3,210,087	25,916,775	26,838,177
Fees and Fines	6,737,219	6,886,333	6,401,797	6,283,318	7,164,807
Other Revenues	1,819,335	1,352,010	11,462,741	1,902,902	1,921,946
Transfers	31,362,365	30,246,985	31,805,837	35,681,753	36,816,319
General Fund Utilization of Net Assets	-	3,516,967	-	5,596,447	6,171,517
Internal Services	51,393,545	56,745,089	59,424,187	60,327,665	60,671,660
Enterprise Funds	415,528,912	426,493,388	459,089,686	464,728,767	459,050,286
Special Revenue Funds	38,117,386	38,851,031	40,399,563	41,576,065	44,910,524
Debt Service Fund	79,366,812	53,388,401	53,240,522	63,760,301	42,921,658
<b>TOTAL ALL FUNDING SOURCES</b>	<b>\$ 749,125,957</b>	<b>745,038,821</b>	<b>792,549,439</b>	<b>843,357,174</b>	<b>829,025,366</b>

\* General Fund Utilization of Net Assets is only shown for those years that are budgeted numbers, not actual receipts.

The City of Lubbock has many different types funding sources with the majority of General Fund revenues coming from tax revenues, both sales and property taxes. Other General Fund revenue sources include Franchise Fees/Right of Way, Fees and Fines, and Transfers. Internal Service Fund sources of funding are internal and are funded from all other departments. The majority of the revenues are generated by the Enterprise Funds. Most of these revenues are from utilities such as water/wastewater, electric, and storm water. Funding sources in each Special Revenue Fund are specific to the objectives of the fund. The notable increases in revenues include Taxes by \$4.8 million, Special Revenue Funds by \$3.3 million, Transfers by \$1.1 million, Fees for Service by \$921.4 thousand, and Fees and Fines by \$881.5 thousand. The increases were slightly offset by a decrease of \$5.7 million in Enterprise Funds.



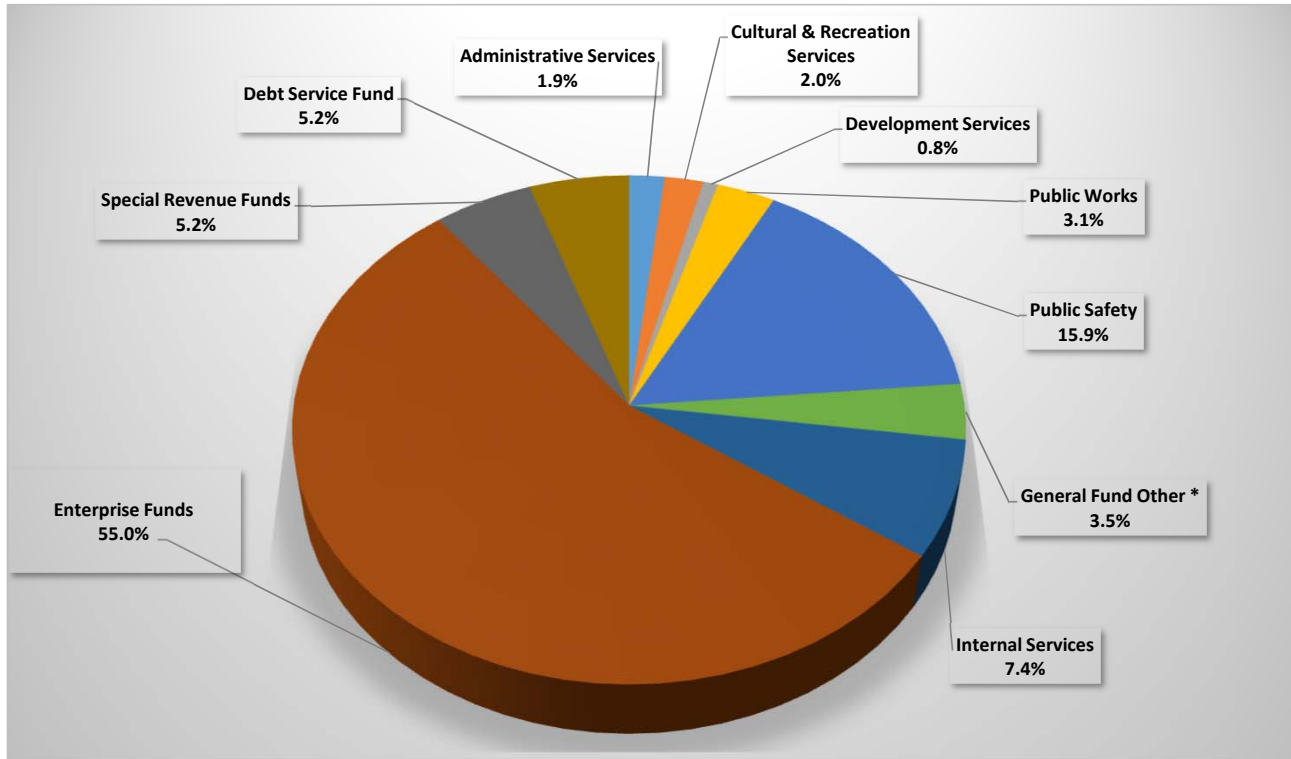
# Funding Source Summary - General Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
TAXES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Forecast
Property Taxes	\$ 50,677,109	54,408,587	55,516,662	59,820,411	62,614,582	4.7
Delinquent Taxes/Penalties & Interest	804,011	751,163	736,012	732,000	732,000	-
Sales Tax	62,367,562	62,313,269	64,549,831	66,563,315	68,544,413	3.0
Mixed Beverage Tax	1,277,552	1,295,745	1,334,638	1,374,000	1,415,000	3.0
Bingo Tax	285,113	267,189	269,307	268,000	268,000	-
<b>TOTAL TAXES</b>	<b>115,411,347</b>	<b>119,035,952</b>	<b>122,406,450</b>	<b>128,757,726</b>	<b>133,573,995</b>	<b>3.7</b>
<b>FRANCHISE FEES/RIGHT OF WAY</b>						
Suddenlink	1,197,638	1,194,286	1,199,805	1,892,952	1,901,918	0.5
Xcel Energy	4,426	2,399	28,069	57,403	68,024	18.5
Atmos	1,837,842	1,311,906	1,519,515	2,469,551	2,544,237	3.0
South Plains Electric Coop.	749,325	696,092	718,915	1,208,368	1,237,086	2.4
West Texas Gas	7,258	7,946	11,542	22,180	25,710	15.9
Telecom ROW	2,333,861	1,990,350	1,630,723	3,175,000	3,207,502	1.0
<b>TOTAL FRANCHISE FEES/RIGHT OF WAY</b>	<b>6,130,349</b>	<b>5,202,979</b>	<b>5,108,569</b>	<b>8,825,454</b>	<b>8,984,477</b>	<b>1.8</b>
<b>FEES FOR SERVICES</b>						
Development Services	215,438	230,731	208,177	217,778	227,040	4.3
General Government	104,587	112,396	167,645	172,608	172,608	-
City Secretary	330,076	342,376	328,947	338,360	336,360	(0.6)
Public Safety	914,992	922,598	814,679	782,650	875,550	11.9
Public Works/Solid Waste	178,236	189,472	173,963	22,917,458	23,676,939	3.3
Public Health	20,263	56,381	57,809	52,788	85,090	61.2
Animal Shelter	120,691	120,162	135,114	128,000	123,800	(3.3)
Cultural/Recreational	1,103,435	1,054,534	1,003,264	997,413	1,029,920	3.3
Museum	270,970	291,037	320,490	309,720	310,870	0.4
<b>TOTAL FEES FOR SERVICES</b>	<b>3,258,688</b>	<b>3,319,688</b>	<b>3,210,087</b>	<b>25,916,775</b>	<b>26,838,177</b>	<b>3.6</b>
<b>FEES AND FINES</b>						
Licenses and Permits	3,001,839	3,569,250	3,279,705	3,092,992	3,994,481	29.1
Intergovernmental	396,563	430,373	405,597	363,326	363,326	-
Fines and Forfeitures	3,338,816	2,886,710	2,716,495	2,827,000	2,807,000	(0.7)
<b>TOTAL FEES AND FINES</b>	<b>6,737,219</b>	<b>6,886,333</b>	<b>6,401,797</b>	<b>6,283,318</b>	<b>7,164,807</b>	<b>14.0</b>
<b>OTHER REVENUES</b>						
Interest Earnings	269,952	202,274	344,933	400,000	426,828	6.7
Rental	14,403	7,473	5,738	7,000	6,600	(5.7)
Recoveries of Expenditures	962,307	847,608	814,399	836,743	844,220	0.9
Oil and Gas Royalties	48,218	31,806	31,384	459,959	456,098	-
Other	524,455	262,849	10,266,287	199,200	188,200	(5.5)
<b>TOTAL OTHER REVENUES</b>	<b>1,819,335</b>	<b>1,352,010</b>	<b>11,462,741</b>	<b>1,902,902</b>	<b>1,921,946</b>	<b>1.0</b>
<b>TRANSFERS</b>						
Transfers from Special Revenue Funds	299,720	149,860	149,860	-	-	-
Transfers from LP&L	9,728,815	9,378,126	10,074,623	15,526,145	15,475,372	(0.3)
Transfers from Water Fund	9,973,976	9,687,337	9,685,244	-	-	-
Transfers from Wastewater Fund	4,267,840	4,304,695	5,014,866	-	-	-
Transfers from Wastewater Fund	-	-	-	15,726,566	16,486,926	4.8
Transfers from Solid Waste	2,658,369	2,457,850	2,501,260	-	-	-
Transfers from Airport Fund	1,648,486	1,684,171	1,751,227	1,795,178	1,855,620	3.4
Transfers from Stormwater	2,785,159	2,584,946	2,628,757	2,633,864	2,998,401	13.8
<b>TOTAL TRANSFERS</b>	<b>31,362,365</b>	<b>30,246,985</b>	<b>31,805,837</b>	<b>35,681,753</b>	<b>36,816,319</b>	<b>3.2</b>
<b>TOTAL REVENUE SOURCES</b>	<b>164,719,303</b>	<b>166,043,946</b>	<b>180,395,481</b>	<b>207,367,929</b>	<b>215,299,722</b>	<b>3.8</b>
Utilization of Net Assets	-	3,516,967	-	5,596,447	6,171,517	10.3
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 164,719,303</b>	<b>169,560,913</b>	<b>180,395,481</b>	<b>212,964,376</b>	<b>221,471,238</b>	<b>4.0</b>
<b>CAPITAL LEASE PROCEEDS</b>	<b>\$ 4,555,298</b>	<b>6,591,692</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Funding Source Summary by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Forecast
<b>INTERNAL SERVICE FUNDS</b>						
Fleet	\$ 1,524,183	1,595,051	2,210,579	5,707,112	5,678,217	(0.5)
Health Benefits	31,207,612	33,757,383	34,101,078	30,759,141	31,180,519	1.4
Information Technology	7,385,599	7,960,771	8,832,261	10,264,891	11,341,966	10.5
Telecommunications	1,699,694	1,883,035	1,992,638	1,977,800	1,482,892	(25.0)
GIS and Data Services	648,664	676,355	756,071	746,618	872,974	16.9
Radio Shop	1,682,769	2,430,678	2,547,994	2,270,402	2,338,232	3.0
Investment Pool	174,648	143,858	151,879	144,892	199,725	37.8
Print Shop/Warehouse	671,542	477,590	538,435	760,563	632,076	(16.9)
Risk Management	6,398,835	7,820,368	8,293,253	7,696,246	6,945,059	(9.8)
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>51,393,545</b>	<b>56,745,089</b>	<b>59,424,187</b>	<b>60,327,665</b>	<b>60,671,660</b>	<b>0.6</b>
<b>ENTERPRISE FUNDS</b>						
Airport	12,286,504	11,321,012	11,721,828	12,741,711	13,393,812	5.1
Cemetery	835,462	756,861	734,808	733,054	815,471	11.2
Civic Centers	3,495,357	3,700,068	3,824,052	3,611,423	2,778,980	(23.1)
Lake Alan Henry	509,586	601,072	573,036	658,810	825,081	25.2
LP&L	223,041,246	224,975,147	246,125,218	264,435,791	262,193,268	(0.8)
Solid Waste*	21,705,959	21,142,331	23,640,531	-	-	-
Storm Water	25,061,060	27,543,578	27,327,765	26,190,020	26,304,605	0.4
Transit	12,191,800	12,502,756	12,426,463	13,738,759	13,644,999	(0.7)
Water/ Wastewater	116,401,938	123,950,562	132,715,984	142,619,199	139,094,070	(2.5)
<b>TOTAL ENTERPRISE FUNDS</b>	<b>415,528,912</b>	<b>426,493,388</b>	<b>459,089,686</b>	<b>464,728,767</b>	<b>459,050,286</b>	<b>(1.2)</b>
*Solid Waste was incorporated into the General Fund in FY 2017-18						
<b>SPECIAL REVENUE FUNDS</b>						
Abandoned Vehicles	822,577	828,109	987,544	811,400	843,000	3.9
Animal Assistance Program	121,641	134,150	140,855	125,000	270,700	116.6
Bell Farms Public Improvement District	-	-	-	-	28,532	-
Cable Services Fund	631,344	617,676	575,841	701,677	602,515	(14.1)
Central Business District TIF	977,340	1,071,369	1,077,055	1,488,614	1,279,034	(14.1)
Community Development	4,323,733	4,578,751	4,310,409	5,484,130	5,976,169	9.0
Criminal Investigation Fund	553,490	514,890	454,517	547,179	426,590	(22.0)
Department of Justice Asset Sharing	562	53,863	24,994	-	60,000	-
Economic Development	3,098,763	3,256,280	3,443,010	3,610,889	3,778,490	4.6
Emergency Management	458,598	503,696	428,666	-	-	-
Gateway Streets	8,429,183	8,402,503	8,285,110	8,222,555	8,548,331	4.0
Hotel Occupancy Tax	6,823,165	6,878,342	7,025,827	7,211,829	7,286,537	1.0
Juvenile Case Manager	34,800	30,028	28,596	-	159,275	-
Lubbock Business Park TIF	360,806	477,727	537,489	512,853	614,864	19.9
Lubbock Economic Development Alliance	5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
Municipal Court	275,875	221,540	213,116	219,816	214,825	(2.3)
North and East Lubbock N & I Fund	523,617	472,037	282,456	354,900	354,000	(0.3)
North Overton Public Improvement District	586,441	573,392	762,032	777,804	853,837	9.8
North Overton TIF	4,062,224	4,165,518	5,334,156	4,934,850	5,247,387	6.3
North Point Public Improvement District	95,354	112,844	302,711	190,884	216,717	13.5
Quincy Park Public Improvement District	73,082	99,234	119,063	233,094	226,898	(2.7)
Valencia Public Improvement District	8,580	12,489	14,148	19,468	27,156	39.5
Vintage Township Public Improvement Dist.	186,432	181,748	183,801	192,778	193,937	0.6
Grants	-	-	-	-	1,470,420	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>38,117,386</b>	<b>38,851,031</b>	<b>40,399,563</b>	<b>41,576,065</b>	<b>44,910,524</b>	<b>8.0</b>
<b>SUBTOTAL ALL FUNDS</b>	<b>669,759,145</b>	<b>691,650,420</b>	<b>739,308,917</b>	<b>779,596,873</b>	<b>786,103,708</b>	<b>0.8</b>
<b>DEBT SERVICE FUND</b>						
Debt Service Fund	79,366,812	53,388,401	53,240,522	63,760,301	42,921,658	(32.7)
<b>TOTAL DEBT SERVICE FUND</b>	<b>79,366,812</b>	<b>53,388,401</b>	<b>53,240,522</b>	<b>63,760,301</b>	<b>42,921,658</b>	<b>(32.7)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 749,125,957</b>	<b>745,038,821</b>	<b>792,549,439</b>	<b>843,357,174</b>	<b>829,025,366</b>	<b>(1.7)</b>

**City of Lubbock  
FY 2018-19 Summary of All Expenses**



	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19
<b>TOTAL EXPENDITURES</b>					
Administrative Services	18,382,282	19,022,824	22,109,430	15,121,888	15,246,004
Cultural & Recreation Services	13,820,760	14,119,735	14,990,257	16,476,774	16,575,996
Development Services	4,685,004	5,113,767	5,307,516	6,007,062	6,415,776
Public Works	7,206,794	7,415,387	7,010,685	25,906,366	24,993,204
Public Safety	106,318,470	109,782,971	114,224,198	124,154,967	129,513,586
General Fund Other *	6,564,932	13,954,436	8,411,409	25,297,319	28,726,672
Internal Services	49,026,420	53,035,231	58,601,893	59,824,774	60,565,530
Enterprise Funds	411,072,307	415,799,087	451,416,329	460,376,762	448,715,719
Special Revenue Funds	35,200,974	36,097,643	36,576,642	41,247,119	42,533,329
Debt Service Fund	79,001,521	52,752,791	53,086,564	63,585,097	42,846,552
<b>TOTAL ALL FUNDS</b>	<b>\$ 731,279,465</b>	<b>727,093,871</b>	<b>771,734,924</b>	<b>837,998,127</b>	<b>816,132,369</b>

Total expenditures for all City of Lubbock funds are projected to decrease for FY 2018-19. Of the total \$816.1 million budget, 27.1 percent is dedicated to the General Fund. The General Fund supports the majority of basic City services such as Streets, Parks, Libraries, Museums, Public Health, Code Enforcement, Animal Services, Police, and Fire. Public Safety expenditures represent 58.5 percent of the General Fund budget and 15.9 percent of the total when all funds are combined. The Enterprise Funds budget is 55.0 percent of the total for all funds with 56.7 percent of the amount appropriated for the Enterprise Funds allocated to Lubbock Power and Light.

# Appropriation Summary - General Fund

	Actual	Actual	Actual	Amended	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
City Attorney	\$ 1,813,922	1,978,305	2,121,797	2,094,813	2,112,887	0.9
City Council	254,770	294,769	291,605	618,270	621,240	0.5
City Manager	1,055,053	1,070,107	1,235,860	1,560,389	1,599,596	2.5
City Secretary	1,067,317	1,121,071	1,198,690	1,599,731	1,323,600	(17.3)
Facilities Management	2,845,093	2,911,246	3,011,772	3,376,149	3,460,599	2.5
Finance	2,370,301	2,543,092	2,627,312	2,989,629	3,003,658	0.5
Human Resources	470,964	504,579	496,688	618,086	597,430	(3.3)
Internal Audit	379,519	405,525	221,288	321,049	325,491	1.4
Non Departmental	7,668,205	7,688,297	10,399,218	1,353,233	1,539,100	13.7
Communications and Marketing	457,139	505,832	505,200	590,539	662,403	12.2
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>18,382,282</b>	<b>19,022,824</b>	<b>22,109,430</b>	<b>15,121,888</b>	<b>15,246,004</b>	<b>0.8</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	3,443,835	3,536,426	3,747,346	3,863,011	3,832,133	(0.8)
Cultural Arts	1,156,527	1,200,937	1,207,779	1,243,065	1,290,922	3.8
Parks and Recreation	9,220,397	9,382,372	10,035,133	11,370,699	11,452,942	0.7
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>13,820,760</b>	<b>14,119,735</b>	<b>14,990,257</b>	<b>16,476,774</b>	<b>16,575,996</b>	<b>0.6</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	1,741,920	1,963,520	1,935,885	2,270,307	2,482,186	9.3
Code Enforcement	2,411,984	2,495,132	2,668,271	3,019,252	3,064,441	1.5
Planning	531,100	655,115	703,361	717,503	869,149	21.1
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>4,685,004</b>	<b>5,113,767</b>	<b>5,307,516</b>	<b>6,007,062</b>	<b>6,415,776</b>	<b>6.8</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	1,267,090	1,320,921	1,217,229	1,459,736	833,777	(42.9)
Solid Waste	-	-	-	15,623,677	15,612,949	(0.1)
Streets	2,596,623	2,574,389	2,429,462	4,923,341	4,841,360	(1.7)
Traffic	3,343,081	3,520,077	3,363,994	3,899,612	3,705,119	(5.0)
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>7,206,794</b>	<b>7,415,387</b>	<b>7,010,685</b>	<b>25,906,366</b>	<b>24,993,204</b>	<b>(3.5)</b>
<b>PUBLIC SAFETY</b>						
Animal Services	1,883,869	1,779,703	1,955,884	2,124,581	2,181,569	2.7
Fire	43,858,166	46,395,421	48,137,648	51,584,640	54,149,059	5.0
Municipal Court	1,535,816	1,773,689	1,743,099	1,921,707	1,981,501	3.1
Police	57,817,807	58,507,372	60,992,588	67,018,586	69,626,853	3.9
Public Health	1,222,813	1,326,785	1,394,980	1,505,453	1,574,605	4.6
<b>TOTAL PUBLIC SAFETY</b>	<b>106,318,470</b>	<b>109,782,971</b>	<b>114,224,198</b>	<b>124,154,967</b>	<b>129,513,586</b>	<b>4.3</b>
<b>OTHER</b>						
Transfer to Grants	446,059	473,941	410,193	60,040	-	(100.0)
Transfer to CIP (Pay-as-you-go)	2,678,820	10,210,298	4,730,868	9,120,460	10,299,045	12.9
Transfer to Storm Water CIP	405,191	-	-	-	-	-
Transfer to Citibus	2,235,272	2,247,383	2,247,383	2,647,383	2,997,383	13.2
Transfer to Cemetery	354,618	350,181	315,203	200,000	226,971	13.5
Transfer to Gateway	-	-	-	8,099,018	8,367,122	3.3
Neighborhood & Infrastructure Fund	-	-	-	170,000	310,147	82.4
Transfer to CBD TIF	-	-	-	55,000	69,300	26.0
Transfer to Civic Centers	444,972	672,632	660,612	-	-	-
Transfer to Fleet CIP (Vehicles)	-	-	-	1,378,174	3,090,000	124.2
Transfer to LP&L - CT (Solid Waste)	-	-	-	185,383	81,198	(56.2)
Transfer to LP&L - CIS Debt (SW)	-	-	-	2,899	108,387	3,639.2
Transfer to LP&L - Collections (SW)	-	-	-	915,910	934,309	2.0
Transfer to Debt Service Fund	-	-	-	2,420,614	2,242,810	(7.3)
SIB Loan Payment	-	-	-	42,438	-	(100.0)
Bond Sale Charges	-	-	47,150	-	-	-
Motor Vehicles Capital Outlay	-	-	-	-	-	-
Transfer to Internal Service Fund	-	-	-	-	-	-
Transfer to Special Revenue Fund	-	-	-	-	-	-
<b>TOTAL OTHER</b>	<b>6,564,932</b>	<b>13,954,436</b>	<b>8,411,409</b>	<b>25,297,319</b>	<b>28,726,672</b>	<b>13.6</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 156,978,243</b>	<b>169,409,120</b>	<b>172,053,496</b>	<b>212,964,376</b>	<b>221,471,238</b>	<b>4.0</b>
<b>CAPITAL LEASE ASSET VALUE</b>	<b>\$ 3,651,471</b>	<b>6,684,247</b>	<b>4,323,345</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Appropriation Summary by Fund

	Actual	Actual	Actual	Amended	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Fleet	\$ 1,354,637	1,521,348	1,656,160	5,707,112	5,678,217	(0.5)
Health Benefits	31,207,612	33,757,383	34,101,078	30,759,141	31,144,258	1.3
Information Technology	7,385,599	7,899,000	8,832,261	9,761,999	11,341,966	16.2
Telecommunications	1,652,106	1,750,190	1,992,638	1,977,800	1,482,892	(25.0)
GIS and Data Services	622,104	659,279	702,004	746,618	872,974	16.9
Radio Shop	1,682,769	2,106,552	2,354,345	2,270,402	2,268,364	(0.1)
Investment Pool	105,777	121,630	131,719	144,892	199,725	37.8
Print Shop/Warehouse	604,302	471,860	538,435	760,563	632,076	(16.9)
Risk Management	4,411,515	4,747,989	8,293,253	7,696,246	6,945,059	(9.8)
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>49,026,420</b>	<b>53,035,231</b>	<b>58,601,893</b>	<b>59,824,774</b>	<b>60,565,530</b>	<b>1.2</b>

ENTERPRISE FUNDS						
Airport	12,286,504	10,517,671	11,071,679	11,308,255	12,781,680	13.0
Cemetery	705,157	702,516	734,808	733,054	815,471	11.2
Civic Centers	3,495,357	3,370,016	3,403,724	3,611,423	2,778,980	(23.1)
Lake Alan Henry	489,771	479,590	523,171	526,256	825,081	56.8
LP&L	221,807,327	220,775,769	244,797,493	262,655,527	254,508,647	(3.1)
Solid Waste*	21,705,959	21,142,331	23,640,531	-	-	-
Storm Water	22,035,298	22,433,875	22,120,615	25,184,287	24,266,791	(3.6)
Transit	12,144,997	12,426,757	12,408,324	13,738,759	13,644,999	(0.7)
Water/ Wastewater	116,401,938	123,950,562	132,715,984	142,619,199	139,094,070	(2.5)
<b>TOTAL ENTERPRISE FUNDS</b>	<b>411,072,307</b>	<b>415,799,087</b>	<b>451,416,329</b>	<b>460,376,762</b>	<b>448,715,719</b>	<b>(2.5)</b>

\*Solid Waste was incorporated into the General Fund in FY 2017-18

SPECIAL REVENUE FUNDS						
Abandoned Vehicles	822,577	714,364	970,057	741,668	811,100	9.4
Animal Assistance Program	72,713	81,360	140,855	97,339	94,681	(2.7)
Bell Farms Public Improvement District	-	-	-	-	-	-
Cable Services Fund	36,186	72,520	76,744	500,000	500,000	-
Central Business District TIF	582,682	953,873	841,315	1,488,614	1,279,034	(14.1)
Community Development	4,323,733	4,578,751	4,310,409	5,484,130	5,976,169	9.0
Criminal Investigation Fund	243,186	514,890	454,517	547,179	426,590	(22.0)
Department of Justice Asset Sharing	-	53,863	24,994	-	60,000	-
Economic Development	3,094,790	3,256,280	3,441,439	3,610,889	3,778,490	4.6
Emergency Management	458,598	503,696	428,666	-	-	-
Gateway Streets	8,353,469	8,402,503	8,285,110	8,222,555	8,548,331	4.0
Hotel Occupancy Tax	6,823,165	6,878,342	7,017,628	7,211,829	7,286,537	1.0
Juvenile Case Manager Fund	-	-	-	-	72,876	-
Lubbock Business Park TIF	13,909	12,568	12,673	512,853	16,160	(96.8)
Lubbock Economic Development Alliance	5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
Municipal Court	275,875	221,540	213,116	207,362	108,480	(47.7)
North and East Lubbock N & I Fund	523,617	472,037	41,225	354,900	354,000	(0.3)
North Overton Public Improvement District	480,895	434,034	544,087	774,925	853,837	10.2
North Overton TIF	3,217,169	3,044,490	3,360,836	4,934,850	4,022,663	(18.5)
North Point Public Improvement District	20,231	34,270	302,711	190,884	216,717	13.5
Quincy Park Public Improvement District	6,913	26,623	63,992	233,094	226,898	(2.7)
Valencia Public Improvement District	3,342	3,697	4,270	4,925	5,100	3.6
Vintage Township Public Improvement Dist.	178,144	173,097	173,831	192,778	193,937	0.6
Grants	-	-	-	-	1,470,420	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>35,200,974</b>	<b>36,097,643</b>	<b>36,576,642</b>	<b>41,247,119</b>	<b>42,533,329</b>	<b>3.1</b>
<b>SUBTOTAL ALL FUNDS</b>	<b>652,277,944</b>	<b>674,341,080</b>	<b>718,648,360</b>	<b>774,413,030</b>	<b>773,285,818</b>	<b>(0.1)</b>

DEBT SERVICE FUND						
Debt Service Fund	79,001,521	52,752,791	53,086,564	63,585,097	42,846,552	(32.6)
<b>TOTAL DEBT SERVICE FUND</b>	<b>79,001,521</b>	<b>52,752,791</b>	<b>53,086,564</b>	<b>63,585,097</b>	<b>42,846,552</b>	<b>(32.6)</b>

<b>TOTAL ALL FUNDS</b>	<b>\$ 731,279,465</b>	<b>727,093,871</b>	<b>771,734,924</b>	<b>837,998,127</b>	<b>816,132,369</b>	<b>(2.6)</b>
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# Position History - General Fund

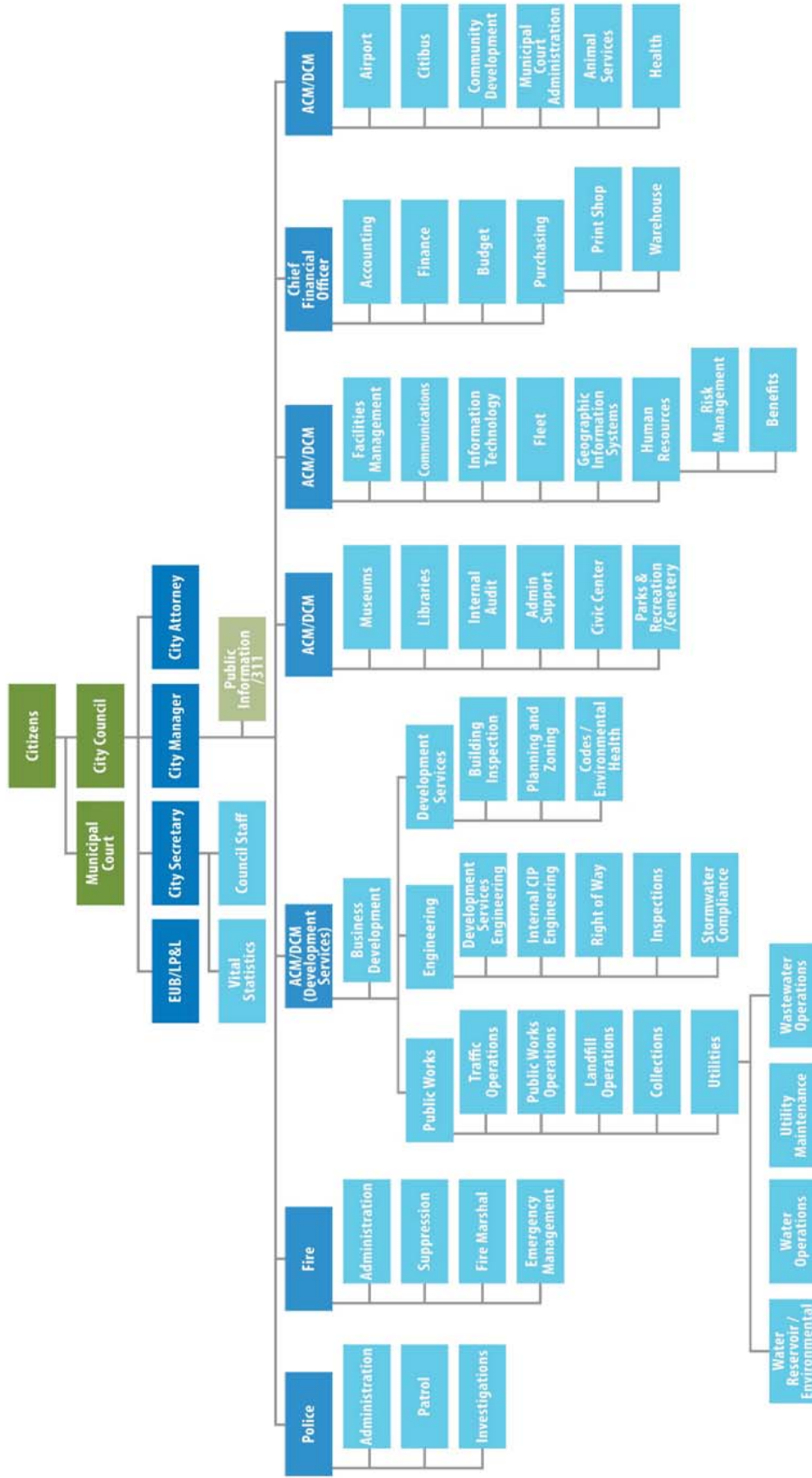
	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
<b>ADMINISTRATIVE SERVICES</b>						
City Attorney	16	16	16	16	16	-
City Council	-	-	-	3	3	-
City Manager	7	7	7	9	9	-
City Secretary	12	12	12	9	10	1
Facilities Management	16	16	17	17	17	-
Finance	30	30	31	31	31	-
Human Resources	6	6	6	6	6	-
Internal Audit	3	3	3	3	3	-
Non Departmental	-	-	-	-	-	-
Public Information and Call Center	7	7	7	8	8	-
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>97</b>	<b>97</b>	<b>99</b>	<b>102</b>	<b>103</b>	<b>1</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	24	24	26	30	30	-
Codes & Environmental Health	32	32	33	35	37	2
Planning	7	7	7	7	8	1
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>63</b>	<b>63</b>	<b>66</b>	<b>72</b>	<b>75</b>	<b>3</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks	80	80	80	79	79	-
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>124</b>	<b>124</b>	<b>-</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	17	17	16	16	45	29
Solid Waste	-	-	-	94	96	2
Streets	36	36	36	50	52	2
Traffic	37	37	37	35	34	(1)
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>90</b>	<b>90</b>	<b>89</b>	<b>195</b>	<b>227</b>	<b>32</b>
<b>PUBLIC SAFETY</b>						
Animal Services	24	24	24	25	25	-
Fire	429	429	429	434	435	1
Health	20	20	20	19	21	2
Municipal Court	545	545	544	555	565	10
Police	20	23	23	23	24	1
<b>TOTAL PUBLIC SAFETY</b>	<b>1,038</b>	<b>1,041</b>	<b>1,040</b>	<b>1,056</b>	<b>1,070</b>	<b>14</b>
<b>OTHER</b>						
Transfers	-	-	-	-	-	-
Payroll Accrual/Other Adjustments	-	-	-	-	-	-
<b>TOTAL OTHER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL GENERAL FUND</b>	<b>1,413</b>	<b>1,416</b>	<b>1,419</b>	<b>1,549</b>	<b>1,599</b>	<b>50</b>

# Position History by Fund

	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
<b>INTERNAL SERVICE FUNDS</b>						
Fleet	18	17	17	19	20	1
Health Benefits	3	3	4	4	4	-
Information Technology	26	26	28	28	29	1
Telecommunications	2	2	2	2	2	-
GIS & Data Services	8	8	9	10	11	1
Radio Shop	8	8	8	8	8	-
Investment Pool	1	1	1	1	-	(1)
Print Shop/Warehouse	6	6	6	6	6	-
Risk Management	6	6	8	9	9	-
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>78</b>	<b>77</b>	<b>83</b>	<b>87</b>	<b>89</b>	<b>2</b>
<b>ENTERPRISE FUNDS</b>						
Airport	48	48	48	49	50	1
Cemetery	7	7	7	6	6	-
Civic Centers	27	27	27	21	16	(5)
Lake Alan Henry	1	1	1	1	2	1
LP&L	303	303	303	324	329	5
Solid Waste*	112	113	112	-	-	-
Storm Water	38	38	38	38	33	(5)
Water/ Wastewater	246	246	250	249	219	(30)
<b>TOTAL ENTERPRISE FUNDS</b>	<b>782</b>	<b>783</b>	<b>786</b>	<b>688</b>	<b>655</b>	<b>(33)</b>
*Solid Waste was incorporated into the General Fund in FY 2017-18						
<b>SPECIAL REVENUE FUNDS</b>						
Abandoned Vehicles	-	-	-	-	-	-
Animal Assistance Program	-	-	-	-	-	-
Bell Farms Public Improvement District	-	-	-	-	-	-
Cable Services Fund	-	-	-	-	-	-
Central Business District TIF	-	-	-	-	-	-
Community Development	14	14	13	13	12	(1)
Criminal Investigation Fund	-	-	-	-	-	-
Department of Justice Asset Sharing	-	-	-	-	-	-
Economic Development	-	-	-	1	1	-
Emergency Management	5	2	2	-	-	-
Gateway Streets	-	-	-	-	-	-
Hotel Occupancy Tax	-	-	-	-	-	-
Juvenile Case Manager Fund	-	-	-	-	1	1
Lubbock Business Park TIF	-	-	-	-	-	-
Lubbock Economic Development Alliance, Inc.	-	-	-	-	-	-
Municipal Court	2	2	2	2	-	(2)
North and East Lubbock N & I Fund	-	-	-	-	-	-
North Overton Public Improvement District	-	-	-	-	-	-
North Overton TIF	-	-	-	-	-	-
North Point Public Improvement District	-	-	-	-	-	-
Quincy Park Public Improvement District	-	-	-	-	-	-
Valencia Public Improvement District	-	-	-	-	-	-
Vintage Township Public Improvement District	-	-	-	-	-	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>21</b>	<b>18</b>	<b>17</b>	<b>16</b>	<b>14</b>	<b>(2)</b>
<b>DEBT SERVICE FUND</b>						
Debt Service Fund	-	-	-	-	-	-
<b>TOTAL DEBT SERVICE FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMPONENT UNITS</b>						
Civic Lubbock	-	-	-	5	6	1
<b>TOTAL COMPONENT UNITS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>6</b>	<b>1</b>
<b>TOTAL ALL FUNDS</b>	<b>2,294</b>	<b>2,294</b>	<b>2,305</b>	<b>2,345</b>	<b>2,363</b>	<b>18</b>



# Organizational Chart





# Economic and Demographic Statistics

## About the City

The City is a political subdivision and municipal corporation of the State of Texas, organized and existing under the laws of the State, including the City’s Home Rule Charter. The City was incorporated in 1909, and first adopted its Home Rule Charter in 1917.

The City operates under a Council/Manager form of government with a City Council comprised of the Mayor and six council members. The Mayor is elected at-large for a two-year term ending in an even-numbered year. Each of the six members of the City Council is elected from a single-member district for a four-year term of office. The terms of three members of the City Council expire in each even-numbered year. The City Manager is the chief administrative officer for the City.

Some of the services that the City provides include: public safety (police and fire protection), highways and streets, electric, water and sanitary sewer utilities, airport, sanitation and solid waste disposal, health and social services, culture-recreation, public transportation, public improvements, planning and zoning, and general administrative services.

## Demographic Information

<b>City of Lubbock</b>	
2018 Population Estimate	261,946
Median Age	30.9
Median Household Income	\$47,573
Per Capita Income	\$26,704
<b>Lubbock MSA</b>	
2018 Population Estimate	329,003
Median Age	32.3
Median Household Income	\$49,584
Per Capita Income	\$27,132
<b>Square Miles</b>	136
<b>2018 Assessed Valuation</b>	\$17,637,866,489
<b>Total Non-Ag Employment</b>	151,600
<b>Unemployment Rate</b>	3.20%

## Community Profile

Lubbock is the heart of West Texas and the economic center of a 25-county region that is home to more than 500,000 people. Lubbock boasts a strong, diverse economy that is grounded in agriculture, manufacturing, and wholesale and retail trade, as well as government, education, and health care.

## 10 Largest Tax Payers

	<b>2018 Assessed Valuation</b>	<b>% of Total Assessed Valuation</b>
Macerich South Plains LP	\$ 124,385,170	0.71%
United Supermarkets, LLC	98,794,917	0.56%
Atmos Energy West Texas	70,163,120	0.40%
Monsanto Southern Prod. Co. LLC	61,887,888	0.35%
ACC OP LLC	53,943,738	0.31%
Wildwood of Lubbock LLC	43,000,000	0.24%
McLane Food Services/Lubbock Inc.	42,422,669	0.24%
CHP Raider Ranch TX Owner LLC	37,938,429	0.22%
CCC-Lubbock LLC	36,700,000	0.21%
Southwestern Public Service	34,463,876	0.20%
	<b>\$ 603,699,807</b>	<b>3.42%</b>

## Top Ten Employers

	<b>Type of Business</b>	<b>Employment</b>
Texas Tech University	Higher Education	5,509
Covenant Health	Hospital	5,215
United Supermarkets	Supermarket Hdqtr.	3,821
TTU Health Sciences	Health Sciences Ctr.	3,588
Lubbock ISD	School District	3,457
University Medical Ctr.	Hospital	3,575
City of Lubbock	City Government	2,307
Lubbock County	County Government	1,254
Frenship ISD	School District	1,180
Lubbock State	State Government	856
Supported Living Ctr.		

Employment numbers surveyed July to August 2018

Sources:

- (1) City of Lubbock
- (2) Lubbock Central Appraisal District
- (3) Texas Workforce Commission, MSA Employment and Unemployment Data, August 2018.
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# Budget Process

The preparation and administration of the budget is one of the most important activities in any municipal operation. The budget process includes various elements that determine the needs of the community and City departments.

## Budgetary and Accounting Basis

The City's budget is prepared on a cash basis of accounting for all fund types, which means certain transactions are recognized in the budget on a basis other than Generally Accepted Accounting Principles (GAAP), which is the basis used to prepare the City's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary and GAAP bases include:

- Certain revenues, expenditures, and transfers are not included on the budget basis, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not reported for budget basis purposes, but are presented as revenues or expenditures on a GAAP basis.
- Indirect administrative cost allocations (including in lieu of property tax and franchise fees) charges to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues or expenses on a GAAP basis.
- Capital outlays in the Enterprise Funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expenses on a GAAP basis.
- Debt service principal payments in the Enterprise Funds are accounted for as expenses for budget purposes, but are reported as reductions of long-term debt liability on a GAAP basis.
- Certain debt service principal and interest payments are accounted for as expenses in the General Fund for budget basis purposes, but are reported as expenses in the Debt Service Fund on a GAAP basis.
- For budget purposes the Risk Fund presents claim expenditures on a cash basis, while on a GAAP basis the claim expenditures reflect an accrual for incurred but not reported (IBNR) claims.
- All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons. Budgeted funds include the General, Special Revenue, Debt Service, Enterprise, Internal Service, and Capital Program.

## Performance Benchmarks

Performance benchmarks and activity measures are developed as part of the budget process that measure and track actual performance to budget benchmarks. When performance measures are developed, resources necessary to achieve the performance are estimated and submitted to City Management staff for review and modification.

## Budget Control

Annually, the City Manager submits to the City Council a proposed operating budget for the upcoming fiscal year. A Public hearing is conducted to obtain taxpayer comments, and the budget is legally enacted through passage of an ordinance by the City Council.

Budget controls are designed to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. The level of budgetary control is established by fund. A budget supplement, approved by the City Council is required if actual expenditures will exceed the total budget.

Budgetary control is maintained per department and by the following categories of expenditures: compensation, benefits, supplies, maintenance, professional services/training, other charges, scheduled charges, and capital outlay. All budget supplements must be approved by the City Council. Administrative transfers and increases or decreases in accounts may be made by management as long as expenditures do not exceed budgeted appropriation at the department level. Appropriation for budgeted funds lapses at year-end.

Each year, in accordance with State law, the City Council sets an ad valorem tax levy for a sinking fund (General Obligation Debt Service) which, with cash and investments in the fund, is sufficient to pay all the bonded indebtedness and interest due in the following fiscal year.

## Budget Calendar

The annual budget process is scheduled in the following manner:

- **February** – The City Manager and staff develop an initial timetable for the budget process and the Executive Director of Budget meets with Department Heads and Senior Management Staff to communicate Council Goals.
- **March/April** – Departments develop a program of services, including goals and objectives, and activity and performance measures for the new fiscal year; revenue projections are prepared and provided to the City Manager; departments develop operating budget and capital program requests.
- **May/June** – The Executive Director of Budget and staff review and update financial forecasting models and Senior Management reviews budgets and all other requests with departments and Fiscal Policy.
- **July** – The City Manager establishes a proposed budget that is printed and provided to the City Council; the City Manager presents a recommended budget to the City Council in a public work session and files with the City Secretary; the Budget document is made available on the City's website and is also distributed to the media. Also, the notice of public hearing on the

# Budget Process

proposed budget the public hearings on the tax rate, if necessary, are published in accordance with State law.

- **August/September** – A public hearing is held on the budget and two public hearings are held on the tax rate, if necessary. First and second readings are held for the budget and tax rate ordinances. Second reading and formal adoption of the budget and tax rate ordinances occurs after the public hearings and first readings.
- **November/December** - The Fiscal Policy Department prints approved budgets, files with City Secretary and County Clerk and distributes to City departments.

## Revenue Forecasting

The City of Lubbock uses both qualitative and quantitative methods for forecasting revenues, blending various techniques to develop conservative and prudent revenue projections. Qualitative revenue forecasting methods used by staff to develop multi-year financial plans include consensus, judgmental, and expert forecasting, while trend analysis is used as a quantitative technique. This balanced approach to revenue forecasting is strongly encouraged by the Government Finance Officers Association (GFOA), since research shows that forecasting accuracy is improved by combining qualitative and quantitative techniques. According to the GFOA, each method by itself has inherent weaknesses: qualitative methods can be too subjective at times and may be subject

to overly optimistic thinking and selective perception on behalf of the forecaster; quantitative methods may fail to consider changing conditions inside and outside a jurisdiction and also tend to discount important historical events. By combining qualitative and quantitative methods, forecasters integrate judgmental assumptions within the forecasting framework to produce more realistic revenue projections.

To enhance the revenue forecasting process and gain the broader input into the planning process, Fiscal Policy staff works collaboratively with City departments throughout the year to prepare the revenue estimates. This multi-disciplinary approach and continual reassessment creates a synergy between the finance staff and the departments, which reduces the likelihood of disconnects in formulating the revenue estimates. The departments' participation in the revenue estimates also increases their ownership and accountability for achieving the proposed plan.

## Budget Updates

During the fiscal year, the City Manager evaluates the budget and makes revisions in response to changes in the local economy and unanticipated, unfunded expenditure demands. Changes made to the current year budget (known as the Amended Budget) are legally adopted as part of a budget ordinance.

# Basis of Accounting

The financial transactions of the City are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance or net assets, revenues, and expenditures. The following fund types are used by the City.

## **Governmental Funds**

Governmental funds are used to account for activities supported through taxes, intergovernmental revenues, and other specific revenues. These funds are appropriated annually and appropriations lapse at year-end, with the exception of Grants Special Revenue Funds.

General Fund - Fund used to account for all financial resources except those required to be accounted for in another fund. This fund includes most of the basic operating services such as fire and police protection, health services, parks and recreation, libraries, street maintenance, solid waste, and general administration. Proceeds from capital leases for purchases of governmental machinery and equipment, and the related debt service are also accounted for in the General Fund.

Debt Service Fund - Fund established to account for the accumulation of resources for the payment of principal and interest on long term bonded debt. This fund is also referred to as the Interest and Sinking Fund.

Special Revenue Funds – Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. These funds include: Abandoned Motor Vehicles, Animal Assistance, Bell Farms Public Improvement District, Cable Service, Central Business District Tax Increment Financing Reinvestment Zone, Community Development, Criminal Investigations, Department of Justice Asset Sharing, Economic Development, Gateway Streets, Hotel Occupancy Tax, Juvenile Case Manager, Lubbock Business Park Tax Increment Financing Reinvestment Zone, Lubbock Economic Development Alliance, Municipal Court, North and East Lubbock Neighborhood and Infrastructure Fund, North Overton Public Improvement District, North Overton Tax Increment Financing Reinvestment Zone, North Point Public Improvement District, Quincy Park Public Improvement District, Valencia Public Improvement District, and Vintage Township Public Improvement District.

Grant Special Revenue Funds - Contributions of assets from another government or entity to be used or expended for a specified purpose, activity, or facility. Unlike other governmental funds where appropriations lapse at year-end, these funds lapse when the period of availability specified in the grants lapse. These funds include Community Development, Department of Justice Asset Sharing, and Emergency Management. Many other grants

are budgeted through a supplement budget ordinance when the grants are awarded.

## **Proprietary Funds**

Proprietary funds focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. These funds are appropriated annually, with the main focus on whether revenues are covering outflows.

Enterprise Funds - Funds in which the services provided are financed and operated similarly to those of a private business. The rates for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise Funds are established for Water, Wastewater, Storm Water, Airport, Transit, Cemetery, Civic Centers, Lake Alan Henry and Lubbock Power and Light.

Internal Service Funds - Funds used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis. Funds include Fleet Maintenance, Print Shop/Warehouse, Risk Management, Health Benefits, Information Technology, and Investment Pool.

## **Capital Program**

The Capital Program is a planning and budgeting tool that identifies the necessary capital projects for the City over a five year period. Projects typically cost over \$25,000 and frequently are used for infrastructure and building expansions, additions, or improvements. Most capital projects have a life expectancy of five or more years, but occasionally studies that could potentially lead to a capital project or a large environmental cleanup will be included in the capital program. Capital projects are budgeted on a multi-year basis and lapse when the project is completed.

Funding is provided through cash transfers from other funds, donations, General Obligation Bonds, Certificates of Obligation, and other special funding sources.

Governmental capital projects are attached to governmental activities, while proprietary capital projects become assets and expenses of the related proprietary fund.

Governmental Capital Projects - Provides for capital improvements including the construction, expansion, and renovation of City facilities; development of new parks and facilities and replacement or renovation of existing park facilities (swimming pools, recreational facilities, drainage systems, lighting systems, irrigation systems, and playground equipment); construction of new streets and widening or reconstruction of existing streets or intersections; residential, collector, and thoroughfare street lighting projects; and the traffic signal system, including replacement or rehabilitation of traffic control lights or

# Basis of Accounting

related equipment and installation of new traffic control systems at intersections and school zones.

Tax Increment Finance (TIF) Project Funds –Governmental capital project funds that accounts for the financing and expenditures related to the Central Business, Lubbock Business Park and North Overton Districts.

Gateway Streets Project Fund – A governmental capital project fund that accounts for the financing and expenditures related to major street improvements.

Water Capital Projects Fund - Provides for capital improvements to the water treatment, storage, and distribution systems. Projects related to the acquisition of water rights, or development of the City's water supply, are also included in this fund.

Wastewater Capital Projects Fund - Provides for expansions, additions, or improvements to the wastewater collection, treatment, and disposal systems. Capital purchases for improvements to the land application site are also included in this fund.

Storm Water Capital Projects Fund - Provides for capital improvements to the storm drainage system. Projects focus on drainage and flood control.

Airport Capital Projects Fund - Provides for capital improvements to airport buildings, facilities and purchases of major capital items with the Lubbock Preston Smith International Airport. In addition to bond and other fund financing, projects are funded through Federal Aviation Administration grants and passenger facility charges.

Cemetery Capital Projects Fund – Provides for capital improvements to the cemetery and mausoleum facilities.

Civic Centers Capital Projects Fund – Provides for capital improvements to the Civic Center, Auditorium, and Coliseum.

Internal Service Capital Projects Fund - Provides for capital improvements to City facilities and major capital equipment, which are part of Internal Service operations. Projects include construction, expansion, and renovation to buildings and facilities and acquisition of major capital items. Improvements to the City's computer network are also included.

# Summary of Major Funds

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The various funds are classified into three categories as follows: Governmental, Proprietary, and Trust and Agency. Each category is composed of its associated fund types.

Governmental funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available as net current assets – meaning collectible with the current period or to be collected within 60 days after year end and to be used to pay liabilities of the current period. Expenditures are generally recognized when the related fund liability is incurred. Proprietary funds are accounted for using the accrual basis of accounting. Under the accrual basis revenues are recognized in the accounting period in which they are earned and become measurable. Expenses are recorded in the accounting period incurred, if measurable.

## Governmental Funds

1. General Fund is the general operating fund of the City used to account for all financial resources except those required to be accounted for in another fund.
2. General Obligation Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. General obligation bonds pledge the full faith and credit of the City for payment.
3. Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.

## Proprietary Funds

1. Enterprise Funds are governmental accounting funds in which the services provided are financed and operated similarly to those of a private business. The rates for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Lubbock are established for services including water, wastewater, electricity, storm water, the airport, the civic center, Lake Alan Henry and the cemetery.
2. Internal Service Funds are used to account for the financing of services provided by one department or agency to other departments or agencies of the City, or other governments, on a cost-reimbursement basis. Examples include Fleet and Information Technology.

## Trust and Agency Funds

1. Community Development Fund is used to account for assets held by the City of Lubbock as an agent for the receipt and disbursement of Community Development Block Grant funds.

Each of these fund types may also have the following types of restricted funds:

- Capital Projects – provide for capital improvements to City facilities and equipment, including construction, expansion, renovation and acquisition of major capital items.
- Payment to Debt Service – provide for the payment of long-term debt principal, interest and related cost.
- Facilities and System Improvements – provide for the maintenance, repair, and replacement of City buildings, facilities, and major capital equipment and improvements to the city’s infrastructure, including the extensions, upgrades, renovations or replacement of infrastructure systems.

City operations and program expenditures are budgeted at the cost center level, which is consistent with management needs and displayed in the Fund Expenditure Summaries.

City of Lubbock accounts are organized by fund in order to accurately monitor and record all financial transactions for specific activities or government functions.

- General Fund includes general government, public safety, streets, solid waste, planning, zoning, health, building inspection, and culture and leisure services. These services are financed by broad-based taxes (property tax and sales tax), charges for services, fines and transfers from other funds.
- The North Overton Tax Increment Finance Fund is property tax being collected on the improvements made in the North Overton TIF District.
- The Central Business District Tax Increment Finance Fund is property tax being collected on the improvements made in the Central Business TIF District.
- The Lubbock Business Park Tax Increment Finance Fund is property tax being collected on the improvements made in the Lubbock Business Park TIF District.
- The North Point PID is to maintain the North Point area. The North Overton PID was designated to enhance and maintain landscaping and public improvements. The Quincy Park PID is to construct and maintain the park and common areas. The Vintage Township PID was designated for the construction of public infrastructure and amenities. The Valencia PID is to maintain the landscaping in the common areas. The Bell Farms PID was designated to maintain parks and common areas. All of these PIDs are funded by a small assessment based on the value of each property within the PID.
- Eight Enterprise Funds account for services that are self-supporting and operate much like private businesses – LP&L, Water/Wastewater, Lake Alan Henry, Airport, Storm Water, Transit, Civic Center, and Cemetery funds.

## Summary of Major Funds

- Capital project funds provide for capital improvements to City facilities and equipment, including construction, expansion, renovation and acquisition of major capital items.
- Economic Development Fund receives a \$0.02315 property tax allocation for economic development. The revenue is made available to Market Lubbock, Inc. for business retention and recruitment programs and also supports economic development functions for the City.
- Lubbock Economic Development Alliance (LEDA) receives 1/8<sup>th</sup> cent sales tax for economic development. All revenue is made available to LEDA.
- The Gateway Streets Fund is receiving a percentage of franchise fee agreements along with portion of telecommunications line-charges. The funds are dedicated for the development of streets throughout the City.
- Other funds include the Internal Services Funds, which account for the activities of departments that provide services to other departments and governmental agencies on a cost reimbursement basis. The Debt Service Fund, which provides for the payment of long-term debt; the Insurance Fund, which accounts for the City's health insurance, the Risk Fund which accounts for workers compensation and liability costs; and the Hotel/Motel Tax Fund, which provides Municipal Hotel Occupancy tax to approved distributions.

# Major and Nonmajor Funds Matrix

	Major Fund	Nonmajor Fund	Enterprise Funds		Special Revenue (Nonmajor) Fund
			Major	Nonmajor	
Abandoned Vehicles					X
Animal Assistance					X
Airport Services				X	
Bell Farms PID					X
Cable Services Fund					X
Cemetery				X	
Central Business District TIF					X
Civic Centers				X	
Community Development					X
Criminal Investigations					X
Debt Service Fund	X				
Department of Justice Asset Sharing					X
Economic Development					X
Fleet Services		X			
Gateway Streets					X
General Fund	X				
General Fund Capital Program	X				
Health Benefits	X				
Hotel Occupancy Tax					X
Information Technology		X			
Investment Pool		X			
Lake Alan Henry				X	
Lubbock Business Park TIF					X
Lubbock Economic Development Alliance					X
Lubbock Power and Light			X		
Municipal Court					X
North East Lubbock Neighborhood					X
North Overton PID					X
North Overton TIF					X
North Point PID					X
Print Shop		X			
Quincy Park PID					X
Radio Shop		X			
Risk Management		X			
Storm Water			X		
Transit				X	
Valencia PID					X
Vintage Township PID					X
Warehouse		X			
Water/Wastewater			X		



**Cost of Public Notices Required by Law to be Published in Newspapers - S.B. No. 622**

Fund	Cost Center Name	FY 2017-18	FY 2018-19
		Actual	Budget
Airport	Aviation Administration	\$ 196	198
Airport	Aviation Field Maintenance	208	-
Civic Center	Civic Center	237	237
Debt Service	Debt Service	1,503	1,800
Electric	Electric Administration	1,566	1,566
Electric	Production Operations & Engineering	416	416
Electric	Production Cooke Station	101	101
Electric	Production Brandon Station	402	402
Electric	Production Massengale Station	500	500
Electric	Distribution Engineering	1,830	1,830
Electric	Transmission Supv & Engineering	344	344
Fleet Services	Fleet Services	469	469
General	City Secretary	26,062	28,000
General	City Secretary Elections	13,682	18,060
General	Facilities Management	159	159
General	Financial Policy and Analysis	4,372	7,000
General	Municipal Court	122	350
General	Purchasing	120	120
General	Planning	39,124	35,000
General	Code Enforcement	9,456	8,000
General	Public Works Streets	118	118
General	Street Drainage Engineering	269	269
General	Mahon Library	113	113
General	Park Maintenance	165	165
General	Animal Services	147	147
General	Vector Control	117	117
General	Fire Suppression	113	113
General	Police Special Operations	115	115
General	Police Investigations	181	181
General	Solid Waste Disposal	168	168
General	Solid Waste Recycling	181	181
Health	Health Administration	314	500
Investment Pool	Investment Pool	1,458	1,458
North Overton PID	North Overton PID	525	550
North Point PID	North Point PID	721	750
Quincy Park PID	Quincy Park PID	558	560
Radio Shop	Radio Shop	120	120
Risk	Risk Administration	186	552
Risk	Risk Liability	366	-
Transit	Citibus	2,174	4,500
Valencia PID	Valencia PID	543	550
Water/Wastewater	Water Conservation & Education	10,281	2,500
Water/Wastewater	Water Customer Relations	-	10,000
Water/Wastewater	Water Meter & Customer Service	-	500
Water/Wastewater	Water Pumping & Control	175	300
Water/Wastewater	Water Treatment	863	500
Water/Wastewater	Water Production	113	-
Water/Wastewater	Wastewater Treatment	-	4,000
Water/Wastewater	Land Application	124	124
Water/Wastewater	Wastewater Sampling & Monitoring	138	4,000
Water/Wastewater	Northwest Water Reclamation Plant	118	4,000
Capital Projects		5,685	5,685
		<b>\$ 127,017</b>	<b>147,388</b>

# General Fund Revenue Analysis

The General Fund Revenue Analysis provides an overview of major revenue categories. A funding source summary is also provided which shows a four-year history of each General Fund revenue account.

Fiscal Year (FY) 2018-19 revenues are estimated using historic growth rates, rolling averages, and other statistical methods. In some cases, the revenue is analyzed based on agreements or other external factors having a significant impact in the upcoming year.

For FY 2018-19, the estimated revenues for the General Fund total \$215.3 million, an increase of \$7.9 million, or 3.8 percent, from the re-forecasted FY 2017-18 Operating Budget. The increase in revenue comes mainly from an increase in sales tax as well as projected property taxes. Sales tax is budgeted at 3 percent over the re-forecasted amount. Sales tax continues to grow as the local economy remains strong. The growth in property taxes are a result of increase to the valuation of property as there is no increase to the operations and maintenance tax rate in the General Fund. Although property tax is increasing 1 cent to \$0.54802 per \$100 valuation, 100 percent of the penny increase is going to the Debt Service Fund to pay the debt associated with the City's first \$10 million tranche issuance of the \$60 million Police Public Safety Improvements Project.

Fee increases are the other major reason for the increase in General Fund revenue. Many of the City's fees have not been updated recently and need to be reviewed periodically based on factors such as the impact of inflation, adequacy of cost recovery, use of service, and competitiveness of current rates.

## Fee Changes

Fee changes in the General Fund with the biggest impact on revenue are fees associated with Environmental Health, Building Inspection, Solid Waste, and Fire Prevention. The changes in these fees will bring an additional \$1.9 million in revenue.

Permit rates for Environmental Health increased based on cost recovery analysis as well as a benchmarking study that compared rates to other cities of similar size. This increase in fees are designed to offset the majority of expenses associated with the addition of two much needed Health Inspectors.

Building Inspection permit rates have not increased since 2005. The new rates are based on a cost recovery calculation to recover a percentage of the cost to issue permits.

Rates related to Solid Waste tipping fees at the landfill and residential and commercial collection rates increased. Rates for Solid Waste residential monthly garbage charge

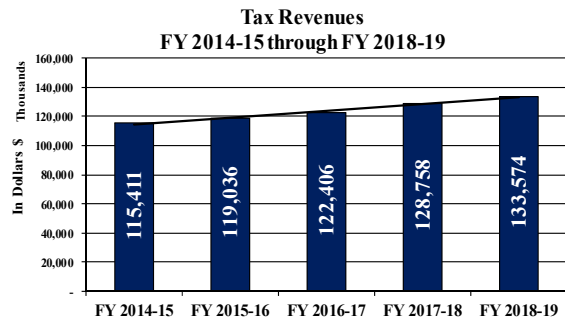
increased \$0.75, from \$16.25 to \$17.00, with the commercial monthly garbage charge for all dumpster sizes increased by a comparable percentage. The Solid Waste tipping fee for the West Texas Regional Disposal Facility (WTRDF) increased \$3.00 per ton to \$36.50. Although there is a rate increase, there is a \$290.7 thousand decrease in the revenue for disposal compared to the previous year due to re-projection in the number of tons to be received at the landfill. The rate for Caliche Canyon will remain at \$32.00 per ton.

Fire Inspection fees have not increased in over 10 years. The changes in fees are needed to recover some of the costs associated with conducting an inspection to buildings, which includes an intake, review, inspection, consultation, and final system inspection on fire alarms and sprinklers. Two new fees are also approved associated with the resubmittal of plans after initial inspection as well as the actual re-inspection.

The Financial Planning and Analysis office will continue the cost of services fee study in FY 2018-19. Recommended changes will be forwarded to the City Manager. Upon review, the City Manager will forward these specific fee changes to the City Council for consideration.

## Taxes

Tax revenues makeup 62.0 percent of General Fund revenues. Tax revenues are expected to increase \$4.8 million, or 3.7 percent, from the re-forecasted FY 2017-18 amount.



Sales tax revenues are expected to increase \$2.0 million, or 3.0 percent, for FY 2018-19. Projected FY 2017-18 sales tax revenues are expected to grow by 3.1 percent compared to the prior year. The projections are based on historical and current trends as well as current and projected local economic factors.

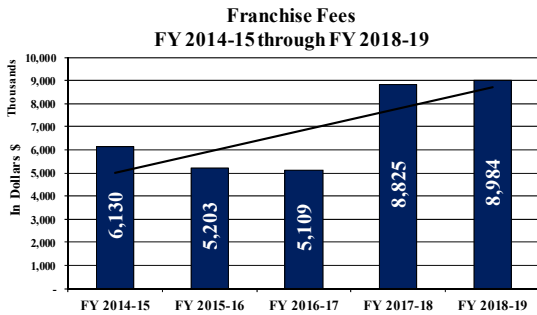
Property tax revenues for maintenance and operations, including delinquent and penalty and interest revenues, are expected to increase \$2.8 million, or 4.6 percent, for FY 2018-19. This budget increases the tax rate to \$0.54802 per \$100 valuation. The projected increase in property tax revenue for operations and maintenance is based on growth

# General Fund Revenue Analysis

in valuations. The tax rate for operations and maintenance remains the same at \$0.38825. The tax rate for debt service increased from \$0.12662 to \$0.13662, or \$0.01, in FY 2018-19. This is based on \$17.6 billion net taxable value.

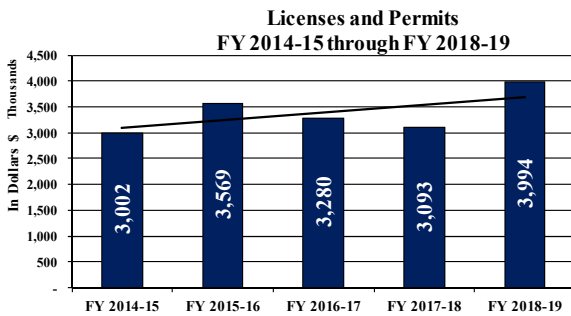
## Franchise Fees

Franchise fees make up 4.2 percent of total General Fund revenues. For FY 2018-19, franchise fees are projected to increase by \$159.0 thousand, or 1.8 percent. One hundred percent of franchise fees are recorded in the General Fund as was implemented with the FY 2017-18 Adopted Budget. Franchise fees are budgeted to remain flat in comparison to the previous fiscal year.



## Licenses and Permits

Licenses and permits revenues make up 1.9 percent of General Fund revenues. This category is expected to increase \$901.5 thousand, or 29.1 percent, in FY 2018-19 from the FY 2017-18 re-forecasted amount.



All revenues in this category are projected based on historical trends with adjustments to the forecast based on current economic conditions. The average annual growth rate for the last five years, including re-forecasted FY 2017-18 and approved FY 2018-19 is 9.8 percent.

The largest revenues in this category continue to be construction-related permits. Construction-related permits experienced significant increases over the past three years and are expected to continue to increase in FY 2018-19 due to fee increases in construction-related permits. Current and projected future economic trends and historical trends are used to project construction-related permits.

Construction-related permits for FY 2018-19 have been forecasted to increase \$727.1 thousand, or 33.4 percent, compared to the re-forecasted FY 2017-18 at \$2.2 million. Construction-related permit revenue in FY 2017-18 is projected to come in 7.3 percent below the prior year, a decrease of \$172.1 thousand compared to FY 2016-17 actual.

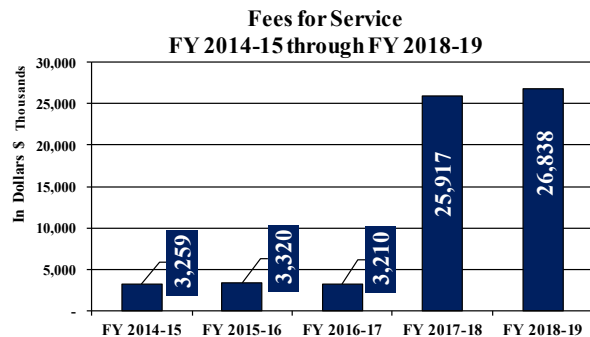
Other increases to Licenses and Permits due to fee increases is a 23 percent increase to Food Establishment permits, 56 percent increase to Coin Operated Machine permits, and 29 percent increase to Environmental Health Plan Reviews.

## Fees for Service

Fees for service represent 12.5 percent of total General Fund revenues. Fees for service offset a portion of the costs of the service being provided. This category is expected to increase by \$921.4 thousand from the FY 2017-18 re-forecasted amount. The largest revenues in this category are associated with the Solid Waste fund revenues. Solid Waste Collections are projected at \$17.8 million while Solid Waste Disposal is projected at \$5.7 million.

Other significant changes to fees for services include increases and additions to fire inspections as well as increase to swimming pool admission, instruction, and rental rates. There is also an increase to indoor recreation class rentals as well the planned implementation of a new 3-on-3 adult basketball program. A small but significant change includes a reduction of pet adoption fees from \$60 to \$30.

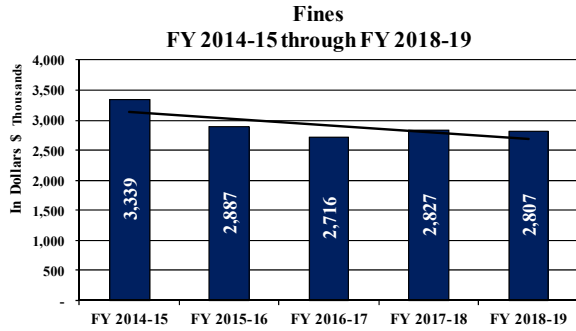
Other major sources of income from this category include birth and death certificate fees, citation dismissal fees, cost of court fees, and park recreation/museum fees. Forecasts are based on historical trends and expected activity for the future. Others, due to no clear trends historically, are forecasted based on current and expected activity using the knowledge of future events/activities of the department that collects the revenue.



# General Fund Revenue Analysis

## Fines

Fines make up 1.3 percent of General Fund revenues. This category is expected to decrease \$20,000, or 0.7 percent, from the FY 2017-18 re-forecasted amount.



Court fines generate the majority of the revenue in this category and are projected to decrease in FY 2018-19 by 0.7 percent when compared to the FY 2017-18 re-forecasted amount. Library fines make up a smaller portion of this category and are expected to remain the same for FY 2018-19 at \$77,000. These revenues are forecasted based on historical trends and current activity.

## Interest Earnings

Interest earnings are budgeted at \$426.8 thousand for FY 2018-19. This is a 6.7 percent increase over re-forecasted FY 2017-18. Interest Earnings are projected to exceed the costs of administering the Investment Pool, which includes compensation, bank fees, arbitrage compliance services, bond issuance costs, rating agency fees, and bond counsel fees.

## Other General Fund Revenues

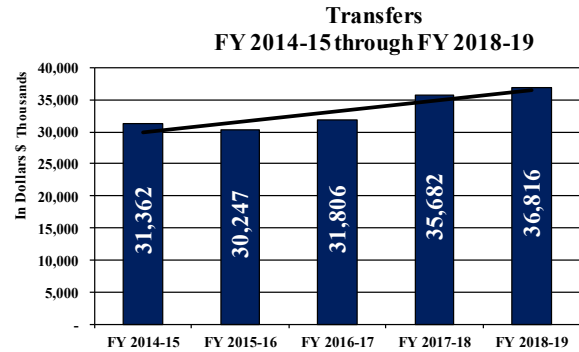
Other revenues, including Recoveries of Expenditures and Intergovernmental Revenue, make up slightly less than one percent of total General Fund revenues. Other revenues include oil and gas royalties and the sale of surplus equipment. Revenues in these categories are expected to decrease by \$7,784 for FY 2018-19.

## Transfers

Transfers to the General Fund represent 17.1 percent of total General Fund revenue. Transfers from enterprise funds include payments in lieu of franchise fees, indirect costs, payments in lieu of taxes, and maintenance costs. Transfers increased \$1.1 million, or 3.2 percent, for FY 2018-19 over re-forecasted FY 2017-18. This increase is due to an increase to payments in lieu of property tax from Water/Wastewater and Storm Water Funds associated with \$0.01 increase to property tax rate. There is also significant increase to payment in lieu of franchise tax from Storm

Water Fund based on increase to revenue projection in that fund as well as Water/Wastewater Fund associated with increase to Wastewater base rate.

There are increases in indirect costs from the Water/Wastewater, Storm Water, and Airport Funds, which are calculated annually using a cost allocation software. There is also an increase to a transfer from the Airport Fund for fire rescue operations located at the airport.



# General Fund Line Item Funding Source Summary

	Account Number	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Re-forecasted FY 2017-18	Budget FY 2018-19	% Change from Re-forecasted
<b>TAXES</b>							
Operation and Maintenance Property Taxes	6002	50,677,109	54,408,587	55,516,662	59,820,411	62,614,582	4.7
Delinquent Property Taxes	6003	446,552	398,621	326,702	362,000	362,000	-
Penalty and Interest - Delinquent Property Taxes	6050	357,459	352,541	409,310	370,000	370,000	-
Sales Tax	6101	62,367,562	62,313,269	64,549,831	66,563,315	68,544,413	3.0
Mixed Beverage Tax	6115	1,277,552	1,295,745	1,334,638	1,374,000	1,415,000	3.0
Bingo Tax	6116	285,113	267,189	269,307	268,000	268,000	-
<b>TOTAL TAXES</b>		<b>115,411,347</b>	<b>119,035,952</b>	<b>122,406,450</b>	<b>128,757,726</b>	<b>133,573,995</b>	<b>3.7</b>
<b>FRANCHISE FEES/RIGHT OF WAY</b>							
Suddenlink Cable Franchise	6102	1,197,638	1,194,286	1,199,805	1,892,952	1,901,918	0.5
Xcel Power Franchise	6103	4,426	2,399	28,069	57,403	68,024	18.5
Atmos Gas Utility Franchise	6105	1,837,842	1,311,906	1,519,515	2,469,551	2,544,237	3.0
South Plains Electric Cooperative Franchise	6107	749,325	696,092	718,915	1,208,368	1,237,086	2.4
West Texas Gas	6110	7,258	7,946	11,542	22,180	25,710	15.9
Telecommunications Right-of-Way	6125	2,333,861	1,990,350	1,630,723	3,175,000	3,207,502	1.0
<b>TOTAL FRANCHISE FEES/RIGHT OF WAY</b>		<b>6,130,349</b>	<b>5,202,979</b>	<b>5,108,569</b>	<b>8,825,454</b>	<b>8,984,477</b>	<b>1.8</b>
<b>LICENSES AND PERMITS</b>							
Mixed Beverage Permit	6201	121,028	86,315	103,160	95,000	95,000	-
Late Night Mixed Beverage Permit	6202	9,150	6,075	7,425	7,400	7,400	-
Catering Mixed Beverage Permit	6203	7,250	6,500	7,250	7,250	7,250	-
Cartage Mixed Beverage Permit	6204	2,250	540	590	565	565	-
Food Establishment Permit	6206	283,344	341,537	364,204	369,240	455,077	23.2
Swimming Pool Permit	6207	81,950	83,475	88,325	89,000	90,000	1.1
Food Truck Permit	6211	3,750	5,750	3,750	4,364	4,400	0.8
Chauffeur's License	6212	2,550	1,250	-	-	-	-
Coin Operated Machine Permit	6214	45,115	49,360	48,590	52,000	81,000	55.8
Vehicle for Hire Permit	6216	10,025	6,605	6,830	6,800	6,800	-
Tow Truck Permit	6217	3,295	3,345	3,120	3,360	3,250	(3.3)
Underground Storage Tank Inspection Permit	6220	1,765	2,220	1,415	1,600	3,070	91.9
Building Permit	6222	1,159,004	1,477,042	1,262,966	1,100,000	1,377,397	25.2
Electrical Construction Permit	6223	322,372	392,006	350,368	350,000	481,081	37.5
Plumbing Construction Permit	6224	354,751	429,212	407,629	400,000	584,441	46.1
Mechanical Construction Permit	6225	295,782	330,297	331,162	330,000	464,221	40.7
Peddler Permit	6226	-	-	145	-	-	-
Outside Promotional Sales Permit	6227	16,880	14,645	16,290	15,600	15,600	-
Charitable Solicitation Permit	6228	2,285	2,180	2,655	2,400	2,400	-
Rabies Vaccination Permit	6230	6,390	6,830	7,475	6,500	6,800	4.6
Land Use License	6232	15,823	25,181	19,234	18,000	19,000	5.6
Land Abandonment and Closure License	6233	5,000	8,877	8,250	8,000	8,000	-
Loading Zone Permit	6234	800	800	-	800	800	-
Recreational Street Use Permit	6235	17,507	20,287	19,241	20,223	20,000	(1.1)
Fire Works Permit	6236	345	460	575	500	500	-
Oil and Gas Permit	6237	500	-	2,500	-	-	-
Contractor Registration Permit	6240	69,780	85,025	82,500	70,000	75,000	7.1
Grease Hauling Permit	6243	2,886	3,160	4,700	4,500	4,500	-
Body Art/Piercing Permit	6244	7,060	7,150	13,613	14,000	17,850	27.5
Food Protection Certificate	6245	2,460	9,700	-	-	-	-
False Alarm Permit	6246	116,155	120,625	66,725	66,000	100,000	51.5
Smoking Permit	6248	10,998	9,542	12,829	12,000	15,425	28.5
Ice Cream Vendor Permit	6249	570	1,320	1,580	1,450	1,450	-
Barricade Permit	6250	720	1,260	1,110	1,000	1,000	-
Public Interactive Water Feature	6251	-	450	-	900	900	-
Environmental Health Plan Review	6252	21,550	29,353	32,900	33,800	43,564	28.9
Inflatables Permit	6253	750	875	600	740	740	-
<b>TOTAL LICENSES AND PERMITS</b>		<b>3,001,839</b>	<b>3,569,250</b>	<b>3,279,705</b>	<b>3,092,992</b>	<b>3,994,481</b>	<b>29.1</b>
<b>INTERGOVERNMENTAL REVENUE</b>							
Grant - PD JLEO	6342	-	-	13,686	-	-	-
Library - County	6339	203,182	203,218	216,573	203,000	203,000	-
Vector Control - County	6340	150,627	150,627	152,719	150,326	150,326	-
State Law Enforcement Training Grant	6356	42,754	76,528	22,619	10,000	10,000	-
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>		<b>396,563</b>	<b>430,373</b>	<b>405,597</b>	<b>363,326</b>	<b>363,326</b>	<b>-</b>

# General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Re-forecasted	Budget	% Change
FEES FOR SERVICE	Number	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Re-forecasted
<b>Development Services Fees</b>							
Zoning Change	6401	74,119	94,297	84,941	84,000	90,000	7.1
Planning and Zoning	6402	-	-	-	-	-	-
Sale of Map	6403	107	14	74	20	40	100.0
Tax Certificate	6408	23,911	24,759	22,662	23,500	23,500	-
Zoning Plat	6412	117,293	111,611	100,460	110,000	113,500	3.2
Zoning Copy	6413	8	50	40	258	-	(100.0)
<b>General Government Fees</b>							
Returned Check	6410	518	1,446	520	608	608	-
Library Copy	6411	16,420	20,857	24,185	22,000	22,000	-
Weed Lien	6414	87,649	90,093	142,940	150,000	150,000	-
<b>City Secretary Fees</b>							
City Secretary Copy	6405	-	220	-	-	-	-
Public Notarization	6419	216	476	348	360	360	-
Birth and Death Certificate	6501	329,860	341,680	328,599	338,000	336,000	(0.6)
<b>Public Health Fees</b>							
Reinspection/Repeat Violation Fee	6210	2,700	630	1,168	1,125	1,625	44.4
Annual Pool School	6429	3,000	4,500	3,930	3,858	3,900	1.1
Health Department Duplicate Permit	6432	80	250	3,639	245	250	2.0
Group Housing Safety Inspection	6434	798	1,200	1,100	1,000	1,275	27.5
Health Department Late Payment	6435	10,100	10,970	13,950	10,500	11,980	14.1
Miscellaneous Health	6514	472	47	70	60	60	-
Health Department Miscellaneous	6517	3,113	38,785	33,952	36,000	66,000	83.3
<b>Animal Shelter Fees</b>							
Pet Adoption	6241	42,075	33,305	45,171	44,000	39,800	(9.5)
Animal Shelter	6502	65,316	67,800	68,863	68,000	68,000	-
Animal Services Quarantine Processing	6533	13,300	19,057	21,080	16,000	16,000	-
<b>Public Safety Fees</b>							
Mowing Administration	6122	10,701	106,218	43,500	75,000	75,000	-
Cost of Court	6415	199,142	161,588	151,900	159,000	159,000	-
Citation Dismissal	6421	527,211	462,647	421,745	355,000	331,000	(6.8)
Court Time Payment	6428	43,326	37,894	37,657	44,000	40,000	(9.1)
Code Enforcement Training	6430	1,580	2,165	2,140	2,100	2,100	-
Foster Home Safety Inspection	6433	4,170	8,790	7,100	6,300	8,200	30.2
Fire Inspection	6436	21,325	29,000	25,500	25,000	146,000	484.0
Open Burning	6437	700	350	-	350	350	-
Crossing Guard	6446	32,675	31,018	32,571	32,000	32,000	-
Police Accident Report	6450	53,567	49,911	45,286	45,000	45,000	-
Police Record Check	6452	1,343	1,550	1,310	1,300	1,300	-
Police Fingerprinting	6456	5,150	4,680	4,080	4,400	4,400	-
Fire Classroom	6459	5,500	6,500	6,256	6,200	6,200	-
Junk Vehicle Towing	6461	350	12,299	33,634	25,000	23,000	(8.0)
Demolition Lien	7501	8,252	7,988	2,000	2,000	2,000	-
<b>Public Works Fees</b>							
Parking Sign	6439	4,600	3,800	-	-	-	-
Residential Parking	6441	2,182	1,536	1,295	2,100	1,400	(33.3)
Paving Cuts	6470	9,222	3,962	10,341	6,500	7,100	9.2
Strt Light Developers	6475	210	-	150	-	-	-
Engineering Review	7507	162,022	180,174	162,176	134,000	150,000	11.9
General Consumer Landfill Surcharge	6630	-	-	-	5,482,581	5,186,767	(5.4)
Solid Waste Municipal Disposal	6631	-	-	-	510,076	515,177	1.0
Recycled Products	7201	-	-	-	156,550	162,699	3.9
General Consumer Metered	7523	-	-	-	16,523,641	17,545,966	6.2
Municipal Metered	7530	-	-	-	102,010	107,830	5.7
<b>Cultural and Recreational Fees</b>							
Kickball Registration	6442	10,276	9,437	6,324	5,580	5,580	-
Test Proctoring	6444	2,330	2,216	1,488	2,000	2,000	-
Interlibrary Loan	6448	2,580	1,945	2,329	2,000	2,100	5.0
Swimming Pool Admission	6541	94,725	82,475	78,411	78,800	84,827	7.6
Swimming Pool Instruction	6542	14,040	8,259	7,270	7,800	10,820	38.7
Swimming Pool Concessions	6543	39,924	35,771	36,080	36,000	36,000	-
Swimming Pool Rental	6544	21,082	20,789	24,040	21,300	29,800	39.9
Joyland Lease Agreement	6547	38,333	38,333	38,333	38,333	38,333	-
Recreational Room Rental	6548	103,650	84,955	82,516	84,000	95,960	14.2
Indoor Recreational Class	6549	312,456	288,987	291,533	290,000	290,000	-
Park Usage Fee	6550	-	100	15,850	15,000	15,000	-
Park Vendor Commissions	6555	1,838	106	950	1,000	1,000	-
Parks and Recreation Special Events	6557	10,053	7,705	12,416	10,000	10,000	-
Basketball League Registration	6558	3,136	4,698	1,635	3,100	6,100	96.8
Volleyball League Registration	6559	17,809	15,353	16,019	16,000	16,000	-

# General Fund Line Item Funding Source Summary

	Account Number	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Re-forecasted FY 2017-18	Budget FY 2018-19	% Change Re-forecasted
<b>FEES FOR SERVICE</b>							
Softball League Registration	6561	109,199	111,209	92,769	93,000	93,000	-
Field Reservation	6562	59,974	83,634	67,773	65,000	65,000	-
Municipal Athletic Field User	6563	74,218	71,529	68,826	71,000	71,000	-
Adult Baseball League Registration	6564	3,443	3,222	1,026	2,100	2,100	-
Tennis Lesson	6565	30,575	20,555	20,809	21,000	21,000	-
Tennis Tournament	6566	640	558	395	350	350	-
Tennis Center Concessions and Pro Shop	6567	1,000	1,000	1,000	1,000	1,000	-
Tennis Center Ball Machine Rental	6568	2,671	2,093	2,275	2,100	2,000	(4.8)
Tennis League Registration	6569	11,018	4,268	4,009	4,100	4,100	-
Tennis Center Court	6570	6,627	6,881	8,607	7,300	7,300	-
Tennis Center Membership	6571	6,665	5,653	6,763	6,300	6,300	-
Outdoor Recreation Concessions	6572	63,173	77,590	67,996	67,000	67,000	-
Model Airport User	6573	86	55	36	-	-	-
Show Wagon Rental	6575	13,955	23,850	16,750	16,750	16,750	-
Flag Football Registration	6576	6,311	5,927	7,200	6,900	6,900	-
Recreational Equipment Rental	6577	16,667	19,665	8,840	9,000	9,000	-
Softball Tournament	6579	16,494	9,530	8,875	9,200	9,200	-
Senior Center Computer Class	6621	440	240	570	400	400	-
Outdoor Recreation Advertising	6625	8,050	5,950	3,554	4,000	4,000	-
<b>Museum Fees</b>							
Buddy Holly Center Merchandise Sales	6530	68,683	59,483	66,284	65,000	65,000	-
Garden and Arts Center Merchandise Sales	6546	1,163	1,090	1,223	1,200	1,200	-
Buddy Holly Gift Shop Merchandise	6591	48,441	45,478	44,638	44,000	45,000	2.3
Garden and Arts Center Special Events	6593	6,005	5,425	5,275	5,300	5,300	-
Buddy Holly Center Class	6594	3,086	3,885	3,271	3,000	3,100	3.3
Buddy Holly Center Rental	6595	2,283	1,355	1,505	1,400	1,450	3.6
Buddy Holly Center Tour	6596	952	1,218	1,455	1,200	1,200	-
Buddy Holly Center Admission	6597	61,012	91,116	103,196	99,000	99,000	-
Buddy Holly Center Consignments	6598	9,325	7,981	10,237	9,500	9,500	-
Buddy Holly Center Membership	6599	5,465	1,995	2,286	2,100	2,100	-
Silent Wings Group Tour	7674	23,442	35,852	40,950	38,000	38,000	-
Silent Wings Gift Shop Merchandise Sales	7675	29,196	26,157	28,606	29,000	29,000	-
Silent Wings Facility Rental	7676	3,330	2,825	3,340	3,500	3,500	-
Silent Wings Class	7694	2,047	2,047	3,055	2,400	2,400	-
Silent Wings Research Services	7695	930	80	430	420	420	-
Silent Wings Membership	7696	5,610	5,050	4,740	4,700	4,700	-
<b>TOTAL FEES FOR SERVICES</b>		<b>3,258,688</b>	<b>3,319,688</b>	<b>3,210,087</b>	<b>25,916,775</b>	<b>26,838,177</b>	<b>3.6</b>
<b>FINES</b>							
Municipal Court Fines	6701	3,262,218	2,799,943	2,642,227	2,750,000	2,730,000	(0.7)
Library Fines	6702	76,598	86,768	74,268	77,000	77,000	-
<b>TOTAL FINES</b>		<b>3,338,816</b>	<b>2,886,710</b>	<b>2,716,495</b>	<b>2,827,000</b>	<b>2,807,000</b>	<b>(0.7)</b>
<b>INTEREST EARNINGS</b>							
Interest on Investments	6802	261,087	195,037	319,560	400,000	426,828	6.7
Interest on Bank Accounts	6803	8,866	7,237	8,465	-	-	-
Interest on Account Notes	6804	-	-	1,242	-	-	-
Interest 2017 Tax Note	6854	-	-	15,666	-	-	-
<b>TOTAL INTEREST EARNINGS</b>		<b>269,952</b>	<b>202,274</b>	<b>344,933</b>	<b>400,000</b>	<b>426,828</b>	<b>6.7</b>
<b>RECOVERIES OF EXPENDITURES</b>							
Tow Truck Cost Recovery	7002	190,154	199,950	276,000	276,000	276,000	-
Recovery of Indirect Cost	7006	43,500	51,000	61,000	50,000	51,000	2.0
Recovery of Miscellaneous Expenses	7011	12,065	10,339	9,782	19,589	10,000	(49.0)
Recovery of Discounts	7012	40	105	140	-	-	-
Restitution/New Sub City Engineer	7024	-	-	940	-	-	-
Subrogation	7510	370,807	228,494	161,553	150,000	150,000	-
Recovery of Outside Work	7517	123,210	131,697	95,417	95,000	116,000	22.1
Signs for New Subdivisions	7581	26,800	12,000	15,800	19,000	18,000	(5.3)
TxDOT Signal Maintenance Agreement	7594	86,280	86,453	71,807	99,160	104,160	5.0
Recovery of Weed Mowing Cost	7599	20,294	29,460	12,689	28,000	20,500	(26.8)
MPO Congestion Management Study	7614	7,000	7,000	7,000	7,000	3,800	(45.7)
Texas Tech Signal Maintenance Agreement	7615	12,720	12,720	12,756	12,720	12,720	-
TxDOT TMC and Fiber Maintenance Agreement	7617	69,437	78,389	89,516	80,274	82,040	2.2
<b>TOTAL RECOVERIES OF EXPENDITURES</b>		<b>962,307</b>	<b>847,608</b>	<b>814,399</b>	<b>836,743</b>	<b>844,220</b>	<b>0.9</b>

# General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Re-forecasted	Budget	% Change
	Number	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Re-forecasted
<b>OTHER REVENUE</b>							
Oil and Gas Royalties	6238	48,218	31,806	31,384	459,959	456,098	(0.8)
Wireless Communications	6472	-	-	-	10,000	30,000	200.0
Land and Lease Rent	6902	14,403	7,473	5,738	7,000	6,600	(5.7)
Sale of Abandoned and Closed Streets and Alleys	7102	26,150	680	12,919	30,000	13,000	(56.7)
Sale of Surplus Equipment	7104	256,314	94,504	-	-	-	-
Sale of Land/Buildings	7107	-	41,575	22,000	1,500	1,500	-
Sale of Miscellaneous Art at Municipal Museums	7111	2,539	3,385	7,130	2,700	2,700	-
Sale of Scrap Metal	7112	1,660	258	8,810	3,600	3,600	-
Vending Machine Commissions	7573	25,099	17,318	15,566	16,400	16,400	-
Bond Revenue-Sale of Bonds	7801	-	-	10,066,596	-	-	-
Miscellaneous Other General Fund Revenue	7681	212,693	105,129	133,267	135,000	121,000	(10.4)
<b>TOTAL OTHER REVENUE</b>		<b>587,075</b>	<b>302,128</b>	<b>10,303,409</b>	<b>666,159</b>	<b>650,898</b>	<b>(2.3)</b>
<b>TRANSFERS</b>							
Transfers from Special Revenue Fund	7903	299,720	149,860	149,860	-	-	-
Transfers from LP&L	7918	9,728,815	9,378,126	10,074,623	15,526,145	15,475,372	(0.3)
Transfers from Water Fund	7924	9,973,976	9,687,337	9,685,244	-	-	-
Transfers from Wastewater Fund	7931	4,267,840	4,304,695	5,014,866	-	-	-
Transfers from Water/Wastewater Fund	7932	-	-	-	15,726,566	16,486,926	4.8
Transfers from Solid Waste	7937	2,658,369	2,457,850	2,501,260	-	-	-
Transfers from Airport Fund	7941	1,648,486	1,684,171	1,751,227	1,795,178	1,855,620	3.4
Transfers from Storm Water	7973	2,785,159	2,584,946	2,628,757	2,633,864	2,998,401	13.8
<b>TOTAL TRANSFERS</b>		<b>31,362,365</b>	<b>30,246,985</b>	<b>31,805,837</b>	<b>35,681,753</b>	<b>36,816,319</b>	<b>3.2</b>
<b>TOTAL REVENUE SOURCES</b>		<b>164,719,303</b>	<b>166,043,946</b>	<b>180,395,481</b>	<b>207,367,929</b>	<b>215,299,722</b>	<b>3.8</b>
Utilization of Net Assets		-	3,516,967	-	5,596,447	6,171,517	-
<b>TOTAL FUNDING SOURCES</b>		<b>\$ 164,719,303</b>	<b>169,560,913</b>	<b>180,395,481</b>	<b>212,964,376</b>	<b>221,471,238</b>	<b>4.0</b>



# Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended 2017-18	Budget 2018-19	\$ Change from Amended
Environmental Health	Cafe Permits Food Sample Permit First Day <del>2-Days</del>	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	25.00	30.00	30.00	30.00	30.00	0.00
Environmental Health	Cafe Permits Temporary Food Establishment First Day <del>2-Days</del>	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	50.00	60.00	60.00	60.00	60.00	0.00
Environmental Health	Cafe Permits Food Risk Category 1	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	100.00	125.00	125.00	125.00	150.00	25.00
Environmental Health	Cafe Permits Food Processing 0-1,000 Sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	135.00	135.00	150.00	150.00	175.00	25.00
Environmental Health	Cafe Permits Food Processing 1,001-5,000 Sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	160.00	160.00	200.00	200.00	250.00	50.00
Environmental Health	Cafe Permits Food Risk Category 2	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	175.00	200.00	200.00	200.00	250.00	50.00
Environmental Health	Cafe Permits Food Processing 5,001-10,000 Sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	180.00	180.00	300.00	300.00	350.00	50.00
Environmental Health	Cafe Permits >10,000 Sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	205.00	205.00	400.00	400.00	450.00	50.00
Environmental Health	Cafe Permits Food Risk Category 3	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	270.00	300.00	300.00	300.00	350.00	50.00
Environmental Health	Cafe Permits Food Risk Category 4	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	350.00	400.00	400.00	400.00	450.00	50.00
Environmental Health	Reinspection Fee/ Café Permit	6210	A reinspection fee is charged to permitted facilities for repeat or critical health code violations.	90.00	90.00	125.00	125.00	150.00	25.00
City Secretary	Coin Operated Machine Game Room Permit	6214	The coin operated machine permit fee is revenue from the occupational tax on coin-operated machines, operator's permit fees, and transfer business fees.	100.00	100.00	100.00	100.00	500.00	400.00
City Secretary	Coin Operated Machine Permit Enforcement Fee	6214	The coin operated machine permit fee is revenue from the occupational tax on coin-operated machines, operator's permit fees, and transfer business fees.	5.00	5.00	5.00	5.00	10.00	5.00
Fire Prevention	Underground Storage Tank Pmt Liquid Propane	6220	Fees collected for permits for the inspection of flammable liquid tank installation and removal sites.	25.00	25.00	25.00	25.00	50.00	25.00
Fire Prevention	Underground Storage Tank Pmt Flammable Liquids	6220	Fees collected for permits for the inspection of flammable liquid tank installation and removal sites.	85.00	85.00	85.00	85.00	150.00	65.00
Building Inspection	Building Permits New Residential (Per Sq. Ft.)	6222	Fees collected for the issuance of required permits for the structural portion of new construction work, remodels, alterations, and demolitions associated with both residential and commercial buildings, and fees collected for the pre-permit review of construction documents and field inspection.	0.07	0.07	0.07	0.07	0.11	0.04
Building Inspection	Building Permits Residential Addition (Per Sq. Ft.)	6222	Fees collected for the issuance of required permits for the structural portion of new construction work, remodels, alterations, and demolitions associated with both residential and commercial buildings, and fees collected for the pre-permit review of construction documents and field inspection.	0.10	0.10	0.10	0.10	0.11	0.01
Building Inspection	Building Permits Permit (Min.)	6222	Fees collected for the issuance of required permits for the structural portion of new construction work, remodels, alterations, and demolitions associated with both residential and commercial buildings, and fees collected for the pre-permit review of construction documents and field inspection.	30.00	30.00	30.00	30.00	50.00	20.00

# Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended 2017-18	Budget 2018-19	\$ Change from Amended
Building Inspection	Electrical Permits New Construction Per Sq. Ft.	6223	Fees collected for the issuance of required permits for electrical work conducted within the city limits, including work related to new construction, remodels, alterations, and demolitions associated with both residential and commercial buildings.	0.05	0.05	0.05	0.05	0.06	0.01
Building Inspection	Electrical Permits (Min.)	6223	Fees collected for the issuance of required permits for electrical work conducted within the city limits, including work related to new construction, remodels, alterations, and demolitions associated with both residential and commercial buildings.	30.00	30.00	30.00	30.00	50.00	20.00
Building Inspection	Plumbing Permits New Construction Per Sq. Ft.	6224	Fees for the issuance of required permits for plumbing work conducted within the city limits, including work related to new construction, remodels, alterations, and demolitions associated with both residential and commercial buildings.	0.05	0.05	0.05	0.05	0.06	0.01
Building Inspection	Plumbing Permits (Min.)	6224	Fees for the issuance of required permits for plumbing work conducted within the city limits, including work related to new construction, remodels, alterations, and demolitions associated with both residential and commercial buildings.	30.00	30.00	30.00	30.00	50.00	20.00
Building Inspection	Mechanical Permits New Construction Per Sq. Ft.	6225	Fees for required permits for work conducted within city limits on heating, ventilation, and air conditioning (HVAC) systems, including work related to new construction, remodels, alterations, and demolitions associated with both residential and commercial buildings.	0.05	0.05	0.05	0.05	0.06	0.01
Building Inspection	Mechanical Permits (Min.)	6225	Fees for required permits for work conducted within city limits on heating, ventilation, and air conditioning (HVAC) systems, including work related to new construction, remodels, alterations, and demolitions associated with both residential and commercial buildings.	30.00	30.00	30.00	30.00	50.00	20.00
Animal Services	Adoption Fee Puppy or Kitten	6241	Fee for the adoption of animals at the City's Animal Services Facility, off-site adoptions, and Pets for the Elderly Adoption Program.	60.00	60.00	60.00	60.00	30.00	(30.00)
Animal Services	Adoption Fee Small Dog or Cat	6241	Fee for the adoption of animals at the City's Animal Services Facility, off-site adoptions, and Pets for the Elderly Adoption Program.	60.00	60.00	60.00	60.00	30.00	(30.00)
Animal Services	Adoption Fee Large Dog	6241	Fee for the adoption of animals at the City's Animal Services Facility, off-site adoptions, and Pets for the Elderly Adoption Program.	60.00	60.00	60.00	60.00	30.00	(30.00)
Environmental Health	Tattoo Shop Permits-Temporary	6244	Tattoo, body piercing, and permanent makeup establishments must have a permit to operate.	100.00	100.00	100.00	100.00	125.00	25.00
Environmental Health	Tattoo Shop Permits-Body Art	6244	Tattoo, body piercing, and permanent makeup establishments must have a permit to operate.	150.00	150.00	150.00	150.00	200.00	50.00
Environmental Health	Tattoo Shop Permits-Piercing	6244	Tattoo, body piercing, and permanent makeup establishments must have a permit to operate.	150.00	150.00	150.00	150.00	200.00	50.00
Environmental Health	Smoking Permits	6248	Businesses must obtain a permit to allow on-premises smoking within the city limits.	78.00	78.00	100.00	100.00	125.00	25.00
Environmental Health	Health Plan Review	6252	Fee for initial plan review of a new food facility, pool, spa, or public interactive water feature.	150.00	150.00	200.00	200.00	250.00	50.00
Environmental Health	Late Payment	6435	Penalty fee for all health permit payments more than 10 days late.	50.00	50.00	50.00	50.00	55.00	5.00
Environmental Health	Foster Home Inspection	6433	Fee for foster home health and safety inspections. Inspections are performed by request and are not required.	30.00	50.00	50.00	50.00	60.00	10.00
Environmental Health	Group Housing Inspection	6434	Fee for performing health and safety inspections for group housing facilities for the elderly or handicapped. Inspections are done upon request.	80.00	100.00	100.00	100.00	125.00	25.00
Fire Prevention	Fire Inspections - Fire Alarm	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	40.00	40.00	40.00	40.00	.01 per square foot of area covered by system. Minimum charge of \$100.	-

# Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended 2017-18	Budget 2018-19	\$ Change from Amended
Fire Prevention	Fire Inspections - Sprinkler	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	40.00	40.00	40.00	40.00	.01 per square foot of area covered by system. Minimum charge of \$100.	-
Fire Prevention	Fire Inspections - Hydrant Flow	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	40.00	40.00	40.00	40.00	120.00	80.00
Fire Prevention	Fire Inspections - Hospital	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	275.00	275.00	275.00	275.00	\$4 per bed. \$275 minimum charge.	-
Fire Prevention	Fire Inspections - Nursing Home	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	275.00	275.00	275.00	275.00	4\$ per bed. \$275 minimum charge.	-
Fire Prevention	Resubmittal of Plans After Rejection (NEW)	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	0.00	0.00	0.00	0.00	.015 per square foot of area covered by system. Minimum charge of \$100.	-
Fire Prevention	Reinspection After Failed Acceptance Inspections on Both Alarms And Sprinklers (NEW)	6436	Fees collected for fire alarm, fire sprinkler permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	0.00	0.00	0.00	0.00	.015 per square foot of area covered by system. Minimum charge of \$100.	-
City Secretary	Hlth-Vital Statistics Search Fee	6501	This fee is charged for the issuance of either a birth or a death certificate. The fee recovers costs associated with searching the records, filing reports, and issuing certificates.	9.00	9.00	9.00	9.00	10.00	1.00
Outdoor Recreation	Swimming Pools Group Admission	6541	Revenue is derived from fees for admission to municipal swimming pools, which are open from late May until mid-August.	1.50	1.50	1.50	1.50	1.75	0.25
Outdoor Recreation	Swimming Pools Adult Admission	6541	Revenue is derived from fees for admission to municipal swimming pools, which are open from late May until mid-August.	2.50	2.50	2.50	2.50	3.00	0.50
Outdoor Recreation	Swimming Instruction Swim Lessons	6542	Revenue is derived from swimming lessons, certified pool operator (CPO), and lifeguard training courses.	40.00	40.00	40.00	40.00	60.00	20.00
Outdoor Recreation	Swim Pool Rental 1-50 People <a href="#">Delete To Simplify Rate Structure</a>	6544	A rental fee is collected from private groups who rent the municipal pools when pools are closed to the general public. Rental is for a two-hour period.	125.00	125.00	125.00	125.00	0.00	(125.00)
Outdoor Recreation	Swim Pool Rental 1-75 People <a href="#">Change from 51-75</a>	6544	A rental fee is collected from private groups who rent the municipal pools when pools are closed to the general public. Rental is for a two-hour period.	150.00	150.00	150.00	150.00	175.00	25.00
Outdoor Recreation	Swim Pool Rental 76-100 People <a href="#">Delete To Simplify Rate Structure</a>	6544	A rental fee is collected from private groups who rent the municipal pools when pools are closed to the general public. Rental is for a two-hour period.	175.00	175.00	175.00	175.00	0.00	(175.00)
Outdoor Recreation	Swim Pool Rental 76-125 People <a href="#">Change From 101-125</a>	6544	A rental fee is collected from private groups who rent the municipal pools when pools are closed to the general public. Rental is for a two-hour period.	200.00	200.00	200.00	200.00	275.00	75.00
Outdoor Recreation	Swim Pool Rental 126-200 People <a href="#">Change from 126+ People</a>	6544	A rental fee is collected from private groups who rent the municipal pools when pools are closed to the general public. Rental is for a two-hour period.	225.00	225.00	225.00	225.00	325.00	100.00
Indoor Recreation	Building Rent Kitchen Rate Per Rental	6548	Revenue is derived from fees for the rental of rooms at various recreation facilities.	15.00	15.00	15.00	15.00	25.00	10.00
Indoor Recreation	Building Rent Hodges, Maxey, Trejo, Simmons, & Rawlings Per Hour - Nights And Weekends	6548	Revenue is derived from fees for the rental of rooms at various recreation facilities.	35.00	35.00	35.00	35.00	45.00	10.00

# Summary of General Fund Fee Changes

Department	Account Description	Account	Rate	Actual	Actual	Actual	Amended	Budget	\$ Change
		Number	Details	FY 2014-15	FY 2015-16	FY 2016-17	2017-18	2018-19	from Amended
Indoor Recreation	Building Rent Party Houses Per Day	6548	Revenue is derived from fees for the rental of Clapp Party House. Added Landwer in 2014. Landwer given to Fiestas del Llano in 2015.	110-400	110-150	110-150	110-150	150.00	-
Outdoor Recreation	Basketball League 3 V 3 Team (NEW)	6558	Revenue is derived from an entry fee for participation in the annual basketball league. The fee is charged to each team and covers the cost of officials, trophies, sanctioning dues, advertisement, and other costs related to the program. The league's season is from October to February.	0.00	0.00	0.00	0.00	215.00	215.00
Solid Waste	Solid Waste General Consumer Landfill Surcharge - Tipping Fee (WTRDF)	6630	Per ton charge for regular trash at West Texas Regional Disposal Facility (WTRDF)	32.00	32.00	32.00	33.50	36.50	3.00
Solid Waste	Solid Waste General Consumer Landfill Surcharge - Tipping Fee (Special Waste)	6630	Per ton charge for special waste	61.36	61.36	61.36	64.23	69.99	5.76
Solid Waste	Solid Waste General Consumer Metered - Residential	7523	Monthly residential garbage charge	15.25	15.25	15.25	16.25	17.00	0.75
Solid Waste	Solid Waste General Consumer Metered - 2 CY	7523	Monthly commercial garbage charge 2 cubic yard dumpster	40.57	40.57	40.57	43.23	45.23	2.00
Solid Waste	Solid Waste General Consumer Metered - 3 CY	7523	Monthly commercial garbage charge 3 cubic yard dumpster	60.14	60.14	60.14	64.08	67.04	2.96
Solid Waste	Solid Waste General Consumer Metered - 4 CY	7523	Monthly commercial garbage charge 4 cubic yard dumpster	79.70	79.70	79.70	84.93	88.85	3.92
Solid Waste	Solid Waste General Consumer Metered - 6 CY	7523	Monthly commercial garbage charge 6 cubic yard dumpster	115.38	115.38	115.38	122.95	128.62	5.67
Solid Waste	Solid Waste General Consumer Metered - 8 CY	7523	Monthly commercial garbage charge 8 cubic yard dumpster	151.06	151.06	151.06	160.97	168.40	7.43
Solid Waste	Municipal Metered - Solid Waste Roll-Off Hauling Fee	7530	Revenue is for roll-off services for enterprise funded City facilities/departments and limited roll off service for state and local entities.	110.00	110.00	110.00	110.00	120.00	10.00



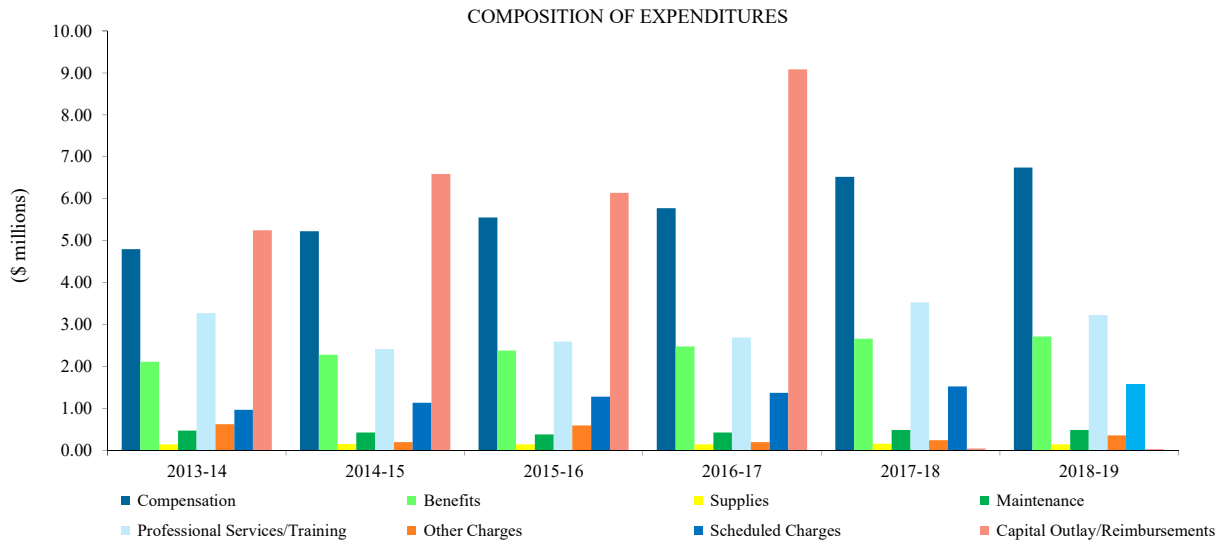
# Appropriation Summary

	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
<b>ADMINISTRATIVE SERVICES</b>						
City Attorney	\$ 1,813,922	1,978,305	2,121,797	2,094,813	2,112,887	0.9
City Council	254,770	294,769	291,605	618,270	621,240	0.5
City Manager	1,055,053	1,070,107	1,235,860	1,560,389	1,599,596	2.5
City Secretary	1,067,317	1,121,071	1,198,690	1,599,731	1,323,600	(17.3)
Facilities Management	2,845,093	2,911,246	3,011,772	3,376,149	3,460,599	2.5
Finance	2,370,301	2,543,092	2,627,312	2,989,629	3,003,658	0.5
Human Resources	470,964	504,579	496,688	618,086	597,430	(3.3)
Internal Audit	379,519	405,525	221,288	321,049	325,491	1.4
Non Departmental	7,668,205	7,688,297	10,399,218	1,353,233	1,539,100	13.7
Comm. & Marketing and Call Center	457,139	505,832	505,200	590,539	662,403	12.2
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>18,382,282</b>	<b>19,022,824</b>	<b>22,109,430</b>	<b>15,121,888</b>	<b>15,246,004</b>	<b>0.8</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	3,443,835	3,536,426	3,747,346	3,863,011	3,832,133	(0.8)
Cultural Arts	1,156,527	1,200,937	1,207,779	1,243,065	1,290,922	3.8
Parks and Recreation	9,220,397	9,382,372	10,035,133	11,370,699	11,452,942	0.7
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>13,820,760</b>	<b>14,119,735</b>	<b>14,990,257</b>	<b>16,476,774</b>	<b>16,575,996</b>	<b>0.6</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	1,741,920	1,963,520	1,935,885	2,270,307	2,482,186	9.3
Codes & Environmental Health	2,411,984	2,495,132	2,668,271	3,019,252	3,064,441	1.5
Planning	531,100	655,115	703,361	717,503	869,149	21.1
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>4,685,004</b>	<b>5,113,767</b>	<b>5,307,516</b>	<b>6,007,062</b>	<b>6,415,776</b>	<b>6.8</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	1,267,090	1,320,921	1,217,229	1,459,736	833,777	(42.9)
	-	-	-	15,623,677	15,612,949	(0.1)
Streets	2,596,623	2,574,389	2,429,462	4,923,341	4,841,360	(1.7)
Traffic	3,343,081	3,520,077	3,363,994	3,899,612	3,705,119	(5.0)
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>7,206,794</b>	<b>7,415,387</b>	<b>7,010,685</b>	<b>25,906,366</b>	<b>24,993,204</b>	<b>(3.5)</b>
<b>PUBLIC SAFETY</b>						
Animal Services	1,883,869	1,779,703	1,955,884	2,124,581	2,181,569	2.7
Fire	43,858,166	46,395,421	48,137,648	51,584,640	54,149,059	5.0
Municipal Court	1,535,816	1,773,689	1,743,099	1,921,707	1,981,501	3.1
Police	57,817,807	58,507,372	60,992,588	67,018,586	69,626,853	3.9
Public Health	1,222,813	1,326,785	1,394,980	1,505,453	1,574,605	4.6
<b>TOTAL PUBLIC SAFETY</b>	<b>106,318,470</b>	<b>109,782,971</b>	<b>114,224,198</b>	<b>124,154,967</b>	<b>129,513,586</b>	<b>4.3</b>
<b>OTHER</b>						
Transfer to Grants	446,059	473,941	410,193	60,040	-	(100.0)
Transfer to CIP (Cash)	2,678,820	10,210,298	4,730,868	9,120,460	10,299,045	12.9
Transfer to Storm Water CIP	405,191	-	-	-	-	-
Transfer to Citibus	2,235,272	2,247,383	2,247,383	2,647,383	2,997,383	13.2
Transfer to Cemetery	354,618	350,181	315,203	200,000	226,971	13.5
Transfer to Gateway	-	-	-	8,099,018	8,367,122	3.3
Transfer to North & East Lubbock	-	-	-	170,000	310,147	82.4
Transfer to CBD TIF	-	-	-	55,000	69,300	-
Transfer to Civic Centers	444,972	672,632	660,612	-	-	-
Transfer to Fleet CIP (Vehicles)	-	-	-	1,378,174	3,090,000	124.2
Transfer to LP&L -CT (Solid Waste)	-	-	-	185,383	81,198	(56.2)
Transfer to LP&L - CIS Debt (SW)	-	-	-	2,899	108,387	3,639.2
Transfer to LP&L - Collections (SW)	-	-	-	915,910	934,309	2.0
Transfer to Debt Service Fund	-	-	-	2,420,614	2,242,810	(7.3)
SIB Loan Payment	-	-	-	42,438	-	(100.0)
Bond Sale Charges	-	-	47,150	-	-	-
Transfer to Internal Service Fund	-	-	-	-	-	-
<b>TOTAL OTHER</b>	<b>6,564,932</b>	<b>13,954,436</b>	<b>8,411,409</b>	<b>25,297,319</b>	<b>28,726,672</b>	<b>13.6</b>
<b>TOTAL</b>	<b>\$ 156,978,243</b>	<b>169,409,120</b>	<b>172,053,496</b>	<b>212,964,376</b>	<b>221,471,238</b>	<b>4.0</b>
<b>CAPITAL LEASE ASSET VALUE</b>	<b>\$ 3,651,471</b>	<b>6,684,247</b>	<b>4,323,345</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Position History by Department

	Actual	Actual	Actual	Amended	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
City Attorney	16	16	16	16	16	-
City Council	-	-	-	3	3	-
City Manager	7	7	7	9	9	-
City Secretary	12	12	12	9	10	1
Facilities Management	16	16	17	17	17	-
Finance	30	30	31	31	31	-
Human Resources	6	6	6	6	6	-
Internal Audit	3	3	3	3	3	-
Non Departmental	-	-	-	-	-	-
Comm. & Marketing and Call Center	7	7	7	8	8	-
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>97</b>	<b>97</b>	<b>99</b>	<b>102</b>	<b>103</b>	<b>1</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks	80	80	80	79	79	-
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>124</b>	<b>124</b>	<b>-</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	24	24	26	30	30	-
Codes & Environmental Health	32	32	33	35	37	2
Planning	7	7	7	7	8	1
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>63</b>	<b>63</b>	<b>66</b>	<b>72</b>	<b>75</b>	<b>3</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	17	17	16	16	45	29
Solid Waste	-	-	-	94	96	2
Streets	36	36	36	50	52	2
Traffic	37	37	37	35	34	(1)
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>90</b>	<b>90</b>	<b>89</b>	<b>195</b>	<b>227</b>	<b>32</b>
<b>PUBLIC SAFETY</b>						
Animal Services	24	24	24	25	25	-
Fire	429	429	429	434	435	1
Municipal Court	20	20	20	19	21	2
Police	545	545	544	555	565	10
Public Health	20	23	23	23	24	1
<b>TOTAL PUBLIC SAFETY</b>	<b>1,038</b>	<b>1,041</b>	<b>1,040</b>	<b>1,056</b>	<b>1,070</b>	<b>14</b>
<b>TOTAL GENERAL FUND</b>	<b>1,413</b>	<b>1,416</b>	<b>1,419</b>	<b>1,549</b>	<b>1,599</b>	<b>50</b>

# General Fund - Administrative Services



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 5,221,756	5,545,431	5,768,026	6,518,397	6,736,757	3.3
Benefits	2,277,968	2,376,392	2,471,739	2,653,030	2,709,491	2.1
Supplies	143,788	137,580	134,440	152,917	141,291	(7.6)
Maintenance	419,884	376,778	420,057	484,500	484,258	(0.1)
Professional Services/Training	2,415,269	2,585,217	2,686,482	3,523,120	3,217,055	(8.7)
Other Charges	189,883	590,431	188,032	237,558	350,652	47.6
Scheduled Charges	1,128,490	1,274,207	1,363,057	1,516,191	1,584,849	4.5
Capital Outlay/Reimbursements	6,585,244	6,136,787	9,077,598	36,174	21,651	(40.1)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 18,382,282</b>	<b>19,022,824</b>	<b>22,109,430</b>	<b>15,121,888</b>	<b>15,246,004</b>	<b>0.8</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
City Attorney	\$ 1,813,922	1,978,305	2,121,797	2,094,813	2,112,887	0.9
City Council	254,770	294,769	291,605	618,270	621,240	0.5
City Manager	1,055,053	1,070,107	1,235,860	1,560,389	1,599,596	2.5
City Secretary	1,067,317	1,121,071	1,198,690	1,599,731	1,323,600	(17.3)
Facilities Management	2,845,093	2,911,246	3,011,772	3,376,149	3,460,599	2.5
Finance	2,370,301	2,543,092	2,627,312	2,989,629	3,003,658	0.5
Human Resources	470,964	504,579	496,688	618,086	597,430	(3.3)
Internal Audit	379,519	405,525	221,288	321,049	325,491	1.4
Non-Departmental	7,668,205	7,688,297	10,399,218	1,353,233	1,539,100	13.7
Comm. & Marketing and Call Center	457,139	505,832	505,200	590,539	662,403	12.2
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 18,382,282</b>	<b>19,022,824</b>	<b>22,109,430</b>	<b>15,121,888</b>	<b>15,246,004</b>	<b>0.8</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
City Attorney	16	16	16	16	16	-
City Council	-	-	-	3	3	-
City Manager	7	7	7	9	9	-
City Secretary	12	12	12	9	10	1
Facilities Management	16	16	17	17	17	-
Finance	30	30	31	31	31	-
Human Resources	6	6	6	6	6	-
Internal Audit	3	3	3	3	3	-
Non-Departmental	-	-	-	-	-	-
Comm. & Marketing and Call Center	7	7	7	8	8	-
<b>TOTAL STAFFING</b>	<b>97</b>	<b>97</b>	<b>99</b>	<b>102</b>	<b>103</b>	<b>1</b>





# City Attorney Overview

## Department Mission and Purpose

Provide legal services required by the City in its diverse operations. The City Attorney's Office provides the following services:

- Daily office conferencing with client to offer legal analysis, advice, and counsel.
- Legal counsel to a full-service municipality.
- Document preparation and review of a very high volume of legal instruments.
- Legal representation in State and Federal courts.
- Legal representation at board and agency meetings.
- Prosecution in Municipal Court.

## Goals and Objectives

- Provide prompt and accurate professional legal services.
- Prosecute Class "C" misdemeanors in the Lubbock Municipal Court.

## Accomplishments for FY 2017-18

- Reviewed and drafted revised Lubbock City Council Rules.
- Researched and drafted an ordinance to establish civil jurisdiction in Municipal Court and begin prosecution of cases.
- Researched and drafted a small cell node ordinance.
- Currently handling twenty-one active lawsuits in-house with the exception of two cases.
- Drafted and submitted 319 briefs to the Texas Attorney General requesting an opinion on open record requests.

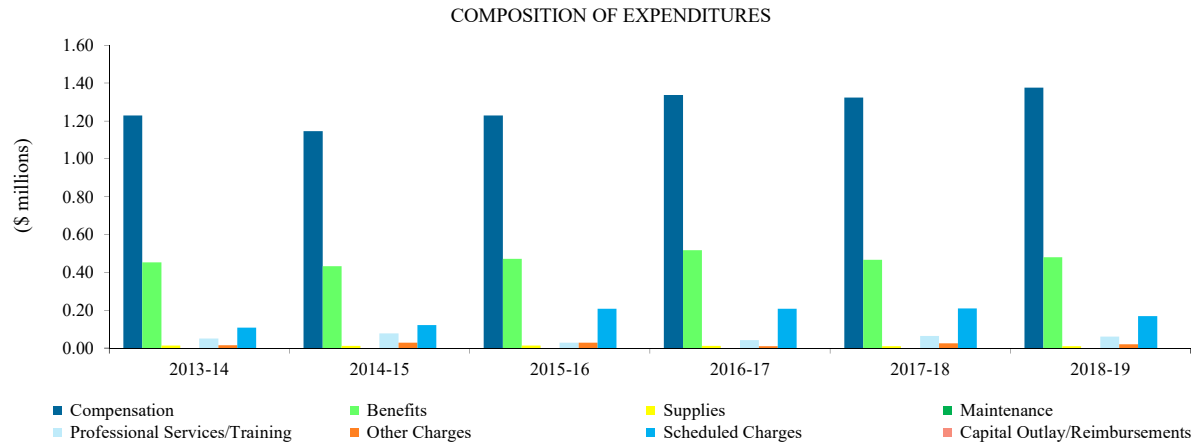
## Objectives for FY 2018-19

- Focus on providing high quality services to the City.
- Provide effective legal representation.

## Expenditure Overview

- Total expenditures increased \$18,074, or 0.9 percent, when compared to the FY 2017-18 Operating Budget.
- Compensation increased \$52,974, or 4.0 percent, due to a three percent merit increase and a market adjustment to some of the salaries.
- Benefits increased \$13,615 or 2.9 percent, due to an increase to workers compensation insurance, and the change in compensation.
- Professional Services/Training decreased \$2,950, or 4.7 percent, due to decreases in online research services, filing fees, and outside legal services, offset by an increase in training and travel.
- Other Charges decreased by \$5,000, or 19.9 percent, due to a decrease in library books.
- Scheduled Charges decreased \$40,476, or 19.4 percent, due to decreases in liability insurance, telecommunication, postage, and information technology allocations.

# City Attorney Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,145,333	1,228,294	1,336,856	1,322,438	1,375,412	4.0
Benefits	431,716	471,901	517,119	465,558	479,173	2.9
Supplies	10,903	13,585	10,518	9,707	9,618	(0.9)
Maintenance	-	-	-	-	-	-
Professional Services/Training	77,668	28,267	41,103	62,995	60,045	(4.7)
Other Charges	27,740	29,046	9,165	25,173	20,173	(19.9)
Scheduled Charges	120,563	207,211	207,036	208,942	168,466	(19.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,813,922</b>	<b>1,978,305</b>	<b>2,121,797</b>	<b>2,094,813</b>	<b>2,112,887</b>	<b>0.9</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
City Attorney	12	12	16	16	16	-
Prosecutor	4	4	-	-	-	-
<b>TOTAL STAFFING</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>-</b>

FULL-TIME POSITIONS	
Attorney I	3
Attorney III	2
City Attorney	1
Dep City Atty Litigation	1
Dep City Atty Transactional	1
First Asst City Attorney	1
Legal Assistant I	2
Legal Assistant II	2
Legal Management Assistant	2
Prosecutor	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>16</b>

Prosecutor Office was combined with the City Attorney's Office beginning in FY 2016-17.

# City Attorney Expenditures

<b>City Attorney</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 944,376	973,779	1,336,856	1,322,438	1,375,412	4.0
Benefits	339,450	365,055	517,119	465,558	479,173	2.9
Supplies	8,109	10,938	10,518	9,707	9,618	(0.9)
Maintenance	-	-	-	-	-	-
Professional Services/Training	72,025	23,167	41,103	62,995	60,045	(4.7)
Other Charges	27,014	24,949	9,165	25,173	20,173	(19.9)
Scheduled Charges	92,709	174,441	207,036	208,942	168,466	(19.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL CITY ATTORNEY</b>	<b>\$ 1,483,682</b>	<b>1,572,330</b>	<b>2,121,797</b>	<b>2,094,813</b>	<b>2,112,887</b>	<b>0.9</b>

## Prosecutor

EXPENDITURES BY CATEGORY						
Compensation	\$ 200,957	254,515	-	-	-	-
Benefits	92,266	106,846	-	-	-	-
Supplies	2,794	2,647	-	-	-	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	5,643	5,100	-	-	-	-
Other Charges	726	4,098	-	-	-	-
Scheduled Charges	27,853	32,770	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL PROSECUTOR</b>	<b>\$ 330,240</b>	<b>405,976</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# City Council Overview

## Mission and Purpose

Provide the citizens of Lubbock with excellent municipal services, provide fiscally responsible governmental policies and oversight, advance the quality of life within a diverse and growing municipality, provide leadership and direction for continued economic growth and sustained development, and ensure transparency and public participation in an open governmental process.

City Council staff members provide the following services:

- Apprise the Mayor and City Council of citizen communications, inquiries, requests, and concerns.
- Coordinate with all City departments to provide City Council members and their constituents with overall customer service and response, and assist in providing appropriate resolution to citizen concerns, inquiries, and complaints.
- Maintain Mayor and City Council member calendars and schedules, monitor and research possible quorums, and ensure information and appropriate back-up materials are provided.
- Assist in facilitating and preparing for City Council meetings, Work Sessions, Town Hall meetings, appointments, public appearances, constituent meetings, Mayor/Council appointed committees, and a variety of scheduled appointments by providing amenities and resources, including refreshments, meals, audio/visual equipment, informational handouts, and logistical needs for meeting places both inside and outside City Hall.
- Provide specific, accurate, and helpful information in response to all inquiries. Thoroughly research and investigate inquiries or concerns regarding City operations. Provide a high degree of professional staff support to all City Council members.
- Prepare a variety of written materials (correspondence, news releases, speeches, public remarks, Special Recognitions, Board Appointments, Honorary Citizenship, notarizing documents, etc.) for the Mayor and City Council members.

## Goals and Objectives

- Represent the Mayor, City Council, and City organization in a positive, professional manner.
- Provide excellent customer service and maintain effective communication between the Mayor, City Council members, constituents, the City organization, and all individuals in contact with the Mayor and City Council Office.
- Ensure the Mayor and all City Council members are informed and apprised of upcoming events, meetings, and scheduled appearances.
- Ensure City Council calendars and schedules are accurate and up-to-date. Provide appropriate information and back-up materials for the Mayor's and City Council members' appointments, appearances, and activities.

## Accomplishments for FY 2017-18

- Planned, attended, and provided staff support at several public meetings including the following:
  - Mayor's Community Engagement Task Force,
  - Coffee with the Mayor,
  - West Texas Mayor's Conferences,
  - Police Substation Open House Meetings,
  - LP&L – Water Utilities Open Houses,
  - Council Priority Work Sessions,
  - City Hall Christmas Open House,
  - Mayor's Marathon,
  - Mayor's Fitness Council,
  - State of the City Address,
  - Mayor's Stakeholder Luncheon,
  - City Council Town Hall Meetings, and
  - Citizen Tower and other City facility tours.
- Researched and drafted speeches, talking points, formal documents for public presentation, and PowerPoint presentations for a wide variety of topics, audiences, and special occasions.
- Coordinated communication and responses with Council and staff on several high profile public issues: annexation proposals, Citizens Tower, Electric Reliability Council of Texas (ERCOT), Comprehensive Plan Advisory Meetings, Police Substation proposal, etc.

## Objectives for FY 2018-19

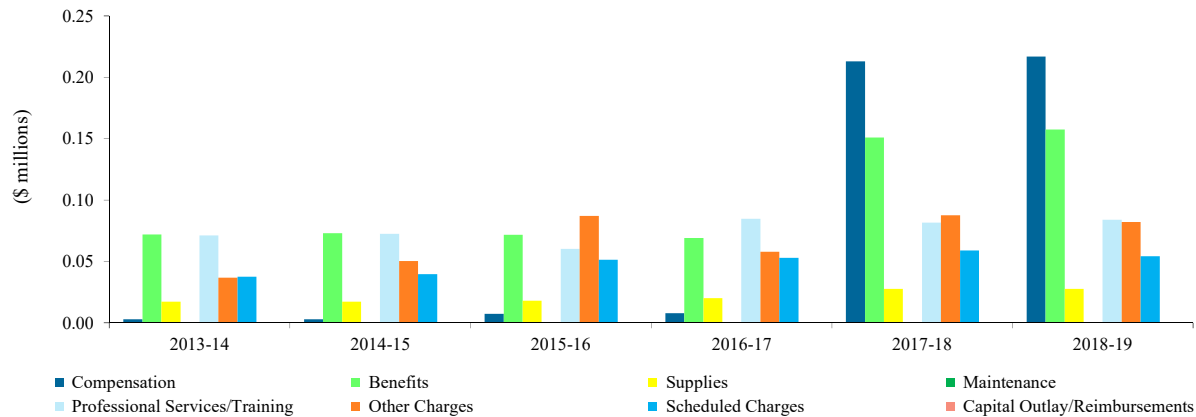
- Represent the Mayor, City Council, and City of Lubbock in a positive, professional manner, and provide outstanding customer service.
- Ensure Mayor and City Council calendars and schedules are accurate and up-to-date, and that all required back-up or supplemental resources are provided for meetings.
- Assist with and adapt staff support to the new City Council member(s) who took office in 2018.
- Ensure, maintain, and facilitate effective communications between elected officials, constituents, and the City organization.
- Provide thorough, well-researched, and informative materials and back-up information for elected officials' meetings, projects, appointments, appearances, and requests.

## Expenditure Overview

- Total expenditures increased \$2,970, or 0.5 percent, when compared to the FY 2017-18 Operating Budget.
- Compensation increased \$3,972, or 1.9 percent, due to a three percent merit increase.
- Benefits increased \$6,641, or 4.4 percent, due to the increase in salaries.
- Professional Services/Training increased \$2,500, or 3.1 percent, due to increased training and travel.
- Other Charges decreased \$5,500, or 6.3 percent, due to decreased car and cell phone allowance.
- Scheduled Charges decreased \$4,553, or 7.8 percent, due to decreases in telecommunication and information technology allocations, offset slightly by an increase in liability insurance.

# City Council Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 2,753	7,230	7,719	212,757	216,729	1.9
Benefits	72,870	71,585	68,971	150,652	157,293	4.4
Supplies	17,080	17,797	19,898	27,419	27,330	(0.3)
Maintenance	-	-	-	-	-	-
Professional Services/Training	72,320	60,099	84,461	81,300	83,800	3.1
Other Charges	50,267	86,774	57,701	87,500	82,000	(6.3)
Scheduled Charges	39,479	51,284	52,856	58,641	54,088	(7.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 254,770</b>	<b>294,769</b>	<b>291,605</b>	<b>618,270</b>	<b>621,240</b>	<b>0.5</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
City Council	-	-	-	3	3	-
<b>TOTAL STAFFING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
Document, research, and appropriately communicate citizen inquiries	2,100	2,250	1,750	3,000	3,000	-
Process within 24 hours	-	-	-	100%	100%	-
Document and communicate appointments, meeting requests, invitations to public events	3,650	3,600	4,600	1,250	1,250	-
Process within 24 hours	-	-	-	100%	100%	-
Travel arrangements	-	-	15	15	26	73.3
24 hours upon elected official's request or within 3 days pending the Council member's confirmation	-	-	-	100%	100%	-
Organize Town Hall meetings, public forums, State of the City address, and other public engagements	14	2	16	60	60	-
Finalize arrangements within 5 working days prior to the meeting date	-	-	-	100%	100%	-
Deliveries (agenda books, elected official requests, items for City business)	174	174	168	170	160	(5.9)
Same day or within 24 hours if appropriate	-	-	-	100%	100%	-

# City Council Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Prepare proclamations, special recognitions, certificates, speeches, talking points, and correspondence	2,000	3,698	1,500	300	300	-
24 hours upon elected official's request, otherwise within 5 days prior to presentation deadline	-	-	-	100%	100%	-
<b>FULL-TIME POSITIONS</b>						
Assistant to the City Council						1
Assistant to the Mayor						1
Chief of Staff						1
<b>TOTAL FULL-TIME POSITIONS</b>						<b>3</b>

# City Manager Overview

## Mission and Services

Provide professional leadership and day-to-day operation of the City. Implement policies established by the City Council with a specific focus on public safety, basic services, fiscal discipline, and adopted City Council goals. The City Manager provides the following services:

- Implement City Council goals and approved policies.
- Operate the organization in accordance with the adopted budget and advise the City Council on the financial condition, administrative activities, and future needs of the City.
- Ensure that laws and ordinances are enforced.
- Continue to focus on efficient and effective management and operations of City departments with specific emphasis on fiscal management and policies that serve to both provide for the needs of the community and ensure that public funds are managed for both short- and long-term benefit of the community.
- Prepare, implement, and manage the Annual Operating Budget and Capital Program.
- Communicate effectively with the community and City employees.
- Act as the link between the City Council and City departments.
- Work with the Mayor and the City Council to accomplish their goals for the continued development of Lubbock.

## Goals and Objectives

- Implement City Council policies in an efficient and effective manner.
- Promote a safe and secure work environment for City employees.
- Maintain a healthy financial position, including the maintenance of appropriate reserve levels.
- Develop strong relationships with financial rating agencies to communicate the financial position of the City and maintain or improve the City's bond ratings.
- Provide efficient and effective public safety services.
- Ensure a long-term water supply and improve the wastewater collection and treatment systems to work toward additional reuse of treated effluent.
- Examine strategic opportunities to improve the long-term outlook of the organization.
- Ensure that the City organization is prepared for emergency situations.
- Continue accountability efficiency changes in development services activities; implement best practices in those same areas.
- Attend community meetings and public events.
- Provide the Mayor and the City Council with professional and comprehensive support in examining and analyzing issues of importance.
- Compile the City Council Agenda for all City Council meetings.

- Manage Internal Service Departments, including Fleet Services, Information Technology, Print Shop, and Warehouse to continue to provide:
  - Properly maintained City vehicles.
  - Upgrades to existing technologies.
  - Risk Management and Health Benefits.
  - Competitive health benefits programs for City employees and their families.
  - A safe and healthy environment through insurance products, programs, and policies.
  - A positive and productive environment for employees.

## Accomplishments for FY 2017-18

- Operational Efficiencies
  - Began take-out program on Capital Lease and reduced fleet expenditures by more than \$1 million for Police Department.
  - Implemented significant organizational restructure and improvements in performance metrics and responsiveness.
- Pay As You Go
  - \$7 million street maintenance and \$1 million parks improvement funded in cash.
  - All light duty and enterprise fund vehicles cash funded.
- Restructured City budget – combined general fund operations (Solid Waste) and combined Water & Wastewater funds into single business unit for efficiency and transparency.
- Moved to discrete cost accounting – provides transparency and accountability on debt service, compensated absence, and related expenses.
- Major health plan overhaul, eligibility audit, and related cost savings estimated at \$5+ million.
- Reduced City OPEB liability by net \$60 million.
- Delivered \$39 million in debt avoidance.
- Increased marketing and communications outreach.
- Initiated paving program for dirt residential streets.
- Purchase of first city-owned Knuckleboom truck for City & Association cleanup efforts.
- Increased public safety capabilities through additional police officers, additional emergency management staffing, additional Fire dispatchers, full-scale and practical exercises, and initiation of Public Safety Improvement project for community policing.
- Supported downtown and economic development efforts including hiring of first Business Development Director in several years.
- Implementation of redundant data center.
- Staff improvements including training, professional development, and incentive pay eligibility.
- Implemented new North & East Lubbock Neighborhood program to repair owner-occupied homes in target area.



# City Manager Overview

- Supported efforts to develop the proposed Comprehensive Plan and Land Use Plan.

## Objectives for FY 2018-19

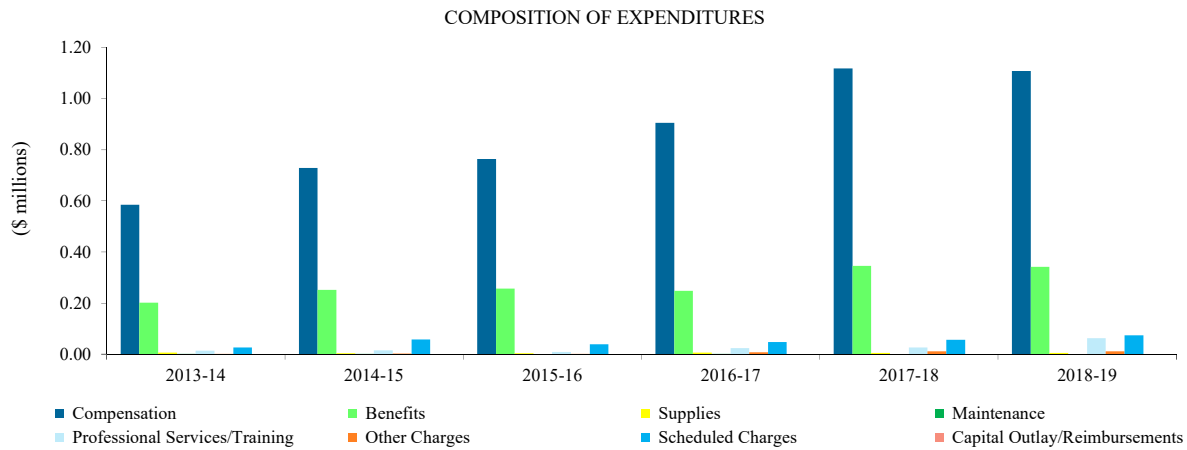
- Support Council strategic planning efforts.
- Support and implement Council goals.
- Identify areas of strategic study and evaluate for possible implementation.
- Complete organizational changes and restructuring.
- Continue to move to performance based accountability metrics.
- Continue improvements in development services.
- Evaluate and revise human resource management policies and procedures.
- Support adoption, implementation, and related items regarding the proposed Comprehensive Plan.
- Support studies and improvements resulting from proposed Comprehensive Plan.
- Revision of Zoning Codes resulting from proposed Comprehensive Plan.

- Identify and evaluate efforts regarding strategic water supply options and reuse alternatives.
- Move Enterprise Funds to revenue-based instruments for future debt issuance.

## Expenditures Overview

- Total expenditures increased \$39,207, or 2.5 percent, for FY 2018-19.
- Compensation decreased \$9,810, or 0.9 percent, due to staff turnover and reducing part-time personnel.
- Benefits decreased \$4,346, or 1.3 percent, due to the changes in salaries.
- Professional Services/Training increased \$35,900, due to an increase in recruitment, and additional training required for staff.
- Scheduled Charges increased \$17,553, or 31.6 percent, due to increases in the information technology and liability insurance allocations, offset slightly by a decrease in telecommunications.

# City Manager Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 728,347	762,839	904,920	1,117,378	1,107,568	(0.9)
Benefits	250,730	255,971	247,188	345,298	340,951	(1.3)
Supplies	3,429	3,696	5,931	4,919	4,830	(1.8)
Maintenance	310	-	156	-	-	-
Professional Services/Training	13,895	7,945	23,436	26,300	62,200	136.5
Other Charges	1,391	1,207	7,102	11,000	11,000	-
Scheduled Charges	56,950	38,450	47,128	55,495	73,047	31.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,055,053</b>	<b>1,070,107</b>	<b>1,235,860</b>	<b>1,560,389</b>	<b>1,599,596</b>	<b>2.5</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
City Manager	7	7	7	9	9	-
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>-</b>

FULL-TIME POSITIONS	
Administrative Asst	1
Asst City Mgr Community Svcs	2
Chief Information Officer/ACM	1
City Manager	1
City Manager Assistant	1
Deputy City Manager	1
Management Assistant	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>9</b>

# City Secretary Overview

## Mission and Purpose

Ensure order and continuity in the municipal legislative process and preserve the integrity of the City's historical records. The City Secretary provides the following services:

- Administer permits.
- Provide City Council support and prepare documents.
- Coordinate board and commission appointments.
- Administer City elections.
- Maintain the records management system.
- Oversee claims, research, legal publication, and appeals.
- Maintain vital statistics for birth and death records.

## Goals and Objectives

- Provide continuity for City government by recording legislative actions, both contemporary and archival, and serve as the historian for the City.
- Improve public access to municipal records.
- Enhance the public's participation in municipal government processes through board or commission service.
- Perform the administrative tasks for City elections.
- Serve as the repository for documents related to Title 15 of the Election Code.
- Secure and preserve municipal election documents and outcomes thereof.
- Provide daily assistance to internal and external customers.
- Maintain the security of municipal birth and death records.

## Accomplishments for FY 2017-18

- Conducted General and Special Elections.
- Received the 2017 Vital Statistics Five Star Exemplary Award from the Department of State Health Services.
- Conducted Board/Commission Staff Liaison Training for City staff.
- Conducted Records Management Training for City staff.
- Coordinated appointments process for City boards and commissions with approximately 355 people serving on permanent boards.
- Issued approximately 360 permits (right-of-way, recreation, vehicle, and charitable), 1,850 game decals; 13,800 birth records, 5,400 death records, and 820 burial transit permits.

- Acknowledgement of Paternity Certification for five employees.
- Added more department users to the electronic Records Management System, and developed the corresponding workflows for each department added.
- Completed work with other departments in revising Chapter 8, Section 8.04 of the City of Lubbock Code of Ordinances, which addresses usage of coin-operated machines.
- Reviewed all permanent boards and commissions for duties, responsibilities, and purpose/need.

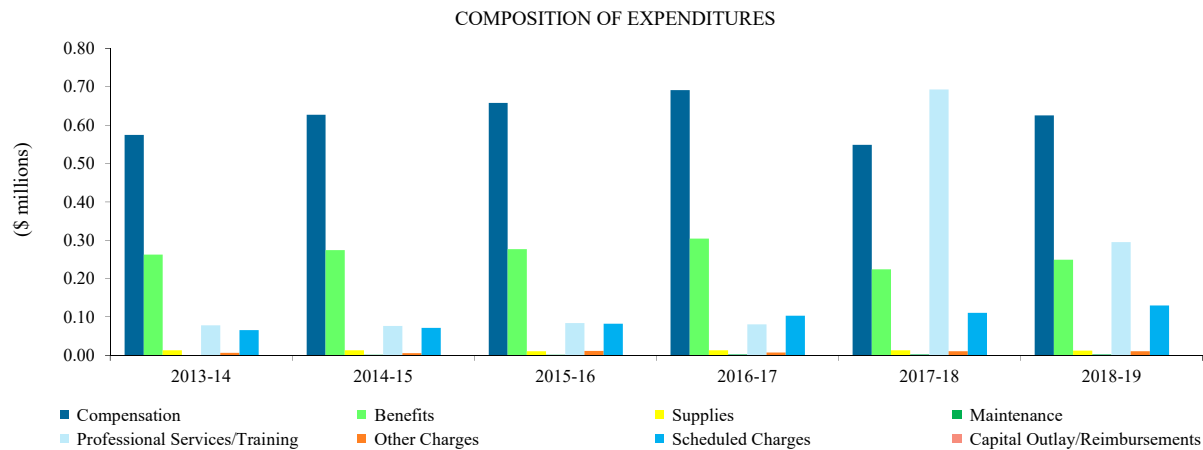
## Objectives for FY 2018-19

- Add more department users to the electronic Records Management System, and develop corresponding workflows for each department.
- Publish the 2018 Annual Boards/Commissions Report.
- Complete sunset review for boards/commissions.
- Complete recommendations for boards/commissions policies and procedures and submit to City Council.
- Revise the Boards & Commissions Handbook.
- Conduct Board/Commission Staff Liaison Training for City staff.
- Conduct Records Management Training for City staff.
- Work with DSHS in preparation of implementing TxEVER (Texas Electronic Vital Events Registrar).

## Expenditures Overview

- Total expenditures decreased \$276.1 thousand, or 17.3 percent, when compared to the FY 2017-18 Operating Budget.
- Compensation increased \$76,207, or 13.9 percent, due to the addition of the Records Management Administrator position and a three percent merit increase.
- Benefits increased \$25,643, or 11.5 percent, due to the additional staff and the change in compensation.
- Professional Services/Training decreased \$397.5 thousand, or 57.4 percent, due to a decrease in election costs.
- Scheduled Charges increased \$19,814, or 18.0 percent, due to an increase in the information technology allocation, offset slightly by decreases in liability insurance and telecommunications allocations.

# City Secretary Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 626,491	658,019	690,692	548,555	624,763	13.9
Benefits	273,765	276,194	303,609	223,468	249,111	11.5
Supplies	13,153	9,872	12,541	12,419	12,330	(0.7)
Maintenance	1,389	1,224	1,649	2,300	2,300	-
Professional Services/Training	75,930	83,284	80,504	692,585	295,104	(57.4)
Other Charges	5,287	10,778	6,979	10,250	10,025	(2.2)
Scheduled Charges	71,303	81,700	102,717	110,153	129,967	18.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,067,317</b>	<b>1,121,071</b>	<b>1,198,690</b>	<b>1,599,731</b>	<b>1,323,600</b>	<b>(17.3)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
City Secretary	12	12	12	9	10	1
<b>TOTAL STAFFING</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>9</b>	<b>10</b>	<b>1</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
Records Management Liaison Training	-	-	-	2	2	-
	-	-	-	100%	100%	-
Boards & Commissions Staff Liaison Training	-	-	-	2	2	-
	-	-	-	100%	100%	-
Ordinances/Resolutions Processed	487	628	625	640	640	-
Return to department within 2 workdays after receipt of completed documents	-	-	-	100%	98%	(2.0)
Legal Notices Published	200	222	220	220	240	9.1
Submit no later than Tuesday following Council meeting	-	-	-	100%	98%	(2.0)
City Council Minutes	34	45	40	40	40	-
Submit for approval no later than 2 meetings after respective Council	-	-	-	100%	100%	-
Recreational Street Use Permits/Noise Permits/Carnival Permits	-	-	-	250	250	-
Issue permit no later than 1 day after final approval; or same day late event	-	-	-	100%	100%	-

# City Secretary Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Charitable Permits	-	-	-	40	40	-
Issue permit no later than 1 week receipt of completed application	-	-	-	100%	95%	(5.0)
Vehicle for Hire Permits	-	-	-	12	12	-
Issue permit within 2 weeks of receipt of completed application	-	-	-	100%	100%	-
Non-Consent Tow Truck Permits	-	-	-	6	7	16.7
Issue permit within 2 weeks of receipt of completed application	-	-	-	100%	100%	-
Transfer Ambulance Permits	-	-	-	4	4	-
Issue permit within 30 days of receipt of completed application	-	-	-	100%	95%	(5.0)
Mobile Billboard Permits	-	-	-	4	4	-
Issue permit within 1 week of completed application	-	-	-	100%	95%	(5.0)
Game Room - Operating Permits	-	-	-	40	45	12.5
Issue permit within 1 business day of receipt of all approvals	-	-	-	100%	100%	-
Game Room - Decals	-	-	-	2,100	2,100	-
Issue decals within 1 business day of receipt of approval (s)	-	-	-	100%	100%	-
Records Destruction Approval Requests from Departments	-	-	-	200	200	-
Process within 1 week of receipt	-	-	-	100%	98%	(2.0)
Vital Statistics - Birth Records Filed	-	-	5,700	5,800	5,700	(1.7)
File within 5 days of receipt	-	-	-	100%	100%	-
Vital Statistics - Death Records Filed	-	-	3,400	3,400	3,560	4.7
File within 10 days of receipt	-	-	-	100%	100%	-
Vital Statistics - Medical Amendments Filed	-	-	300	300	500	66.67
File within 10 days of receipt	-	-	-	100%	100%	-
Vital Statistics - Acknowledgement of Paternity Filed	-	-	40	45	60	33.33
File within 1 day of receipt	-	-	-	100%	100%	-

## FULL-TIME POSITIONS

City Secretary	1
Deputy City Secretary	1
Deputy Registrar	2
Management Assistant	3
Records Management Administrator	1
Sr Deputy Registrar	1
Vital Statistics Coordinator	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>10</b>

# Facilities Management Overview

## Mission and Services

Maintain and construct efficient, safe, and secure facilities for City employees and citizens. The Facilities Department provides the following services:

- Maintain City facilities through the management of custodial services, botanical contracts, minor renovations, heating, ventilation, and air conditioning (HVAC) maintenance, and demolitions.
- Conduct environmental inspections for City facilities.
- Oversee compliance with State boiler, elevator, and escalator regulations.
- Ensure that Capital Improvement Projects involving City facilities are completed on-time and within budget while striving to operate City facilities in a manner that is both cost-efficient and ecologically-aware.

## Goals and Objectives

- Manage Capital Improvement Projects associated with City facilities.
- Maintain all City-owned facilities with the exception of a specific locations that are maintained by the respective departments.

## Accomplishments for FY 2017-18

- Assisted in managing \$154 million in capital projects.
- Managed approximately 325 Job Order Contract projects and/or single discipline projects.
- Performed or managed 130 environmental inspections on City-owned or operated facilities.
- Completed renovations for the LP&L Dispatch and Office Renovation, LP&L Substation Office Renovations, new City Hall elevator, and new office/shop at the South Solid Waste Facility
- Began the Citizens Tower Project, A/E selection for the Police Department sub-stations and property room, and a process to enhance security at Municipal Square.
- Designed and completed new roof systems for two fire stations, a digester system, and two community centers.

## Objectives for FY 2018-19

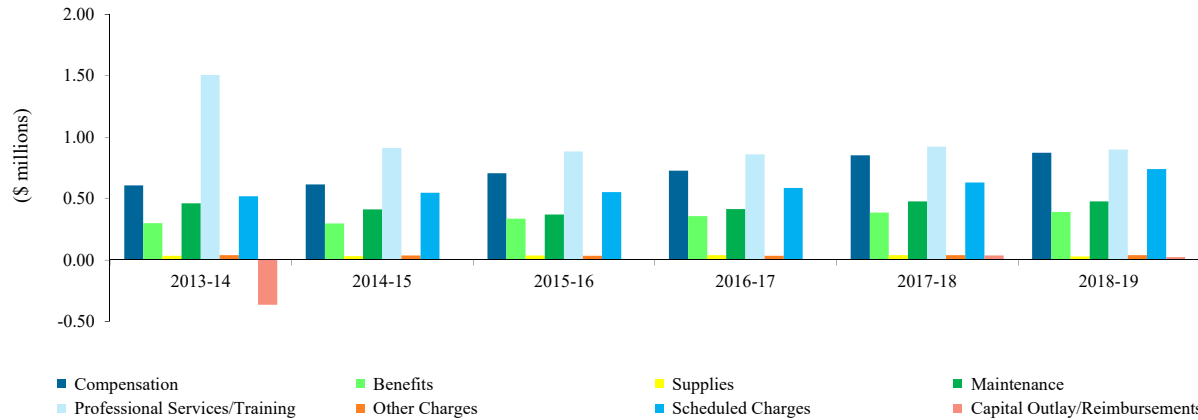
- Continue the renovations of the Citizens Tower and other Public Safety Improvement Projects.
- Maintain City facilities in a proactive, cost effective manner.
- Inspect and remediate any environmental issues in City facilities.
- Efficiently manage \$154 million in Capital Improvement Projects.

## Expenditures Overview

- Total expenditures increased \$84,450, or 2.5 percent, when compared with FY 2017-18.
- Compensation increased \$19,871, or 2.3 percent, due to a three percent merit increase.
- Benefits increased \$4,855, or 1.3 percent, due to a three percent merit increase.
- Supplies decreased \$10,850, or 28.7 percent, due to projected lower costs for botanical supplies and unleaded fuel.
- Maintenance increased \$453, or 0.1 percent, due to higher costs for vehicle maintenance, offset slightly by lower radio shop allocations.
- Professional services decreased \$24,411, or 2.6 percent, based upon historical actual expenses.
- Scheduled charges increased \$109.1 thousand, or 17.3 percent, due to an increase in property insurance, slightly offset by decreases in electric, natural gas, and telecommunications charges.
- Capital outlay decreased \$14,523, or 40.1 percent, due to lower payment amounts for vehicle and equipment debt.

# Facilities Management Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 614,351	704,786	726,292	852,242	872,113	2.3
Benefits	295,938	334,635	356,373	385,720	390,575	1.3
Supplies	31,112	34,065	36,704	37,838	26,988	(28.7)
Maintenance	410,736	369,881	414,247	474,710	475,163	0.1
Professional Services/Training	910,895	882,198	859,419	922,293	897,882	(2.6)
Other Charges	35,203	33,148	33,726	36,858	36,858	-
Scheduled Charges	546,858	552,533	585,011	630,314	739,370	17.3
Capital Outlay/Reimbursements	-	-	-	36,174	21,651	(40.1)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,845,093</b>	<b>2,911,246</b>	<b>3,011,772</b>	<b>3,376,149</b>	<b>3,460,599</b>	<b>2.5</b>

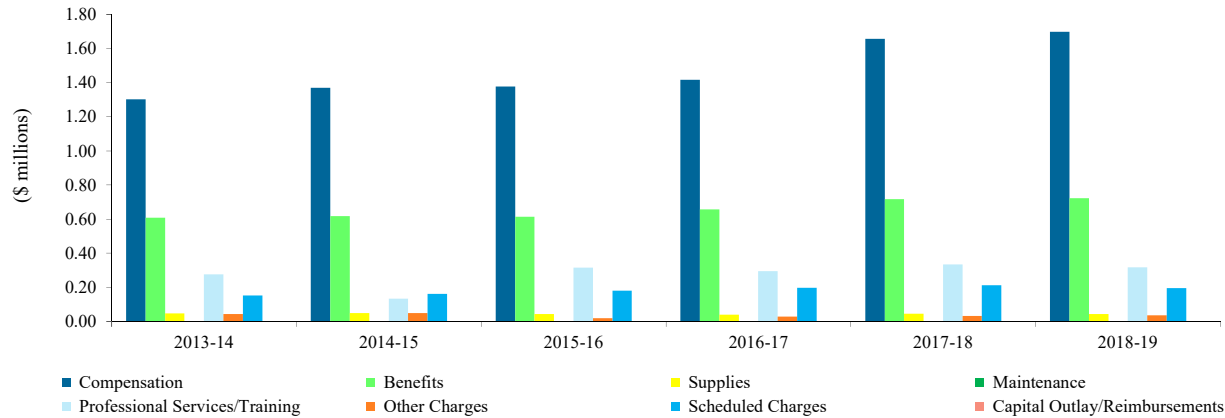
STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Facilities Management	16	16	17	17	17	-
<b>TOTAL STAFFING</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Total facilities operated (square foot)	3,224,628	3,489,372	3,489,372	3,489,372	3,512,972	0.7
Custodial complaints	130	130	130	150	120	(20.0)
Environmental inspections	100	120	130	130	145	11.5
Capital Improvement Projects	28	32	58	65	75	15.4
Job Order Contract Projects	185	205	210	210	225	7.1
Single Discipline Contract Projects	50	80	100	125	150	20.0
<b>Performance Metrics</b>						
Completion of normal work requests						
within one eight-hour shift	-	-	-	90%	90%	-
Emergency call responses within						
30 minutes or less	-	-	-	95%	95%	-

FULL-TIME POSITIONS	
Administrative Asst	1
Asbestos Coordinator	1
Asst Dir Facilities	1
Bldg Maint Tech I	5
Bldg Maint Tech II	2
Bldg Maint Tech Leader	1
Director of Facilities	1
Facilities Maintenance Supvr	1
Project Manager	3
Senior Construction Project Mgr	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>17</b>

# Finance Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,368,061	1,376,496	1,416,345	1,656,883	1,696,547	2.4
Benefits	616,162	612,557	656,031	715,364	720,551	0.7
Supplies	46,658	42,518	38,303	43,674	42,484	(2.7)
Maintenance	-	2,228	-	-	-	-
Professional Services/Training	131,928	313,349	293,074	333,130	316,615	(5.0)
Other Charges	47,754	17,560	26,847	29,850	33,810	13.3
Scheduled Charges	159,737	178,384	196,711	210,728	193,650	(8.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,370,301</b>	<b>2,543,092</b>	<b>2,627,312</b>	<b>2,989,629</b>	<b>3,003,658</b>	<b>0.5</b>

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Accounting	\$ 1,290,211	1,395,685	1,495,474	1,719,427	1,731,234	0.7
Financial Planning & Analysis	547,383	611,720	576,556	666,358	645,921	(3.1)
Purchasing	532,707	535,687	555,281	603,844	626,502	3.8
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 2,370,301</b>	<b>2,543,092</b>	<b>2,627,312</b>	<b>2,989,629</b>	<b>3,003,658</b>	<b>0.5</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Accounting	15	15	16	16	16	-
Financial Planning & Analysis	7	7	7	7	7	-
Purchasing	8	8	8	8	8	-
<b>TOTAL STAFFING</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>-</b>



# Accounting Overview

## Mission and Services

Manage the City's finances by recording and measuring financial activities in the Comprehensive Annual Financial Report (CAFR). The Accounting Department provides the following services:

- Provide accounting services that are high-quality, responsive, timely, cost-effective, and that comply with legal and authoritative guidelines, i.e. Generally Accepted Accounting Principles, Governmental Accounting Standards Board (GASB), and the Texas Local Government Code.

## Goals and Objectives

- Assist departments in improving cash receipts controls, provide credit card use training, and evaluate City department operations.
- Manage City-wide grants from a financial and managerial aspect.
- Perform administrative tasks for the City payroll, purchasing card, merchant services, bank depository, and accounts payable.

## Accomplishments for FY 2017-18

- Issued City's first Popular Annual Financial Report.
- Conducted 10 payroll training sessions for payroll clerks.
- Conducted eight cash management training sessions.
- Transitioned purchasing card program from Wells Fargo to Citibank that is projected to increase the City's rebate rate from .09% fixed to approximately 1.9%.
- Updated purchasing card policy.
- Updated and implemented travel policy.
- Converted ACH's from Wells Fargo to E1.

- Implemented GASB 77 – Tax Abatements.
- Implemented GASB 80 – Final Blending Requirements of Certain NFP Component Units.

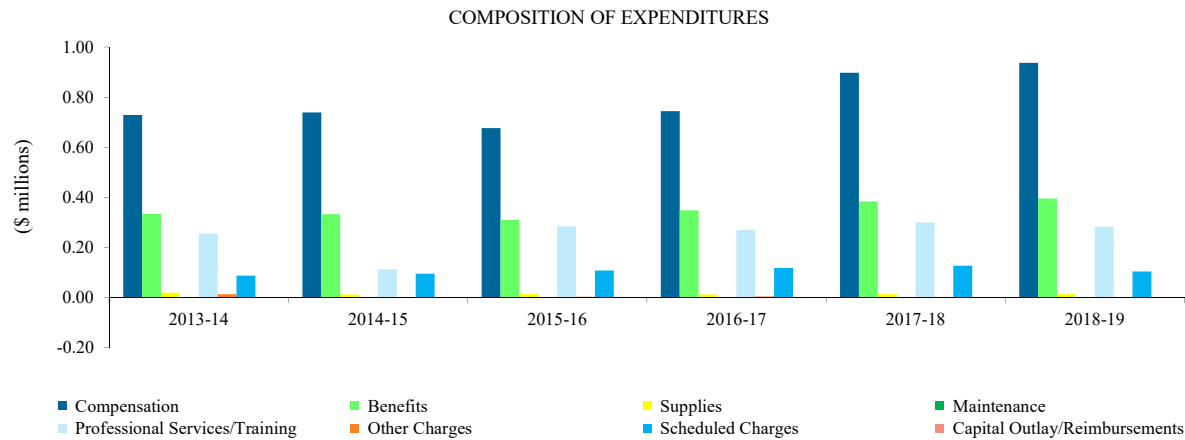
## Objectives for FY 2018-19

- Implement GASB 75, Other Postemployment Benefits (OPEB).
- Revise Grant Management policy and Property Plant and Equipment policy.
- Implement a yearly grant training program.
- Conduct travel training using video.
- Conduct procurement card training using video.

## Expenditure Overview

- Total expenditures increased \$11,807, or 0.7 percent compared to the FY 2017-18 Operating Budget
- Compensation increased \$40,069, or 4.5 percent due to the reclassification of the Accounting Supervisors to Accounting Managers and the three percent merit increase.
- Benefits increased \$11,318, or 2.9 percent due to the changes in compensation.
- Professional Services/Training decreased \$17,492, or 5.8 percent, due to a decrease in audit cost for the Fire Pension Plan since it is only performed every five years.
- Scheduled charges decreased \$22,360, or 17.7 percent due to decreases in the information technology and telecommunication allocations.

# Accounting Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 738,562	675,873	743,125	896,320	936,389	4.5
Benefits	332,270	309,712	348,286	383,971	395,290	2.9
Supplies	12,512	13,272	11,279	13,344	13,255	(0.7)
Maintenance	-	2,228	-	-	-	-
Professional Services/Training	112,266	283,886	270,256	299,415	281,923	(5.8)
Other Charges	(0)	2,637	4,254	-	360	-
Scheduled Charges	94,600	108,077	118,273	126,377	104,018	(17.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,290,211</b>	<b>1,395,685</b>	<b>1,495,474</b>	<b>1,719,427</b>	<b>1,731,234</b>	<b>0.7</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Accounting	15	15	16	16	16	-
<b>TOTAL STAFFING</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Performance Metrics</b>						
Month end closed within 10 business days of month	95%	95%	95%	95%	95%	-
Comprehensive Annual Financial Report (CAFR) by 2nd Council Meeting in February	2/16	3/17	2/18	2/19	2/19	-
GFOA Certificate Awarded	Yes	Yes	Applied	Will Apply	Will Apply	-
Issue interim reports before 25th of following month	100%	100%	100%	100%	100%	-
Complete bank recons within 30 days of month end	100%	100%	100%	100%	100%	-

FULL-TIME POSITIONS	
Account Clerk	1
Accounting Manager	2
Bookkeeper	2
Chief Financial Officer	1
Credit Compliance Specialist	1
Director of Accounting	1
Payroll Technician	2
Senior Accountant	4
Senior Bookkeeper	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>16</b>

# Financial Planning and Analysis Overview

## Mission and Services

Manage the City's budget and ensure efficient use of City resources, support management by providing a global perspective of City operations through research, analysis, and evaluation, and administer and manage the Tax Abatement Program, Tax Increment Reinvestment Zones, and Public Improvement Districts.

## Goals and Objectives

- Provide timely monthly financial reports to Management and the City Council.
- Prepare a fiscally responsible balanced budget annually to ensure the efficient use of resources across the organization.
- Monitor and amend yearly budgets as necessary.
- Manage and monitor municipal utility financial models in order to provide the lowest cost service to citizens.
- Provide assistance to Public Improvement District Boards and residents through financial planning and management of maintenance agreements.
- Provide long-term planning and financial modeling for Tax Increment Reinvestment Zone Boards to ensure the most efficient uses of funds.
- Provide long-term financial plans and analytics to Management and the City Council.
- Provide assistance to all City departments related to budget and other financial issues.

## Accomplishments for FY 2017-18

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2017-18 Budget document.
- Worked with the City Manager, Assistant City Managers, and Department Directors on the structural changes to the budget format, content, narratives, and performance measures for the FY 2017-18 budget. These changes included relocation of Solid Waste to General Fund and the combination of Water and Wastewater into one enterprise fund.
- Completed the annual budget and capital program and presented to the City Council for adoption, meeting all statutory deadlines and requirements.
- Updated and revised all financial models to provide accurate revenue and expense projections in order to adopt appropriate rates on all municipal utilities.
- Provided financial forecasting to management and the City Council to assist in decision-making.
- Prepared a monthly Management report for the City Council and Management.
- Updated and maintained economic and demographic information for internal use and for the City's website.
- Submitted the annual report on the Tax Increment Financing Districts to the Comptroller of Public Accounts and other taxing jurisdictions by the statutory deadline.

- Provided financial modeling to assist Tax Increment Reinvestment Zone Boards in preparing the budget and capital plan.
- Coordinated with Public Improvement District Boards and managed maintenance of all public improvements.

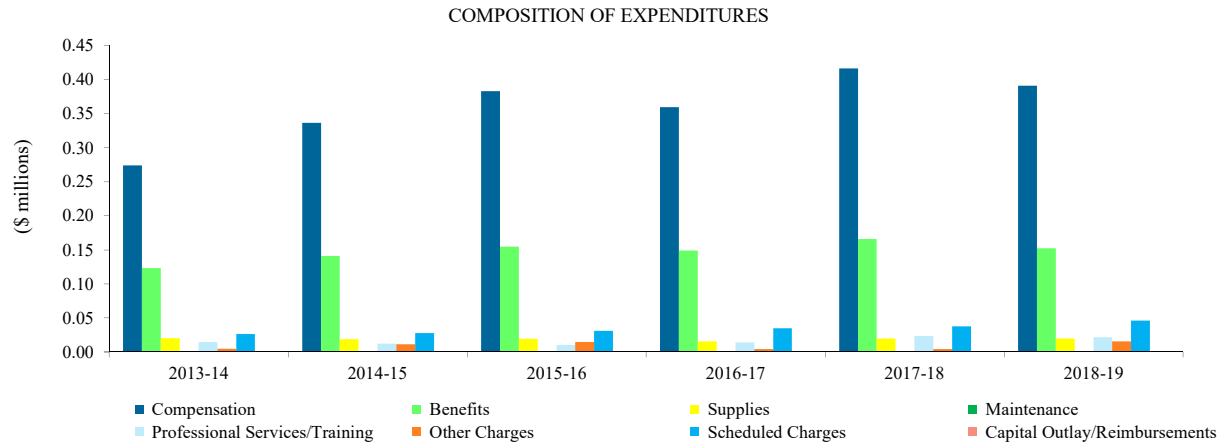
## Objectives for FY 2018-19

- Complete the reorganization of the City budget based on the reorganization of City operations.
- Obtain the GFOA Distinguished Budget Presentation Award for the FY 2018-19 Budget document.
- Provide timely monthly financial reports to Management and the City Council.
- Create a budget-in-brief as a summary of the annual budget to provide to citizens and Management.
- Monitor the budget to provide timely information to the City Manager and Management on any necessary changes required due to changes in revenue or expenses.
- Provide administrative and financial management support to the Public Improvement District and Tax Increment Reinvestment Zone Boards.
- Continue the plan of steps necessary to move toward a fully self-funded fleet. The goal is to move to a fully-funded fleet within five years.
- Complete the fee review and recommendation evaluation for all departments.

## Expenditure Overview

- Total expenditures decreased \$20,436, or 3.1 percent compared to the FY 2017-18 Operating Budget.
- Compensation decreased \$25,314, or 6.1 percent, due to the reorganization of the department which included combining one Senior Financial Analyst position and the Debt and Investment Analyst into a Capital Program and Finance Manager position that is partially funded from Investment Pool, offset slightly by the reclassification of one Senior Financial Analyst position to Assistant Director of Financial Planning and Analysis.
- Benefits decreased \$13,609, or 8.2 percent, due to the reorganization of the department.
- Professional Services/Training decreased \$1,536, or 6.6 percent, due to a slight decrease in training and travel and professional dues.
- Other Charges increased \$11,000 due to an increase in the budget for special projects for the department to research the acquisition of budget software and perform due diligence on the different software available by reaching out to cities that use the potential software.
- Scheduled charges increased \$8,612, or 23 percent, due to an increase in the information technology allocation.

# Financial Planning & Analysis Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 336,489	382,655	359,282	416,280	390,966	(6.1)
Benefits	140,947	154,585	149,046	165,764	152,156	(8.2)
Supplies	18,791	19,084	15,217	19,419	19,830	2.1
Maintenance	-	-	-	-	-	-
Professional Services/Training	12,036	10,046	13,864	23,240	21,704	(6.6)
Other Charges	11,273	14,638	4,270	4,200	15,200	261.9
Scheduled Charges	27,847	30,711	34,877	37,454	46,066	23.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 547,383</b>	<b>611,720</b>	<b>576,556</b>	<b>666,358</b>	<b>645,921</b>	<b>(3.1)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Financial Planning & Analysis	7	7	7	7	7	-
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Budget Amendments submitted to City Council for Approval	-	-	40	30	20	(33.3)
Fee Review Project - Departments that fees have been reviewed	-	-	-	6	6	-
Capital projects closed annually	-	-	-	40	40	-
Capital projects reconciled	-	-	-	-	20	-
No. of Capital Projects financially managed	-	-	-	213	200	(6.1)
PID Maintenance Contracts managed	-	-	-	4	5	25.0
PID Financial Reports prepared	-	-	-	12	12	-
TIF Financial Reports prepared	-	-	-	10	12	20.0
TIF Development Agreements	-	-	-	2	2	-
<b>Performance Metrics</b>						
GFOA Distinguished Budget Award	Yes	Yes	Yes	Applied	Will Apply	-
Complete monthly reports by end of the next month	-	80%	50%	90%	90%	-
Complete annual budget by deadline	-	100%	100%	100%	100%	-
Close capital projects within 30 days of receiving signed closure memo from department	-	75%	80%	90%	100%	11.1
Budget amendments entered into E1 within a week of receiving executed ordinance from City Secretary's Office	-	75%	75%	90%	100%	11.1

# Financial Planning & Analysis Overview

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## FULL-TIME POSITIONS

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Director of Financial Planning & Analysis	1
Asst. Director of FP&A	1
Capital Program Finance Manager	1
Financial Analyst	1
Senior Financial Analyst	2
Special District & Budget Coordinator	<u>1</u>
TOTAL FULL-TIME POSITIONS	<u>7</u>

# Purchasing Overview

## Mission and Purpose

The Purchasing Department exercises fiscal stewardship through the effective and efficient procurement of goods and services in a fair, transparent, and timely manner. The Purchasing Department provides the following services:

- Issue all required Invitations to Bid, Request for Proposals, Request for Qualifications, and pre-bid services to procure necessary goods and services.
- Serve as single point of contact for vendors, suppliers, and bidders seeking to conduct business with the City.
- Procedures to ensure compliance with local, state, and federal laws and regulations, sound internal controls, and professional procurement principals.
- Research and Guidance to ensure that goods and services provide the best value to the City and the residents of Lubbock.

## Goals and Objectives

- Solicit competitive bids and proposals for construction projects and all goods and services.
- Review and determine contract modification impacts.
- Promote participation in the competitive bid process from Disadvantaged Business Enterprises, Minority- and Women-owned Business Enterprises, and local businesses.
- Train and mentor City personnel in procurement policies and procedures.
- Maintain internal controls through the contract management program.
- Coordinate procurement activities with City departments, vendors, and outside agencies.

## Accomplishments for FY 2017-18

- Nominated natural gas units pursuant to the City's agreement with West Texas Gas in the amount of \$162,781 and transportation fees to Atmos in the amount of \$2,900 to transport natural gas to municipal facilities.
- Participated and provided support to departments submitting 90 agenda items and backup attachments for City Council meetings.
- Oversaw the disposition and sale or lease of City surplus materials, used equipment, supplies, and property totaling approximately \$492,727 in conformance with the City Charter and disposal of government surplus rules and regulations.
- Participated in Texas Association of School Boards Local Government Purchasing Cooperative Rebate program, total refunds are approximately \$49,943. Conducted quarterly trainings session for departments regarding the Rebate programs.

- Purchasing conducted 368 solicitations in which 10,653 vendors participated.
- Implemented the automated Request for Good and Services and contract Cover Sheet to streamline the approval process for departments.
- Conducted a City of Lubbock Wage Rate Survey 2018.
- Upload all contracts to Laserfishe for departments to quickly reference their contracts and other supporting documents.
- Continued to monitor contracts expiring in 90 days and contract compliance with insurance requirements.

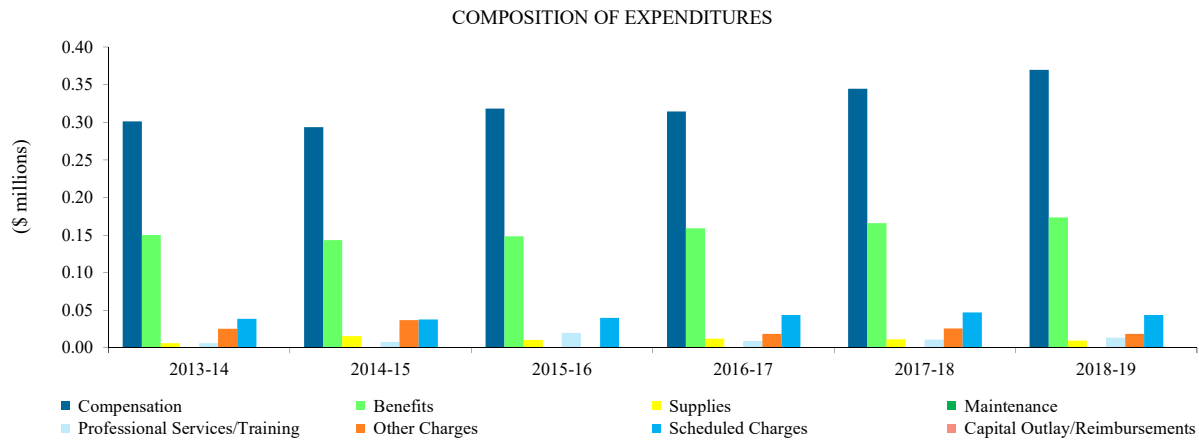
## Objectives for FY 2018-19

- Continue evaluating processes for efficiency improvements.
- Implement new vendor and contractor insurance requirements to streamline process and remove barriers to participation.
- Increase opportunities for Minority and Small Business Enterprise to participate in the bidding process for construction projects, goods, and services.
- Increase opportunities for use of Interlocal Agreements to reduce administrative costs, reduce cost of goods and services, and increase efficiency.
- Implement a process to purchase goods and services through an automated internal process.

## Expenditures Overview

- Total expenditures increased \$22,658, or 3.8 percent compared to the FY 2017-18 Operating Budget
- Compensation increased \$24,909, or 7.2 percent due to the reclassification of a Senior Buyer position to Assistant Director of Purchasing and the three percent merit increase.
- Benefits increased \$7,478, or 4.5 percent due to the change in compensation and the increase in workers compensation cost.
- Supplies decreased \$1,511, or 13.8 percent, due to a decrease in office supplies.
- Professional Services/Training increased \$2,512, or 24 percent, due to an increase in training and travel for Purchasing staff.
- Other charges decreased \$7,400, or 28.8 percent, due to a decrease in the cost for Bidsync.
- Scheduled charges decreased \$3,330, or 7.1 percent due to a decrease in the telecommunication allocation.

# Purchasing Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 293,009	317,969	313,938	344,283	369,192	7.2
Benefits	142,945	148,260	158,699	165,628	173,105	4.5
Supplies	15,355	10,162	11,806	10,911	9,400	(13.8)
Maintenance	-	-	-	-	-	-
Professional Services/Training	7,626	19,417	8,954	10,475	12,988	24.0
Other Charges	36,481	285	18,322	25,650	18,250	(28.8)
Scheduled Charges	37,290	39,596	43,561	46,897	43,567	(7.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 532,707</b>	<b>535,687</b>	<b>555,281</b>	<b>603,844</b>	<b>626,502</b>	<b>3.8</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Purchasing	8	8	8	8	8	-
<b>TOTAL STAFFING</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Purchase Orders Processed	15,802	14,906	14,908	14,952	14,500	(3.0)
Bids Submitted for City Council Approval	123	123	370	400	350	(12.5)
Purchase Orders Issued by Purchasing Department (Millions)	\$ 22.4	30.8	20.1	25.1	25.1	-
Purchase Orders Issued by Using Departments (Millions)	\$ 1.7	1.6	1.2	2.0	2.0	-
Public Works Contracts Awarded (Millions)	\$ 125	125	92	125	125	-
\$ to Lubbock Vendors (Millions)	\$ 9.8	12.5	10.6	13.0	13.0	-
\$ to DBE Firms (Millions)	\$ 3.4	4.1	1.6	2.0	1.5	(25.0)
<b>Performance Metrics</b>						
Process direct payment request 1-2 days of receipt (Goal 95%)	-	-	-	98%	95%	(3.1)
Percent of employees with professional certifications (Goal 50%)	-	-	-	33%	50%	51.5
Average no. bids received per solicitation (Goal of 3)	-	-	-	3.2	3.0	(6.3)
Competitive sealed bids \$50,000 or > have target-date of 30 to 45 workdays (Goal 95%)	-	-	-	100%	95%	(5.0)
Request for proposals or qualifications \$50,000 or > have a target-date of 30 to 45 workdays (Goal 95%)	-	-	-	100%	95%	(5.0)
Supporting documents uploaded to AgendaQuick within 24 hours of agenda comments posted by department (Goal 95%)	-	-	-	100%	95%	(5.0)

# Purchasing Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Contracts \$50,000 or > turnaround 5 days from contract compliance review (Goal 95%)	-	-	-	100%	95%	(5.0)
<hr/>						
<b>FULL-TIME POSITIONS</b>						
Administrative Asst		1				
Assistant Buyer		1				
Buyer		3				
Dir Purchasing & Contract Mgmt		1				
Asst. Dir Purchasing & Contract Mgmt		1				
Senior Buyer		1				
TOTAL FULL-TIME POSITIONS		<u>8</u>				



# Human Resources Overview

## Mission and Purpose

The Human Resources Department works in partnership with managers and their teams, individual employees, and other groups to provide programs and services that create a work environment of employee empowerment and involvement throughout the organization and community. Our organizational values of customer service, continuous improvement, teamwork, and achieving results are woven into every aspect of human resource management. The Human Resources Department meets its mission statement by:

- Providing qualified, well-trained, and motivated human resource professionals.
- Promoting and recruiting highly qualified people, while recognizing and encouraging the value of diversity in the workplace.
- Providing a competitive salary and benefits package to City employees and developing the full potential of our workforce.
- Providing a work atmosphere that is safe, healthy, and conscious of long-term family and community goals.
- Establishing, administering, and effectively communicating sound policies, rules, and practices that treat employees with dignity and equality while maintaining compliance with employment and labor laws, city directives, and labor agreements.
- Providing advice and practices that are compliant with the Civil Service Code for sworn Police Officers and Firefighters.
- Providing the administration of unemployment benefits.
- Providing timely and professional investigation of complaints of harassment and disparate treatment in the workplace.
- Providing timely and professional administration of Family Medical Leave Act (FMLA), Americans with Disability Act as Amended, and Sick Leave Sharing.
- Providing employee relations assistance.
- Providing a fair and unbiased grievance process.

## Goals and Objectives

- Pursue applicant pools that reflect community demographics.
- Maintain compensation practices that are competitive with the market and related industry.
- Reduce employment liability through organizational training opportunities.
- Leverage diversity to improve organizational performance.

## Accomplishments for FY 2017-18

- Composed a new Employee Policy Manual.
- Implemented and trained 2,400 employees on the new Employee Policy Manual.
- Audited personnel files for accuracy.
- Audited employee master electronic files and corrected data entry errors.
- Identified a secure location for storage of permanent documents in accordance with Secretary of State Guidelines.

## Objectives for FY 2018-19

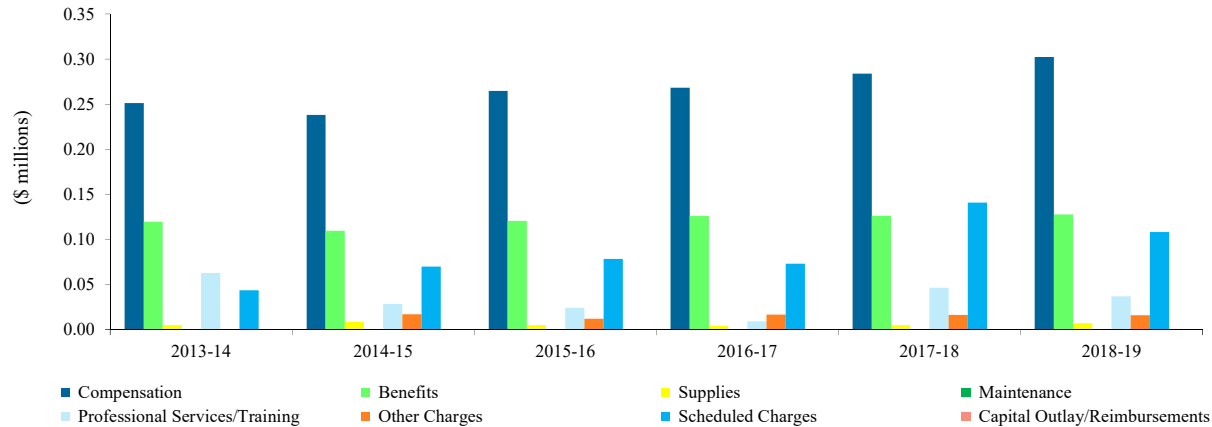
- Convert employee personnel master files to Laserfiche.
- Identify and select a new Human Capital Management software system.
- Implement a new and improved method for employee timekeeping to maintain accurate attendance records.

## Expenditures Overview

- Total expenditures decreased \$20,656, or 3.3 percent when compared to the FY 2017-18 Operating Budget.
- Compensation increased \$18,566, or 6.5 percent due to increase in temporary employee salary associated with converting personnel master files to Laserfiche and three percent merit raise.
- Supplies increased \$1,835, or 36.6 percent due to an increase in educational supplies.
- Professional Services decreased \$9,605, or 20.8 percent due to lower executive recruitments anticipated in FY 2018-19 than in the prior year.
- Scheduled Charges decreased \$32,869, or 23.3 percent due to lower allocations for information technology, liability insurance, and telecommunications.

# Human Resources Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 237,860	264,667	268,113	283,729	302,295	6.5
Benefits	109,597	120,498	125,807	126,057	127,724	1.3
Supplies	8,518	4,975	4,169	5,014	6,849	36.6
Maintenance	-	-	-	-	-	-
Professional Services/Training	28,398	24,171	9,174	46,220	36,615	(20.8)
Other Charges	16,820	12,035	16,423	16,236	15,986	(1.5)
Scheduled Charges	69,772	78,233	73,002	140,831	107,962	(23.3)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 470,964</b>	<b>504,579</b>	<b>496,688</b>	<b>618,086</b>	<b>597,430</b>	<b>(3.3)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Human Resources	6	6	6	6	6	-
<b>TOTAL STAFFING</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Number of Positions opened	378	390	421	442	463	4.8
Number of Requisitions received	-	-	-	-	460	-
Number of Requisitions opened	-	-	-	-	360	-
Number of applications received	15,992	19,751	15,960	15,996	16,032	0.2
Number of new employees hired	432	385	386	379	383	1.1
<b>Minority Applications received:</b>						
Non-Civil Service	52%	53%	54%	54%	55%	1.9
Civil Service	53%	56%	52%	57%	59%	3.5
Classification Recommendations	108	85	76	68	59	(13.2)
Job Description prepared/revised	456	29	20	14	12	(14.3)
Number of Employee Grievances resolved in Step I, II, or III	46	40	35	26	18	(30.8)
<b>Performance Metrics</b>						
Average number of work days to classify filled positions (7 days)	8	7	7	7	6	(14.3)
Average number of work days to classify vacant positions (5 days)	6	6	5	3	3	-
Market Surveys for position comparison	-	-	-	12	12	-
Turnover Rate	-	-	-	1.1%	1.0%	(8.3)
Retention Rate	-	-	-	98.9%	99.0%	0.1
Average number of days to Post a Job - from Department Requisition	-	-	-	5.5	5.5	-
Average number of days to Post a Job - from Vacancy	-	-	-	70	60	(14.3)

# Human Resources Overview

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## FULL-TIME POSITIONS

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Assistant Director of Human Resources	1
Director of Human Resources	1
Employee Relations Coordinator	1
Human Resources Coordinator	1
Management Assistant	1
Payroll Technician	1
TOTAL FULL-TIME POSITIONS	<hr/> <u>6</u>

# Internal Audit Overview

## Mission and Purpose

Provide independent and objective assurance and consulting services that improve City operations. The Internal Audit Department assists City's management by assessing the effectiveness of risk management, internal controls, operational efficiencies, and governance processes. Internal Audit conducts reviews and investigations to determine the following:

- Risks are appropriately identified and managed.
- Financial, managerial, and operating information is accurate, reliable, and timely.
- Employees' actions comply with policies, standards, procedures, and applicable laws and regulations.
- Assets are adequately managed and protected.
- Programs, plans, and objectives are identified and achieved.
- Quality and continuous improvement is fostered in the City's control and operating processes.
- Ethics and values within the City are appropriately promoted.
- Legislative and regulatory issues are recognized and addressed.
- Contracts are effectively managed and contract terms are complied with.
- Effective information technology controls are maintained.
- Investigations and consulting engagements are conducted as requested.

## Goals and Objectives

- Provide high quality assurance and consulting services to operating departments, senior management, and the Audit and Investment Committee.
- Monitor compliance with City policies and procedures, Code of Ordinances, applicable laws and regulations, and contracts.
- Monitor the timeliness, reliability, and integrity of financial information.
- Support the City's management team in achieving short and long-term objectives.
- Conduct procedures to ensure that City assets are identified, recorded, insured, and properly managed.
- Assist management in strengthening controls and improve operating processes.

## Accomplishments for FY 2017-18

- Prepared and submitted a Risk-based Annual Audit Plan, including a time budget, for review and approval by City Manager and the Audit and Investment Committee.
- Reviewed the Internal Audit Charter and Policy which was approved by the City Manager and the Audit and Investment Committee.
- Completed projects included in the Annual Audit Plan.
- Conducted special assignments as requested by City Departments.
- Initiated a management process for follow-up audits.
- Assisted City departments in strengthening controls and improving operational processes.

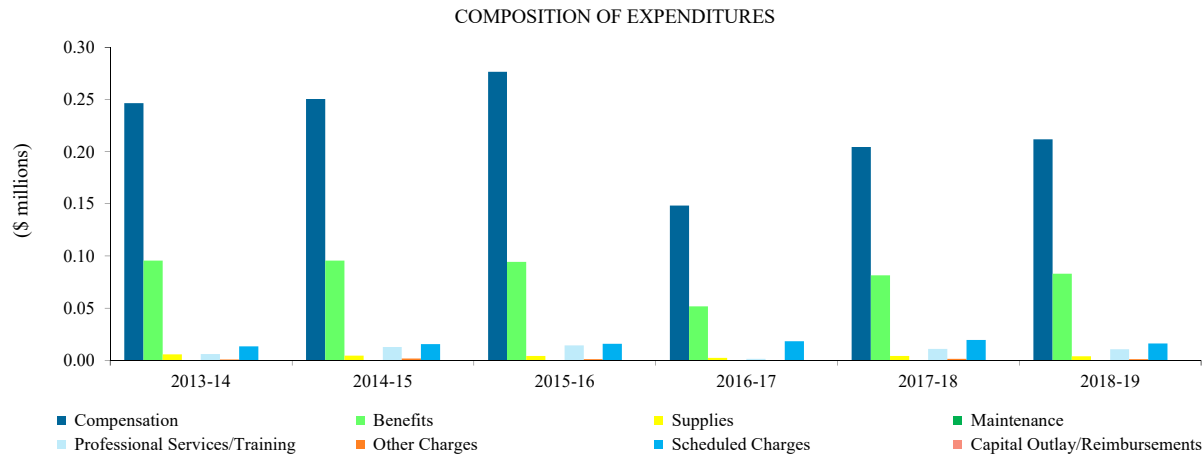
## Objectives for FY 2018-19

- Prepare and submit a Risk-based Annual Audit Plan, inclusive of budget, for review and approval by the City Manager and the Audit and Investment Committee.
- Update the Internal Audit Charter and Policy.
- Complete projects as listed in the Annual Audit Plan.
- Protect the City from unnecessary liability while maintaining efficient delivery of services.
- Complete special assignments as requested by City departments.
- Improve automation within department.
- Continue auditors' professional education and enrichment.

## Expenditure Overview

- Total expenditures increased \$4,442, or 1.4 percent, when compared to the FY 2017-18 Operating Budget.
- Compensation increased \$7,160, or 3.5 percent, due to a three percent merit increase, offset slightly by lower terminal vacation pay costs.
- Benefits increased \$1,586, or 2.0 percent, due to a three percent merit increase, offset slightly by lower worker compensation insurance costs.
- Supplies decreased \$489, or 12.2 percent.
- Professional Services/Training decreased \$200, or 1.9 percent.
- Other charges decreased \$400, or 33.3 percent.
- Scheduled Charges decreased \$3,215, or 16.7 percent, due to decreases in telecommunications, liability insurance, and postage allocations.

# Internal Audit Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 250,429	276,546	148,115	204,535	211,696	3.5
Benefits	95,580	94,336	51,535	81,319	82,905	2.0
Supplies	4,287	3,942	2,172	4,019	3,530	(12.2)
Maintenance	-	-	-	-	-	-
Professional Services/Training	12,482	14,131	1,270	10,700	10,500	(1.9)
Other Charges	1,467	931	-	1,200	800	(33.3)
Scheduled Charges	15,274	15,639	18,196	19,275	16,060	(16.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 379,519</b>	<b>405,525</b>	<b>221,288</b>	<b>321,049</b>	<b>325,491</b>	<b>1.4</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Internal Audit	3	3	3	3	3	-
<b>TOTAL STAFFING</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Number of Audit Reports	12	12	11	11	12	9.1
<b>Performance Metrics</b>						
Annual Audit Plan Completed	86%	92%	85%	92%	100%	9.1
Audits completed within budgeted time	100%	85%	90%	90%	100%	11.1
Implementation of Audit Recommendations	89%	90%	90%	90%	90%	-

FULL-TIME POSITIONS	
Director of Internal Audit	1
Senior Auditor	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3</b>

# Non-Departmental Overview

## Mission and Purpose

This cost center tracks expenditures associated with activities that impact areas throughout the City.

Expenditures in Non-Departmental are those that are not directly related to any one cost center. The expenditures included are:

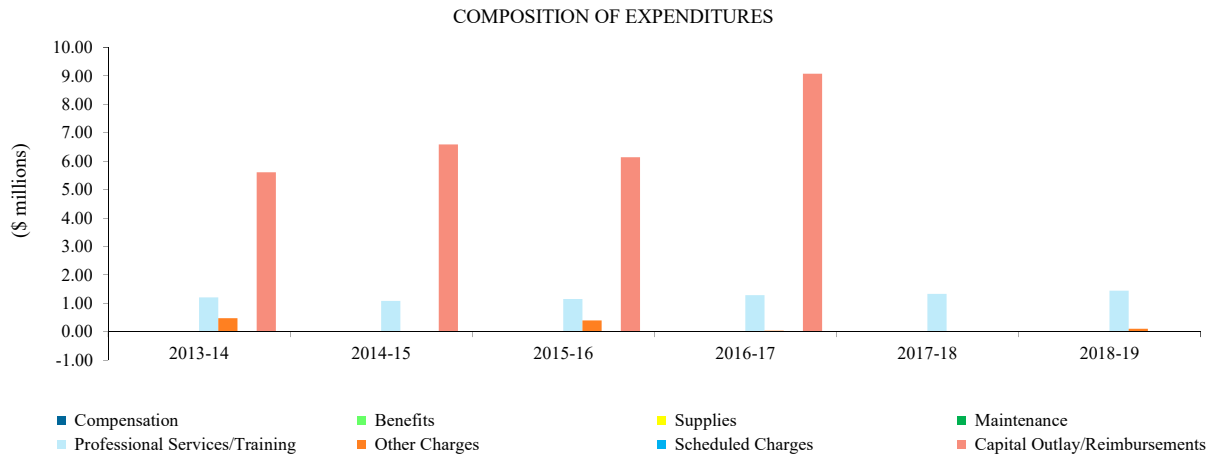
- Lubbock Central Appraisal District property tax collection fees \$1.1 million: This funds the City of Lubbock portion of the Lubbock Central Appraisal District's annual operating budget.
- Professional Dues \$144.8 thousand: Ports to Plains membership dues are \$129.5 thousand. This funds the City of Lubbock Ports to Plains membership dues. Texas Municipal League (TML) dues are \$14,921.
- Patient Centered Outcomes Research Institute Fee \$15,240: The Patient Centered Outcomes Research Institute Fee (PCORI) is an annual fee that must be paid by all health plans. The fee began in 2012 and will be phased out in 2019. This fee for calendar year 2018 was \$2.39 per enrollee. The fee is estimated at \$2.45 per enrollee in 2019. PCORI is required in the Health Care Reform law and will be paid out of the General Fund because it cannot be paid out of plan assets.

- Miscellaneous Fees – Worker's Compensation and Liability Insurance \$1,351: This is the workers compensation and liability insurance cost for a Ports to Plains employee who remains on the City of Lubbock payroll, but will be reimbursed by Port to Plains.
- City Contract with Lobbyist \$150.0 thousand: This funds the City of Lubbock contract with a lobbyist to assist in legislative matters.

## Expenditure Overview

- Total expenditures increased \$185.9 thousand, or 13.7 percent, when compared to the FY 2017-18 Operating Budget.
- Benefits increased \$147, or 41.7 percent, due to an increase in workers compensation charges.
- Professional Services/Training increased \$105.5 thousand, or 7.9 percent due to increase to lobbying, Lubbock Central Appraisal District contract amounts, and PCORI fees.
- Other Charges increased \$80,509 due to an increase in special projects.
- Scheduled Charges decreased \$267, or 23.9 percent, as a result of a decrease in liability insurance allocation.

# Non-Departmental Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ -	-	(84)	-	-	-
Benefits	339	783	584	352	499	41.7
Supplies	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	1,078,003	1,148,436	1,288,010	1,332,272	1,437,749	7.9
Other Charges	3,774	398,951	30,089	19,491	100,000	413.1
Scheduled Charges	845	3,339	3,022	1,118	851	(23.9)
Capital Outlay/Reimbursements	6,585,244	6,136,787	9,077,598	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 7,668,205</b>	<b>7,688,297</b>	<b>10,399,218</b>	<b>1,353,233</b>	<b>1,539,100</b>	<b>13.7</b>

# Communication and Marketing and Call Center Overview

## Mission and Services

Provide current and accurate information about City of Lubbock projects, programs, services, and events both internally and externally using multiple communication channels.

## Overview

Communications & Marketing / 311 provide the following services:

- Write and edit news releases for external distribution.
- Respond for Emergency Management activations and serve as media contact in non-crisis and crisis situations.
- Provide content management on the City website.
- Post information to and monitor the City's main social media accounts.
- Assist departments in the creation and management of social media accounts.
- Coordinate and send event and advisory notifications through the LBK Alert Emergency Notification System.
- Provide media services, training, campaign strategy, and campaign creation for City departments.
- Create print and digital graphics for City departments.
- Provide audio/visual support for City departments.
- Operate City Government Access Channel providing 24 hour a day coverage plus online streaming and video on demand of City of Lubbock issues and events.
- Provide access to channel bulletin board for City departments to promote activities / programs.
- Record and broadcast City Council meetings, public meetings, and City news conferences.
- Produce videos to spotlight City programs, services, and events.
- Produce training videos for continued education.
- Coordinate and format employee broadcast emails for internal distribution.
- Provide centralized contact center through 311 that answers citizen questions, enters citizen service requests for department response, or connects them to proper departments.
- Provide and manage on-line service request system that allows citizens to submit requests or notify the City of issues 24 hours a day.

## Goals and Objectives

- Provide excellent customer service to everyone both inside and outside the organization.
- Provide timely and relevant information to citizens calling 311 to report an issue / concern or to ask a question.
- Provide 311 on-line services that are easy to use and provide answers to frequently asked questions.
- Effectively portray the City's messages to our citizens.
- Assist other departments, and the City as a whole, in gaining exposure and recognition for their services, programs, and accomplishments.

- Use all forms of communication including website, social media, and government access channel to their fullest potential as a means of communicating needed information to citizens.

## Accomplishments for FY 2017-18

- Added a Digital Content Creator position who is providing subject matter expertise in many projects, including the City's website redesign.
- Assisted in selection of vendor for the website redesign and worked closely with those developers on completion.
- Created a Facebook group for citizen feedback on website redesign while the project is in development.
- Increased Facebook likes by 22%, engagement by 50%, and reach by 60% from February 2017 to February 2018, indicating more people are seeing and interacting with City content.
- Increased Twitter followers by 18%.
- Content and users continue to grow on City's Instagram account.
- Nextdoor continues to be used for neighborhood specific information with engagement growing on this platform.
- Updated news release and weekly calendar distribution to be more streamlined with analytics capability.
- Created a launch campaign for the LBK Alert Emergency Notification System. Registration and use continues to grow, and the severe weather campaign is in development.
- Increased awareness of 311 services due to promotional campaign and expanded call center hours.
- Enhanced the City News Channel feed quality, with upgrade to HD signal to be complete soon.
- Rebranded to City of Lubbock Connect to include all City communication channels under one brand.
- Grew the #KeepLubbock... campaign.
- Social Media Socials groups continues to be a successful educational group. A closed Facebook group is now used to share even more information.
- Increased assistance to City departments with marketing and campaign materials.

## Objectives for FY 2018-19

- Digital Content Creator will focus on continuity, best practices, and innovative ideas with departments to improve customer services and interactions on the new website.
- Growth of audience and participation in all social media platforms as our strategies continue to evolve due to changing algorithms, audience trends, and other factors.
- Continue to grow local story and PSA production for City of Lubbock Connect channels.
- Enhance customer service in 311 by requesting a 311 app to better meet the needs of a more digital citizen base.
- Launch an internal newsletter.

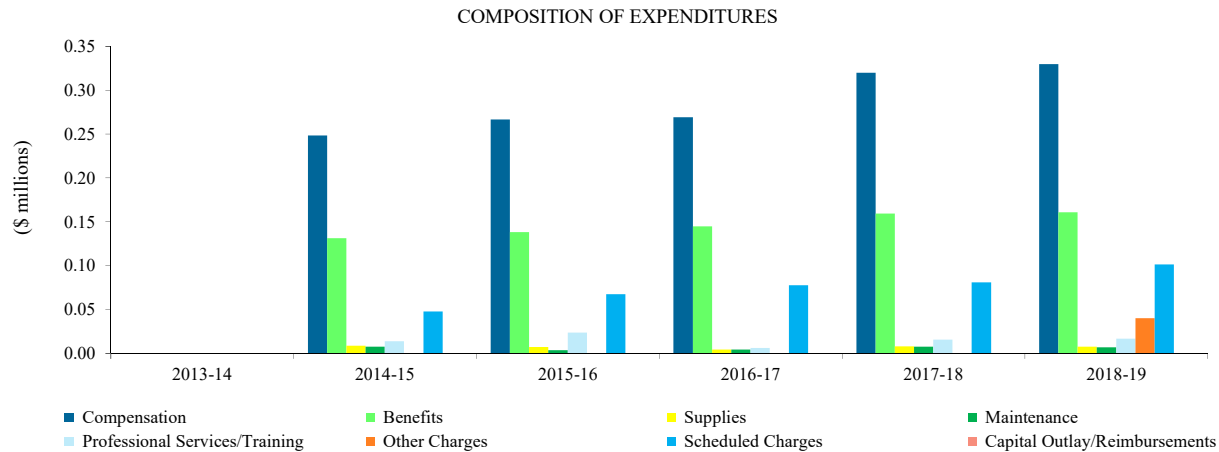


# Communication and Marketing and Call Center Overview

## **Expenditure Overview**

- Total expenditures increased \$71,864, or 12.2 percent, compared to the FY 2017-18 Operating Budget.
- Compensation increased \$9,756, or 3.1 percent, due to an increase in temporary employee salary costs and three percent merit increase.
- Benefits increased \$1,466, or 0.9 percent, due to a three percent merit raise as well as an increase in workers compensation insurance.
- Supplies decreased \$576, or 7.3 percent, due to lower projected cost of office supplies.
- Maintenance decreased \$695, or 9.3 percent, due to a decrease in other equipment maintenance.
- Professional Services/Training increased \$1,220, or 8.0 percent, due to additional training and travel costs.
- Other Charges increased \$40,000 due to purchase of a new mobile and web application to replace current 311 online services.
- Scheduled Charges increased \$20,692, or 25.6 percent, due to higher information technology and telecommunications allocations.

# Comm. & Marketing and Call Center Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 248,132	266,553	269,057	319,879	329,636	3.1
Benefits	131,271	137,931	144,522	159,242	160,708	0.9
Supplies	8,648	7,130	4,206	7,909	7,333	(7.3)
Maintenance	7,450	3,445	4,006	7,490	6,795	(9.3)
Professional Services/Training	13,750	23,338	6,030	15,325	16,545	8.0
Other Charges	179	-	-	-	40,000	-
Scheduled Charges	47,709	67,434	77,379	80,693	101,386	25.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 457,139</b>	<b>505,832</b>	<b>505,200</b>	<b>590,539</b>	<b>662,403</b>	<b>12.2</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Public Information	3	3	3	4	4	-
311 Call Center	4	4	4	4	4	-
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
311 Calls Answered by Call Takers	137,884	122,621	114,765	114,500	115,000	0.4
311 On-Line Citizen Service Requests	2,177	1,928	2,457	2,500	2,700	8.0
News Releases sent out	258	305	378	320	330	3.1
Employee Broadcasts sent out	92	105	60	65	70	7.7
Main City Facebook Likes (Total)	2,824	4,986	5,571	8,000	8,500	6.3
Main City Twitter Followers (Total)	3,891	5,319	5,804	7,200	8,000	11.1
Graphic Design Pieces	12	34	238	200	212	6.0
Video Projects (Stories, PSA)	49	38	107	110	110	-
Meeting Broadcasts	-	42	41	40	40	-
Internal Newsletter sent out	-	-	-	-	6	100.0

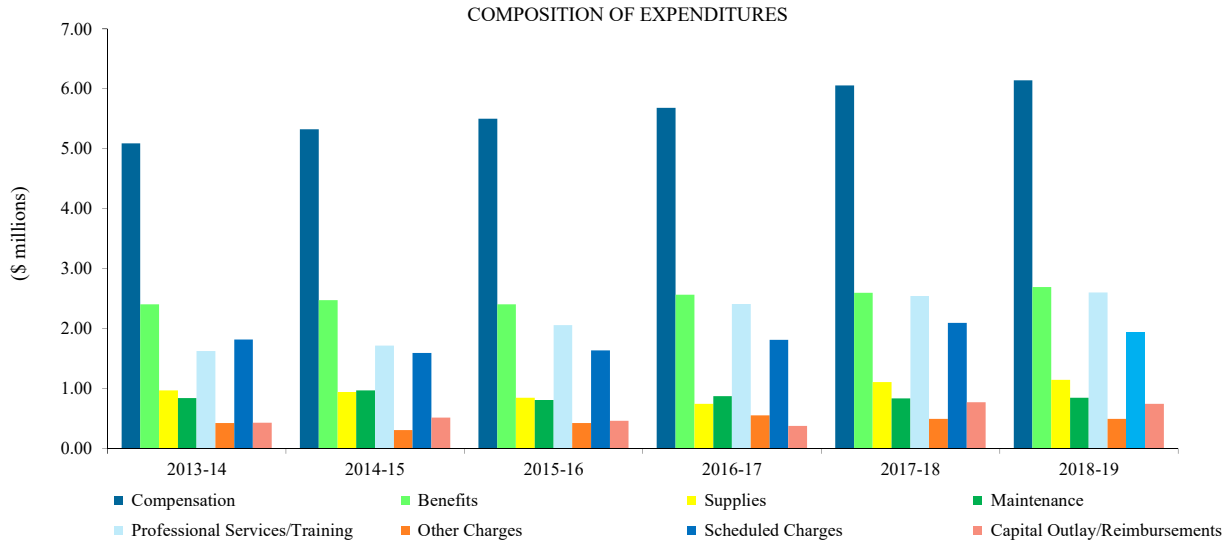
FULL-TIME POSITIONS	
311 Customer Service Supervisor	1
Call Taker I	3
Public Info & Marketing Mgr	1
Public Info Spec Audio/Video	1
Public Information Specialist	1
Digital Content Creator	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>8</b>

## Comm. & Marketing and Call Center Expenditures

<b>Public Information</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 135,376	147,666	148,346	196,694	199,413	1.4
Benefits	60,566	67,058	70,533	89,441	90,111	0.7
Supplies	6,021	4,608	2,927	5,529	5,004	(9.5)
Maintenance	7,450	3,445	4,006	7,490	6,795	(9.3)
Professional Services/Training	13,750	23,226	5,925	15,325	16,545	8.0
Other Charges	179	-	-	-	40,000	-
Scheduled Charges	30,052	30,533	36,235	40,510	63,507	56.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL PUBLIC INFORMATION</b>	<b>\$ 253,393</b>	<b>276,535</b>	<b>267,972</b>	<b>354,991</b>	<b>421,374</b>	<b>18.7</b>

<b>311 Call Center</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 112,756	118,886	120,710	123,185	130,223	5.7
Benefits	70,705	70,874	73,989	69,800	70,597	1.1
Supplies	2,627	2,522	1,279	2,380	2,330	(2.1)
Maintenance	-	-	-	-	-	-
Professional Services/Training	-	112	105	-	-	-
Other Charges	-	-	-	-	-	-
Scheduled Charges	17,658	36,902	41,144	40,183	37,879	(5.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL 311 CALL CENTER</b>	<b>\$ 203,746</b>	<b>229,296</b>	<b>237,228</b>	<b>235,548</b>	<b>241,029</b>	<b>2.3</b>

# General Fund - Cultural and Recreation Services



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 5,322,044	5,499,710	5,677,411	6,053,450	6,137,724	1.4
Benefits	2,472,493	2,400,483	2,559,036	2,595,613	2,692,050	3.7
Supplies	937,167	843,975	742,518	1,103,186	1,141,216	3.4
Maintenance	966,826	805,562	870,787	833,762	841,176	0.9
Professional Services/Training	1,713,489	2,055,659	2,408,771	2,538,629	2,597,927	2.3
Other Charges	305,295	422,253	551,550	492,580	489,423	(0.6)
Scheduled Charges	1,589,262	1,631,904	1,808,679	2,091,768	1,934,703	(7.5)
Capital Outlay/Reimbursements	514,184	460,188	371,505	767,786	741,777	(3.4)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 13,820,760</b>	<b>14,119,735</b>	<b>14,990,257</b>	<b>16,476,774</b>	<b>16,575,996</b>	<b>0.6</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Libraries	\$ 3,443,835	3,536,426	3,747,346	3,863,011	3,832,133	(0.8)
Cultural Arts	1,156,527	1,200,937	1,207,779	1,243,065	1,290,922	3.8
Parks and Recreation	9,220,397	9,382,372	10,035,133	11,370,699	11,452,942	0.7
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 13,820,760</b>	<b>14,119,735</b>	<b>14,990,257</b>	<b>16,476,774</b>	<b>16,575,996</b>	<b>0.6</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Libraries	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks and Recreation	80	80	80	79	79	-
<b>TOTAL STAFFING</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>124</b>	<b>124</b>	<b>-</b>



# Libraries Overview

## Mission and Purpose

Serve the community through open access to information, recreation, cultural awareness, and lifelong learning resources. The Libraries provide the following services:

- Library materials—including books, audio books, films, music, genealogy, information resources, e-books, and online databases.
- Public computing access for all ages including Internet access and office products.
- Reference and information resources—serving patrons on-site, by telephone, mail, email and remote access.
- Programs for children, teens, and adults.
- Meeting rooms for community groups.

## Goals and Objectives

- Conduct summer reading programs for children, teens, and adults.
- Conduct specialized programs for teens.
- Conduct programs for adults, including computer classes, informative programs, reading programs, and recreational activities.
- Increase library presence on selected social media sites to encourage library usage.
- Increase the visibility of mobile apps in providing library services.
- Continue to market online research databases to increase effectiveness and usage.

## Accomplishments for FY 2017-18

- The Friends of the Library donated \$153,376 for library projects including programming expenses for children, teens, and adults, Collection HQ subscription, staff education, the leased book collection, and e-books.
- The CH Foundation awarded a grant for \$20,000 for the purchase of e-books and downloadable audio books available via the Overdrive platform.
- As a member of the TexShare consortium, the library pays \$5,186 for \$426.8 thousand worth of database access for Lubbock. The databases are supported by Library Services and Technology Act (LSTA) funds from Institute of Museum and Library Services, along with state funds.
- The library will begin to formulate new performance measures for FY 2018-19 by becoming involved in “Project Outcome,” a service offered by the Public Library Association. It provides an innovative platform for measuring patron outcomes through field tested surveys.
- The Groves Branch restrooms underwent renovation this year.
- “1,000 Books before Kindergarten” is encouraging early literacy. It is funded by the Friends of the Library. In the program’s six months, we have approximately 100 participants and two children who have completed the program.

- The new adult summer reading program had 667 participants last summer and the program is expanding this year to reach more interested adults. This program is funded by the Friends of the Library.
- Books on Wheels, a partnership with Meals on Wheels, delivers books and/or audiobooks to the homebound in the community. We currently have nine participants in the program. The project is funded by Friends of the Library.
- The library qualified as a “Net Lender” with the statewide Interlibrary Loan program, as the Lubbock library loaned more materials to other Texas libraries than what Lubbock patrons borrowed. As a result, the City will receive reimbursement for providing this service.
- Downloadable audio books saw an increase in usage of 3 percent, and e-books also experienced an increase in checkouts.
- The library is participating in the “Get Involved Volunteer Match” project. The Texas State Library is offering free subscriptions to selected libraries to assist in training for volunteer management and recruitment.
- The Library implemented Enterprise and eRC, which provide a substantial upgrade to our online catalog. This was funded by the Friends of the Library.
- The library partnered with Lubbock Independent School District and Lubbock Cooper schools to offer Tumblebooks to all of the grade schools in the school districts.
- The Patterson Branch Library got city-wide recognition for the traveling King Tut display.
- All library locations now offer high speed internet.
- “ProCitizen” is a new database provided by TexShare to help people study towards U.S. Citizenship.

## Objectives for FY 2018-19

- Implement an online payment system for fines and fees.
- Continue to explore grant opportunities to provide enhancements to library services.
- Evaluate current and prospective electronic resources on a systematic and ongoing basis.
- Increase early literacy programming through “1,000 Books before Kindergarten” project and other preschool programs.
- Expand the library’s collection of both digital and physical audiovisual materials.

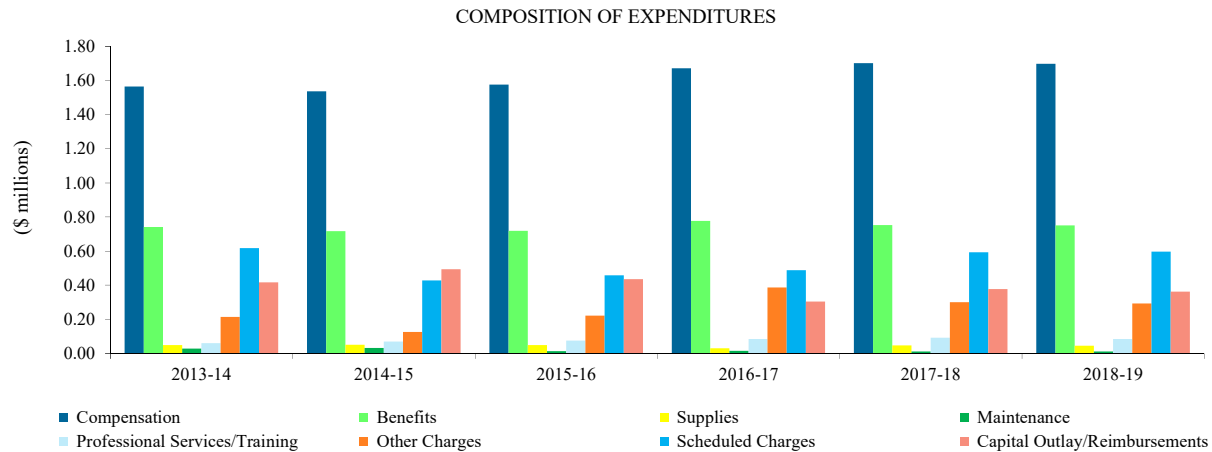
## Expenditure Overview

- Total expenditures decreased \$30,878, or 0.8 percent, compared to FY 2017-18 Operating Budget.
- Compensation decreased \$3,252, or 0.2 percent, due to staff turnover offset slightly by a three percent merit increase and increase to part-time.

## Libraries Overview

- Benefits decreased \$1,669, or 0.2 percent, due to lower retirement and social security contributions, offset slightly by higher workers compensation insurance.
- Professional Services/Training decreased \$7,994, or 8.8 percent, due to decreases in professional services for security and unique management services and internal training costs.
- Other Charges decreased \$5,699, or 1.9 percent, due to a one-time purchase of computer equipment in FY 2017-18.
- Scheduled Charges increased \$3,690, or 0.6 percent, due to higher information technology and property insurance allocations, offset by decreases in electric, gas, and telecommunications.
- Capital Outlay decreased \$16,009, or 4.3 percent, due to a one-time expense in FY 2017-18 for computer equipment and a decrease in the vehicle debt payment.

# Libraries Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,536,319	1,575,657	1,670,943	1,700,382	1,697,129	(0.2)
Benefits	714,977	717,666	775,937	750,528	748,860	(0.2)
Supplies	49,261	46,866	28,960	44,840	44,440	(0.9)
Maintenance	31,227	11,370	14,028	9,950	10,405	4.6
Professional Services/Training	67,634	74,220	83,212	90,810	82,816	(8.8)
Other Charges	125,437	220,720	384,660	298,187	292,488	(1.9)
Scheduled Charges	426,020	456,336	486,661	592,153	595,843	0.6
Capital Outlay/Reimbursements	492,959	433,592	302,945	376,160	360,151	(4.3)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 3,443,835</b>	<b>3,536,426</b>	<b>3,747,346</b>	<b>3,863,011</b>	<b>3,832,133</b>	<b>(0.8)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Mahon Library	21	21	21	21	21	-
Godeke Library	5	5	5	5	5	-
Patterson Library	5	5	5	5	5	-
Groves Library	5	5	5	5	5	-
<b>TOTAL STAFFING</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Materials circulated</b>						
Mahon	-	-	-	316,700	320,000	1.0
Godeke	-	-	-	311,300	315,000	1.2
Patterson	-	-	-	52,000	52,700	1.3
Groves	-	-	-	190,600	193,000	1.3
Digital Materials	109,342	123,284	125,245	154,600	165,000	6.7
<b>Materials circulated Total</b>	<b>1,192,477</b>	<b>1,280,215</b>	<b>1,068,870</b>	<b>1,025,200</b>	<b>1,045,700</b>	<b>2.0</b>
<b>Library Attendance</b>						
Mahon	-	-	-	161,900	166,000	2.5
Godeke	-	-	-	117,300	119,000	1.4
Patterson	-	-	-	42,000	44,000	4.8
Groves	-	-	-	90,800	93,000	2.4
<b>Library Attendance Total</b>	<b>513,555</b>	<b>501,346</b>	<b>492,704</b>	<b>412,000</b>	<b>422,000</b>	<b>2.4</b>
<b>Program Attendance</b>						
Mahon	-	-	-	13,300	15,000	12.8
Godeke	-	-	-	7,200	7,300	1.4
Patterson	-	-	-	16,500	16,500	-
Groves	-	-	-	7,700	7,800	1.3
<b>Program Attendance Total</b>	<b>-</b>	<b>-</b>	<b>35,297</b>	<b>44,700</b>	<b>46,600</b>	<b>4.3</b>



# Libraries Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Information User Assistance</b>						
Mahon	-	-	-	84,000	84,000	-
Godeke	-	-	-	132,000	132,000	-
Patterson	-	-	-	27,000	27,000	-
Groves	-	-	-	52,000	52,000	-
<b>Information User Assistance Total</b>	<b>343,625</b>	<b>556,784</b>	<b>355,619</b>	<b>295,000</b>	<b>295,000</b>	<b>-</b>
<b>Computer Lab Usage</b>						
Mahon	-	-	-	20,200	20,500	1.5
Godeke	-	-	-	22,400	22,500	0.4
Patterson	-	-	-	10,400	11,000	5.8
Groves	-	-	-	15,000	16,000	6.7
<b>Computer Lab Usage Total</b>	<b>-</b>	<b>-</b>	<b>41,507</b>	<b>68,000</b>	<b>68,650</b>	<b>1.0</b>
<b>Total Library Services</b>	<b>3,242,134</b>	<b>3,618,560</b>	<b>3,062,867</b>	<b>3,689,800</b>	<b>3,757,250</b>	<b>1.8</b>

## FULL-TIME POSITIONS

Administrative Asst	4
Customer Service Representative	7
Librarian I	7
Librarian II	5
Library Assistant	9
Library Computer Specialist	1
Library Director	1
Materials Handler	1
Sr Library Asst	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>36</b>

# Libraries Expenditures

<b>Mahon Library</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 933,798	943,723	1,019,652	1,008,043	1,010,371	0.2
Benefits	432,635	425,455	462,948	439,646	439,179	(0.1)
Supplies	39,273	37,512	18,229	34,949	34,174	(2.2)
Maintenance	10,948	9,241	10,144	6,950	7,405	6.5
Professional Services/Training	74,655	73,822	81,529	90,010	81,676	(9.3)
Other Charges	3,059	62,078	74,783	126,944	122,225	(3.7)
Scheduled Charges	294,632	319,939	304,431	343,963	318,790	(7.3)
Capital Outlay/Reimbursements	262,016	217,658	87,655	145,829	132,531	(9.1)
<b>TOTAL MAHON LIBRARY</b>	<b>\$ 2,051,015</b>	<b>2,089,428</b>	<b>2,059,371</b>	<b>2,196,335</b>	<b>2,146,351</b>	<b>(2.3)</b>

## Godeke Library

EXPENDITURES BY CATEGORY						
Compensation	\$ 237,312	242,716	246,441	259,257	252,106	(2.8)
Benefits	104,966	103,616	107,946	107,256	105,117	(2.0)
Supplies	3,437	1,882	2,820	3,176	3,330	4.8
Maintenance	16,370	233	1,000	1,000	1,000	-
Professional Services/Training	(7,265)	135	1,547	400	800	100.0
Other Charges	120,992	134,030	225,396	169,743	169,243	(0.3)
Scheduled Charges	42,929	43,324	63,452	69,802	64,068	(8.2)
Capital Outlay/Reimbursements	78,293	69,729	104,832	75,000	75,000	-
<b>TOTAL GODEKE LIBRARY</b>	<b>\$ 597,034</b>	<b>595,664</b>	<b>753,433</b>	<b>685,634</b>	<b>670,664</b>	<b>(2.2)</b>

## Patterson Library

EXPENDITURES BY CATEGORY						
Compensation	\$ 146,876	167,143	178,463	199,656	206,099	3.2
Benefits	73,600	84,104	95,581	98,522	100,987	2.5
Supplies	2,746	3,829	4,571	3,496	3,407	(2.5)
Maintenance	3,723	419	688	1,000	1,000	-
Professional Services/Training	137	22	79	200	140	(30.0)
Other Charges	399	18,516	81,705	400	170	(57.5)
Scheduled Charges	41,918	45,883	48,771	103,059	142,462	38.2
Capital Outlay/Reimbursements	77,780	54,917	26,785	77,836	76,867	(1.2)
<b>TOTAL PATTERSON LIBRARY</b>	<b>\$ 347,179</b>	<b>374,832</b>	<b>436,643</b>	<b>484,170</b>	<b>531,132</b>	<b>9.7</b>

## Groves Library

EXPENDITURES BY CATEGORY						
Compensation	\$ 218,333	222,075	226,388	233,425	228,553	(2.1)
Benefits	103,775	104,490	109,462	105,104	103,577	(1.5)
Supplies	3,805	3,643	3,339	3,219	3,530	-
Maintenance	187	1,478	2,196	1,000	1,000	-
Professional Services/Training	108	242	57	200	200	-
Other Charges	987	6,096	2,775	1,100	850	(22.7)
Scheduled Charges	46,541	47,189	70,007	75,329	70,523	(6.4)
Capital Outlay/Reimbursements	74,871	91,288	83,673	77,495	75,752	(2.2)
<b>TOTAL GROVES LIBRARY</b>	<b>\$ 448,607</b>	<b>476,502</b>	<b>497,899</b>	<b>496,872</b>	<b>483,985</b>	<b>(2.6)</b>

# Cultural Arts Overview

## Mission & Services

The City of Lubbock operates the Buddy Holly Center, Silent Wings Museum, and the Garden and Arts Center facilities for the benefit of our residents and visitors. The Buddy Holly Center is a historical site with dual missions—preserving, collecting and promoting the legacy of Buddy Holly and the music of Lubbock and West Texas. Programs are designed to encourage public interest and cultivate an atmosphere where art and music are celebrated.

The Silent Wings Museum preserves and promotes the history of the World War II military glider program by creating an environment for displaying, collecting, documenting, and interpreting artifacts and information for public education and enjoyment. Programs are designed to encourage public interest and cultivate an atmosphere where community, history, and veterans are celebrated.

The Garden and Arts Center provides a venue and resources to offer exhibition and meeting spaces, as well as a broad range of affordable artistic and educational programs for all age groups. Programs include art education classes, monthly exhibitions, garden classes and shows, and summer camps, and provides meeting space for many cultural groups and non-profit organizations.

The Cultural Arts Departments provide the following services:

- Collect artifacts, photographs, and archival documents from the World War II Glider Pilot Program, Buddy Holly and West Texas Music.
- Provide dynamic and educational exhibitions on the World War II Glider Pilot Program, Aviation history, Buddy Holly, West Texas Music and the Fine Arts.
- Provide both free and affordable educational and outreach programs to the community.
- Offer books, DVDs, clothing, art pieces, and reproduction souvenirs in the gift shops.
- Provide collection loan requests and research / reference services to the public and other institutions.
- Provide meeting and rental space for cultural groups and the general public at Buddy Holly Center, Silent Wings Museum, The Garden & Arts Center, The Buddy & Maria Elena Holly Plaza, and Historic St. Paul's Chapel.
- Offer to the community and visitors safe, dynamic environments with education and entertainment opportunities.

## Goals and Objectives

- Host world-class exhibitions, educational programs, and special events for the West Texas region.
- Become a national, historical, and cultural attraction.
- Promote local museums and cultural attractions to visitors and citizens.

- Maintain, diversify, and enhance the quality of local cultural, recreational, and educational opportunities.
- Continue to have a patriotic social connection to the City's history.
- Capitalize on the region's population growth to obtain new visitors and volunteers.

## Accomplishments for FY 2017-18

- The Silent Wings Museum continued work on the Conservation Assessment Program recommendations, a program of Heritage Preservation and the Institute of Museum and Library Services.
- The Silent Wings Museum continued to work towards meeting the recommendations of the American Association of Museums Collections Assessment and the Conservation Assessment.
- Through generous grants, the Silent Wings Museum hosted two special exhibitions *Work, Fight, Give: American Relief Posters from World War II*, and *Columbia: 15 Years After*.
- The Buddy Holly Center hosted another successful Summer Showcase Concert Series with more than 5,000 visitors.
- The Buddy Holly Center received loans of notable artifacts for the Buddy Holly Collection, including Buddy Holly's New York Apartment dining set.
- Buddy Holly Center staff completed work with Southwest Museums Services to update and replace the panels around the small artifact cases in the permanent Buddy Holly Gallery. This project was made possible by the generous support of The [CH](#) Foundation and Supporters of the Fine Arts.
- The Supporters of the Fine Arts (SOFA), through a generous grant from the Chester and Ruth Green Charitable Endowment, once again provided scholarships to disadvantaged children age nine and up to attend guitar lessons tuition-free at the Buddy Holly Center.
- Municipal museums increased the number of public programs with the assistance of grant funds from support organizations.
- The Garden & Arts Center hosted successful summer camps including the Art Factory Summer Camp and Funshine Summer Camp for Pre-K campers, with over 165 children participating.
- Cultural Arts Departments hosted more than 45 special events including workshops, gallery talks, lectures, demonstrations, and exhibits for the public, free of charge.
- Cultural Arts Departments created a process to gather visitor feedback through surveys and evaluate the collected data.
- Assisted over 15 area non-profit organizations with city-wide community events.

# Cultural Arts Overview

## Objectives for FY 2018-19

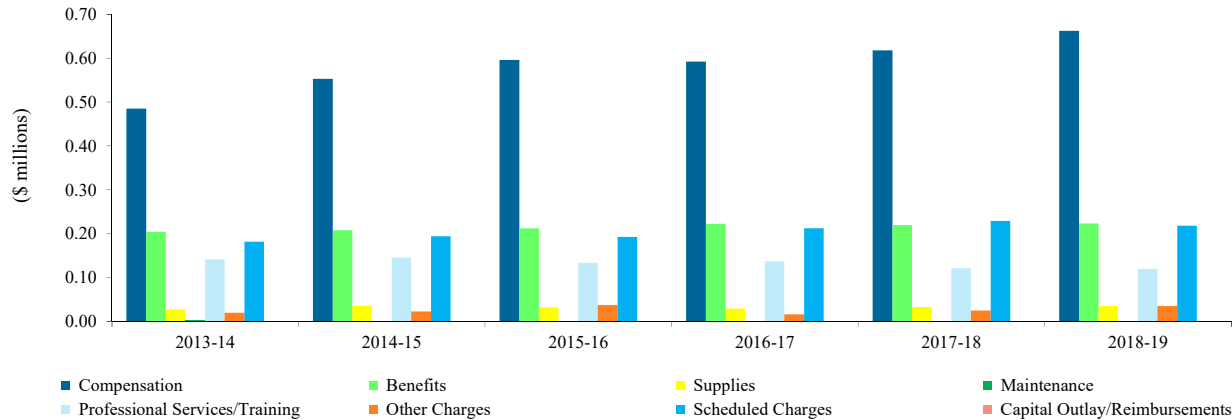
- Increase community engagement by providing quality exhibits and facilities.
- Educate the community concerning Cultural Arts programs and services.
- Continue to provide equal access to all members of the community, both physically and intellectually, to the museums' collections, information, services, and programs.
- Expand educational and volunteer opportunities.
- Continue to offer user-friendly, interactive social media platforms.
- Increase fundraising efforts by pursuing appropriate community partnerships.
- Work toward increasing interactive technology in the exhibitions.
- Advertise rental and availability of the Cultural Art facilities, including the Buddy & Maria Elena Holly Plaza and Historic St. Paul's Chapel.
- Strive to provide services and programs consistent with the Cultural Arts facilities' missions, while meeting the needs and interests of the community.
- Use visitor surveys to evaluate if services and programming are meeting the needs and interests of the community.
- Coordinate City-wide special events.

## Expenditure Overview

- Total expenditures increased \$47,857, or 3.8 percent, compared to the FY 2017-18 Operating Budget.
- Compensation increased \$44,708, or 7.2 percent, due to increases in overtime, part-time, and stability pay, the projected terminal pay for FY 2018-19, and a three percent merit raise.
- Benefits increased \$3,793, or 1.7 percent, due to a three percent merit raise and an increase in workers compensation insurance.
- Supplies increased \$2,233, or 6.9 percent, due to the addition of botanical supplies.
- Professional Services/Training decreased \$1,700, or 1.4 percent, due to a change in landscape services, offset slightly by an increase in contract costs.
- Other Charges increased \$10,000, or 41.0 percent, due to the purchase of new holiday banners.
- Scheduled Charges decreased \$11,176, or 4.9 percent, due to lower information technology, liability insurance, electric, gas, telecommunications, and postage charges, slightly offset by the increase in property insurance.

# Cultural Arts Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 553,159	595,714	591,857	617,686	662,394	7.2
Benefits	207,415	211,638	222,307	219,189	222,982	1.7
Supplies	35,241	31,941	28,942	32,557	34,789	6.9
Maintenance	-	-	-	-	-	-
Professional Services/Training	144,888	132,907	136,889	120,610	118,910	(1.4)
Other Charges	22,500	36,410	15,530	24,400	34,400	41.0
Scheduled Charges	193,324	192,327	212,254	228,623	217,447	(4.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,156,527</b>	<b>1,200,937</b>	<b>1,207,779</b>	<b>1,243,065</b>	<b>1,290,922</b>	<b>3.8</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Buddy Holly Center	5	5	5	5	5	-
Silent Wings Museum	3	3	3	3	3	-
Garden & Arts Center	1	1	1	1	1	-
<b>TOTAL STAFFING</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Service Metrics</b>						
Museum Attendance	49,342	46,824	50,792	51,000	52,000	2.0
Garden & Art Center Attendance	31,519	35,864	37,726	20,858	21,000	0.7
Number of Exhibitions	29	27	24	80	80	-
Cultural Arts Gift Shop Merchandise Sales	\$ 158,184	143,574	150,987	148,500	149,800	0.9
Revenue from Museum Admissions	\$ 81,975	124,653	142,990	136,000	135,000	(0.7)
Revenue from Cultural Arts Classes	\$ -	62,416	67,310	66,000	65,800	(0.3)
<b>Performance Metrics</b>						
Percent of Positive Feedback Overall						
Visitor Experience	-	-	-	96%	96%	-
Percent of Positive Feedback regarding						
Educational Programs	-	-	-	100%	100%	-
Percent of Positive Feedback pertaining to Exhibitions	-	-	-	95%	95%	-

## FULL-TIME POSITIONS

Education and Volunteer Coord	1
Garden & Arts Center Supervisor	1
Gift Shop and Sales Manager	1
Management Assistant	1
Marketing & Events Coordinator	1
Mgn Dir Cultural Fac & Events	1
Municipal Museums Curator	1
Museum Assistant Manager	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>9</b>

# Cultural Arts Expenditures

<b>Buddy Holly Center</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 309,147	320,458	321,474	332,716	343,261	3.2
Benefits	105,286	101,875	108,897	107,826	110,054	2.1
Supplies	16,507	12,451	10,241	13,169	15,580	18.3
Maintenance	-	-	-	-	-	-
Professional Services/Training	72,507	61,176	64,145	65,100	60,400	(7.2)
Other Charges	9,188	9,282	222	8,500	18,500	117.6
Scheduled Charges	88,902	88,802	97,113	104,856	102,448	(2.3)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL BUDDY HOLLY CENTER</b>	<b>\$ 601,536</b>	<b>594,044</b>	<b>602,090</b>	<b>632,167</b>	<b>650,243</b>	<b>2.9</b>

## Silent Wings Museum

EXPENDITURES BY CATEGORY						
Compensation	\$ 164,613	190,554	187,283	199,293	205,060	2.9
Benefits	75,752	83,234	86,065	84,903	85,936	1.2
Supplies	11,326	10,470	9,690	9,969	9,880	(0.9)
Maintenance	-	-	-	-	-	-
Professional Services/Training	32,428	29,896	28,947	24,510	24,510	-
Other Charges	12,366	25,875	13,126	13,400	13,400	-
Scheduled Charges	76,302	73,594	84,392	90,053	91,827	2.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL SILENT WINGS MUSEUM</b>	<b>\$ 372,787</b>	<b>413,622</b>	<b>409,502</b>	<b>422,128</b>	<b>430,613</b>	<b>2.0</b>

## Garden & Arts Center

EXPENDITURES BY CATEGORY						
Compensation	\$ 79,399	84,702	83,100	85,677	114,073	33.1
Benefits	26,377	26,530	27,345	26,459	26,991	2.0
Supplies	7,407	9,020	9,012	9,419	9,330	9.7
Maintenance	-	-	-	-	-	-
Professional Services/Training	39,954	41,835	43,797	31,000	34,000	9.7
Other Charges	947	1,253	2,182	2,500	2,500	-
Scheduled Charges	28,120	29,931	30,750	33,714	23,172	(31.3)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL GARDEN &amp; ARTS CENTER</b>	<b>\$ 182,204</b>	<b>193,271</b>	<b>196,186</b>	<b>188,769</b>	<b>210,066</b>	<b>11.3</b>

# Parks and Recreation Overview

## Mission and Services

Provide a quality system of parks, open spaces, facilities, and cultural and leisure programs to meet citizen's expectations. The Parks and Recreation Department consists of four sections: Park Maintenance; Park Development; Indoor Recreation; and Outdoor Recreation.

- Park Maintenance provides maintenance of parks, City facilities, right-of-ways, and medians.
- Park Development provides design services, park planning, construction, and contract administration.
- Indoor Recreation offers year-round leisure and educational classes, activities, youth camps, after school programs, and special events for all ages through its Community and Senior Centers.
- Outdoor Recreation provides athletic facilities and programming for youth and adult sports leagues, as well as educational, safety, and aquatic programs.

The Parks and Recreation Department provides the following services:

- Maintains and improves the parks system and right-of-ways, including trash and litter pick-up, mowing, edging and trimming, installation of plant material, repair of equipment and structures, and irrigation installation and repair.
- Develops, supervises, and monitors accessible, recreational, cultural, and educational programs for people of all ages.
- Promotes and supervises junior, adult, and senior tennis programs at the Burgess-Rushing Tennis Center.
- Promotes and supervises open recreation, private groups, and programming at four municipal swimming pools.

## Goals and Objectives

- Provide planning and design for functional and accessible park facilities.
- Gather citizen input concerning leisure service facilities and activities.
- Develop full-service recreational facilities and establish a comprehensive recreation program and provide a wide array of recreational, cultural, and educational activities.
- Maintain and improve City parklands, sports facilities, and other assigned lands.

## Accomplishments for FY 2017-18

- Safety City enhanced class instruction by partnering with the Lubbock Police Department, in addition to the existing partnerships with the Lubbock Fire Department and the Texas Department of Public Safety.
- Outdoor Recreation implemented Sand Volleyball Leagues for adults in continuing effort to provide a variety of athletic programming.
- Burgess-Rushing Tennis Center expanded programming to include Pickleball with tournament and recreational play.

- Parks and Recreation received the Texas Amateur Athletic Federation (TAAF) Bronze Member City Award for outstanding registration support in individual and team programs.
- The annual K-9 Splashfest had a record 256 dogs participate in the event held at Montelongo Pool.
- Aquatics staff accommodated 158 private parties during the pool season.
- The 61st Annual Santa Land was another successful event with 47,703 attendees over a two week period.
- The 9<sup>th</sup> Annual Pumpkin Trail brought in a total attendance of 20,228 people for the four day event held at the Lubbock Memorial Arboretum. This year, there were 1,769 jack-o-lanterns donated by the public.
- As of April 2018, the Lubbock Parks and Recreation Facebook page has over 8,070 participants, which is an increase of 2,070 followers over last year. This is the second consecutive year gaining 2,000+ followers in a single year. The monthly Parks and Recreation newsletter reaches over 1,800 individual email addresses.
- Recreation continued to expand the use of an online registration program to include summer camps, after school programs, and reservations along with class and league registrations. This provides an important service to individuals and families so that they can register from the convenience of their home or on their mobile devices.
- Indoor Recreation served 29,594 senior meals and provided 7,582 one-way trips for patrons aged 60 and over to-and-from centers through a grant from South Plains Association of Governments.
- The following Capital Improvement Projects were put out to bid within two weeks of Council's funding approval and are on track to be completed within the time allotted:
  - Pavilions at Berry, Chatman, Clapp, Maxey & Sedberry Parks
  - Dog Parks at Clapp & Mackenzie Parks
  - Improvements to the Carrillo Family Recreation Area
  - Various amenities installed at numerous parks
  - Irrigation Automation
- Designed, bid, and supervised construction to completion of the following CIP's:
  - Lakewood Development Area
  - Aztlán Mural Shelter
  - Stumpy Hamilton Park
- Twenty new CIP proposals were developed. This included surveying the sites, developing detailed estimates, designs, and renderings for each project.
- Surveyed, designed, and developed construction documentation and specifications for the completion of the North Overton Tax Increment Finance District funded landscaping on Glenna Goodacre Ave.
- All new Park Development staff were trained to be current with the software packages used in the department. This online training was provided for free through a partnership with Texas Tech University.

## Parks and Recreation Overview

- Assisted Facilities by designing and supervising the installation of the landscaping at Mae Simmon's Centers and Patterson Library.
- All existing irrigation plans were scanned, scaled, and georeferenced in our Existing Conditions folders for each park.
- Developed a publically accessible digital map with photos of all memorial trees throughout the City.
- Worked with the GIS Department to update existing data sets to include new parks and new park names. Also developed a new data set for park lakes.
- Developed a comprehensive map of all trees throughout the City using existing GIS aerial imagery to help locate areas that would be suitable for new tree plantings.
- Designed a new circulation and parking system at Berl Huffman and helped supervise its construction.
- Designed and installed the new Healthbeat System layout at Buddy Holly Recreation Area.
- Collaborated with the Texas Tech Architecture Department using Pioneer Park as a project site for students to redesign. Park Development staff participated in the final project evaluations and received numerous ideas for potentially redesigning this park.
- Analyzed entire City of Lubbock using proven criteria to determine best locations for new parks.
- Analyzed entire park system to determine how similar parks are throughout Lubbock and determine need for more unique amenities.
- Started using new software to increase survey productivity and track CIP progress. Also started using drone imagery to monitor construction and provide imagery to City's marketing department.
- Provided oversight and inspection actions for three mowing contractors, during mowing operations on 2,376 park acres, medians, turnarounds, and rights of way.
- Removal of unwanted cattail and tree growth along the banks of Conquistador Lake, Llano Estacado Lake, Comancheria Lake, and Dunbar Historical Lake.
- Provided maintenance and care of 35 baseball fields, four softball fields, and 48 soccer fields, and associated press boxes, concession buildings, and restrooms.
- Provided maintenance and service for four municipal swimming pools.
- Provided operations and maintenance for 10 park restrooms.
- Provided maintenance and service for lighting and electrical service throughout the City of Lubbock Park System.
- Provided flower bed planting and maintenance at City Hall, Gateway Park, and Community Centers.
- Provide maintenance, pruning, and planting of trees throughout the Park System, to include planting of Santa Land trees.
- Renovated pedestrian bridge at Conquistador Lake.
- Laid a new sidewalk at Huneke Park.
- Completed bench, shelter, and picnic table replacement as part of the Capital Improvement Project.
- Renovation of underground electrical service at Sedberry Park.
- Submitted documentation to The Arbor Day Foundation for City of Lubbock inclusion in the Tree City USA Program.
- Install new outdoor exercise equipment in Buddy Holly Recreation Area.
- Provided inspection, maintenance, and repair of playgrounds and play surfaces at 67 playgrounds.
- Provide court maintenance and resurface actions at four multi-use courts.
- Installed post and cable barrier along boundary of McAlister Park.
- Provided graffiti removal services throughout the parks system.
- Performed repairs and maintenance to the pavilion at Carlisle Park, Rodgers Park, and Buddy Holly Recreation Area.
- Installed bollards and boulders at Mae Simmons pedestrian bridge.
- Installed equipment shelters for pool equipment at Clapp and Mae Simmons municipal pools.
- Installed electrical and lighting service, irrigation systems, and park amenities at Lakewood Development.
- Renovated Berl Huffman Sports Complex by installing two parking areas and connecting roadway.

### Objectives for FY 2018-19

- Continue providing and promoting a range of recreation and leisure activities, classes, events, programs, and league opportunities to enhance the lives of Lubbock citizens.
- Add an additional session of sand volleyball to accommodate demand of the new program. The section will continue to evaluate athletic trends and new programming opportunities.
- Continue expanding Pickleball programming with tournaments and league play.
- Continue enhancing programming at Safety City by working with local and state agencies to educate Lubbock and the surrounding area on bicycle, pedestrian, car, natural gas, railroad, and fire safety.
- Complete the current CIP's that are in progress: Pavilions; Dog Parks; Covered Picnic Tables; Park Amenities; Improvements at Lake 3; and Irrigation Automation.
- Have Park Planner pass the American Institute of Planner's Certification Exam.
- Have Senior GIS/CAD Technician pass the Engineer in Training and LEED GA exam.
- Complete development of proposed Park Donation Program and launch on the Park's website.
- Use 3D software to fully design existing CIP's and refine construction documentation.



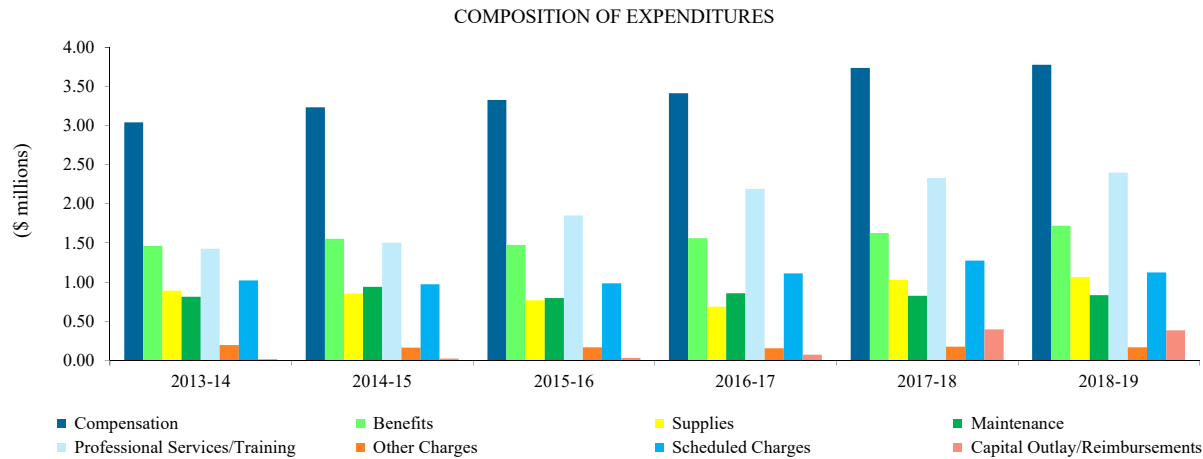
## Parks and Recreation Overview

- Learn how to develop aerial imagery of parks using Drone-to-Map software from Esri.
- Continue to refine and update the online park inventory map. This will help the Maintenance Department by indicating amenity issues and trees that need to be pruned or removed.
- Renovations to electrical service and fixtures at Mackenzie Park, Higinbotham Park, and Maxey Park.
- Renovations to pedestrian bridge at Dunbar Historical Lake.
- Renovations and repair to docks at Llano Estacado Lake.
- Renovations and repair to multi-use courts at Mae Simmons and Leroy Elmore Parks.
- Renovate, repair, and beautify press boxes at Mackenzie Ball Fields.
- Renovate, repair and paint restrooms at McCullough and Clapp parks.
- Renovate and repair fencing at Maxey and Clapp municipal pools.
- Installation of erosion control structures at Cavazos Ball Field Complex.

### **Expenditures Overview**

- Total expenditures increased \$82,243, or 0.7 percent, compared with FY 2017-18 Operating Budget.
- Compensation increased \$42,818, or 1.1 percent, due to a three percent merit increase.
- Benefits increased \$94,313, or 5.8 percent, due to higher workers compensation insurance and a three percent merit increase, offset slightly by a decrease in retirement cost.
- Supplies increased \$36,197, or 3.5 percent, due to additional pesticides, cleaning, and mechanical & equipment supply costs.
- Maintenance increased \$6,959, or 0.8 percent, due to additional vehicle, recreation equipment, building, water system, street lighting, and walks and drive maintenance costs, offset slightly by a decrease in recreation system maintenance.
- Professional Services/Training increased \$68,993, or 3.0 percent, due to increase in park maintenance contracts.
- Other Charges decreased \$7,458, or 4.4 percent, due to lower equipment rental and computer equipment costs.
- Scheduled Charges decreased \$149.6 thousand, or 11.8 percent, due to lower information technology, electric, and telecommunications charges, offset slightly by increases in property and liability insurance.
- Capital Outlay decreased \$10,000, or 2.6 percent, due to lower vehicle debt payments.

# Parks and Recreation Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 3,232,566	3,328,339	3,414,611	3,735,382	3,778,201	1.1
Benefits	1,550,100	1,471,178	1,560,792	1,625,896	1,720,209	5.8
Supplies	852,665	765,169	684,616	1,025,788	1,061,986	3.5
Maintenance	935,599	794,192	856,759	823,812	830,771	0.8
Professional Services/Training	1,500,967	1,848,532	2,188,670	2,327,209	2,396,201	3.0
Other Charges	157,358	165,124	151,361	169,993	162,535	(4.4)
Scheduled Charges	969,918	983,241	1,109,764	1,270,992	1,121,413	(11.8)
Capital Outlay/Reimbursements	21,224	26,597	68,560	391,626	381,627	(2.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 9,220,397</b>	<b>9,382,372</b>	<b>10,035,133</b>	<b>11,370,699</b>	<b>11,452,942</b>	<b>0.7</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Park Maintenance	63	63	63	63	63	-
Park Development	4	4	4	3	3	-
Indoor Recreation	9	9	9	9	9	-
Outdoor Recreation	4	4	4	4	4	-
<b>TOTAL STAFFING</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>79</b>	<b>79</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Park Maintenance</b>						
Trees planted (excluding memorial trees)	161	175	200	204	210	2.9
Turf acres treated with pesticides by contractor	1,978	1,978	1,978	1,978	1,978	-
Fertilized acreage applied by contractor	2,398	2,253	2,253	2,253	2,253	-
Each playground inspected twice annually	-	-	-	12	18	50.0
Irrigation RPZ's inspected and repaired within 30 days of written notice	-	-	-	161	161	-
Work Order completion within 30 days of written notice	-	-	-	-	100%	-
Parks receiving tree maintenance and removal annually	-	-	-	-	40%	-
<b>Park Development</b>						
Percentage of Capital Improvement Projects put out to bid with two weeks of funding approval by City Council	-	-	-	-	80%	-
Percentage of Capital Improvement Projects completed within days allotted in Notice to Proceed	-	-	-	-	100%	-

# Parks and Recreation Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Plans created for in-house construction projects completed within two weeks of request (Goal is 95%)	-	-	9	10	12	20.0
Designs and estimates created for projects requested by City Council or City Management completed within 30 days (Goal is 100%)	-	-	11	15	16	6.7
Map or archive requests processed and delivered within one day	-	-	16	20	22	10.0
<b>Indoor Recreation</b>						
Customer satisfaction of activities/ classes/programs	-	-	-	-	80%	-
Community Center attendance	151,146	142,758	144,654	143,500	143,500	-
Senior Center attendance	141,176	142,061	138,245	143,000	143,000	-
Special event participation	19,924	26,643	21,499	22,000	22,000	-
Party house/Shelter rentals	354	493	349	375	375	-
<b>Outdoor Recreation</b>						
Customer satisfaction of activities/ classes/programs	-	-	-	-	80%	-
Swimming pool participation	60,326	50,745	45,356	45,500	45,500	-
Swimming pool rentals	146	153	158	155	155	-
Softball team registrations	316	318	314	300	300	-
Basketball team registrations	10	19	5	14	18	28.6
Volleyball team registrations	78	72	50	69	76	10.1
Flag football team registrations	23	14	18	18	18	-
Baseball team registrations	5	6	4	4	4	-
Kick Ball team registrations	49	27	28	25	25	-
Safety City participation	13,698	18,800	16,754	16,750	16,750	-
Special Events participation	64,692	51,457	51,512	53,000	53,000	-
Show Wagon rentals	22	23	11	15	15	-
Equipment rentals	450	460	448	450	450	-
Tennis center reservations	15,266	16,294	16,256	16,275	16,275	-
Tennis center tournament participation	882	1,255	1,257	1,260	1,260	-

## FULL-TIME POSITIONS

Administrative Asst	2	Park Environ. Maint Foreman	1
Aquatics/Specialty Prog Coord	1	Park Inspector	2
Asst Athletic FS Foreman	1	Park Irrigation Foreman	1
Asst Irrigation Foreman	1	Park Journey Electrician	1
Asst Park Constr Foreman	1	Park Maint Foreman	1
Asst Park Env Maint Foreman	1	Park Maint Supvr	3
Asst Park Maint Foreman	1	Park Master Electrician	1
Asst Recreation Coord	1	Park Operations Manager	1
Asst Turf Maint Foreman	1	Park Planner	1
Asst Athletic FS Foreman	1	Parks and Recreation Director	1
Building Maint Tech II	1	Pesticide Applicator	2
Equipment Operator I	1	Recreation Center Supvr	4
GIS/CAD Technician	1	Recreation Coord	2
Heavy Equipment Operator	3	Recreational Services Mgr	1
Irrigation Apprentice	6	Senior Citizen Cntr Supvr	2
Management Assistant	1	Sr Grnds Maint Worker	19
Park Constr & Maint Worker	8	Tennis Professional	1
Park Construction Foreman	1	Turf Maintenance Foreman	1
Park Dev Mgr	1	<b>TOTAL FULL-TIME POSITIONS</b>	<b>79</b>

# Parks and Recreation Expenditures

<b>Park Maintenance</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 2,158,223	2,190,821	2,198,757	2,432,117	2,444,304	0.5
Benefits	1,180,990	1,100,749	1,165,729	1,228,177	1,297,079	5.6
Supplies	659,152	581,395	514,625	821,591	828,517	0.8
Maintenance	894,560	771,803	821,968	795,729	801,154	0.7
Professional Services/Training	1,180,223	1,548,090	1,886,665	1,988,026	2,032,539	2.2
Other Charges	115,978	110,295	107,548	114,138	109,771	(3.8)
Scheduled Charges	437,691	470,874	505,149	564,949	510,971	(9.6)
Capital Outlay/Reimbursements	21,224	26,597	68,560	381,267	372,366	(2.3)
<b>TOTAL PARK MAINTENANCE</b>	<b>\$ 6,648,043</b>	<b>6,800,625</b>	<b>7,269,000</b>	<b>8,325,992</b>	<b>8,396,701</b>	<b>0.8</b>

## Park Development

EXPENDITURES BY CATEGORY						
Compensation	\$ 101,928	137,953	138,938	151,022	156,543	3.7
Benefits	40,422	62,421	65,138	65,247	66,430	1.8
Supplies	5,023	5,380	6,479	6,766	6,691	(1.1)
Maintenance	26,310	4,567	4,063	4,216	3,466	(17.8)
Professional Services/Training	1,188	3,514	4,406	3,200	6,592	106.0
Other Charges	8,591	13,138	3,863	11,895	10,364	(12.9)
Scheduled Charges	27,165	27,024	45,218	41,853	45,760	9.3
Capital Outlay/Reimbursements	-	-	-	6,567	5,315	(19.1)
<b>TOTAL PARK DEVELOPMENT</b>	<b>\$ 210,628</b>	<b>253,995</b>	<b>268,105</b>	<b>290,766</b>	<b>301,161</b>	<b>3.6</b>

## Indoor Recreation

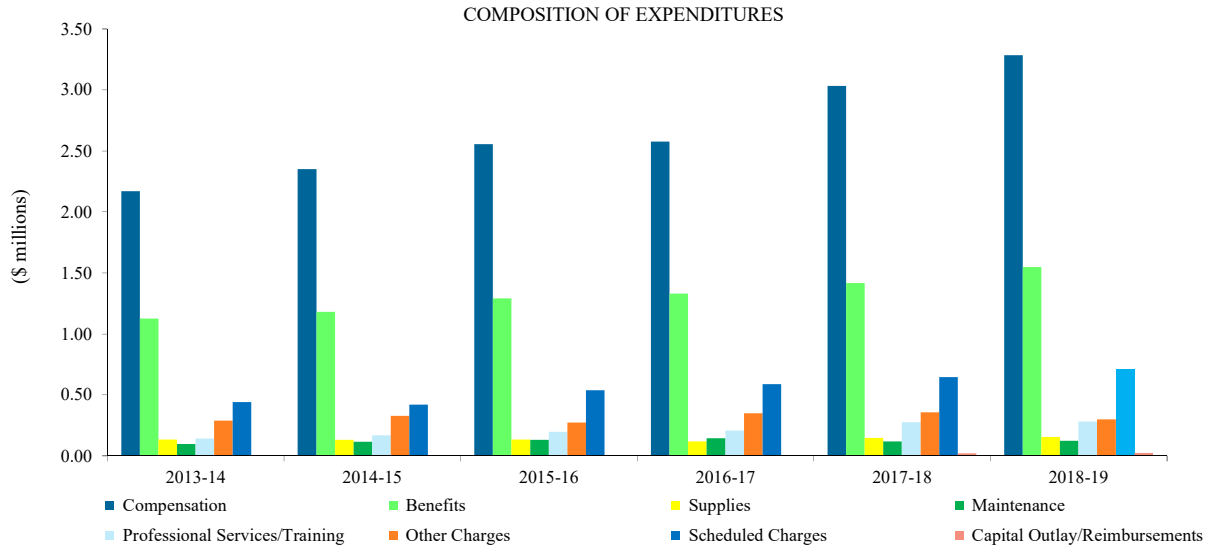
EXPENDITURES BY CATEGORY						
Compensation	\$ 600,510	593,001	663,854	689,279	700,488	1.6
Benefits	214,666	201,570	224,413	219,312	237,575	8.3
Supplies	72,125	67,321	70,331	72,214	106,137	10.2
Maintenance	7,251	10,668	22,918	14,466	16,641	10.2
Professional Services/Training	128,429	145,384	153,493	144,813	159,620	10.2
Other Charges	4,446	3,687	3,048	5,380	3,820	(29.0)
Scheduled Charges	185,518	171,736	208,509	226,940	234,196	3.2
Capital Outlay/Reimbursements	-	-	-	3,792	3,945	4.0
<b>TOTAL INDOOR RECREATION</b>	<b>\$ 1,212,945</b>	<b>1,193,368</b>	<b>1,346,566</b>	<b>1,376,196</b>	<b>1,462,423</b>	<b>6.3</b>

## Outdoor Recreation

EXPENDITURES BY CATEGORY						
Compensation	\$ 371,905	406,564	413,062	462,965	476,866	3.0
Benefits	114,021	106,439	105,512	113,160	119,125	5.3
Supplies	116,365	111,072	93,182	125,218	120,641	(3.7)
Maintenance	7,478	7,154	7,810	9,401	9,510	1.2
Professional Services/Training	191,127	151,543	144,105	191,170	197,450	3.3
Other Charges	28,342	38,004	36,901	38,580	38,580	-
Scheduled Charges	319,544	313,607	350,888	437,250	330,486	(24.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL OUTDOOR RECREATION</b>	<b>\$ 1,148,781</b>	<b>1,134,384</b>	<b>1,151,461</b>	<b>1,377,744</b>	<b>1,292,658</b>	<b>(6.2)</b>



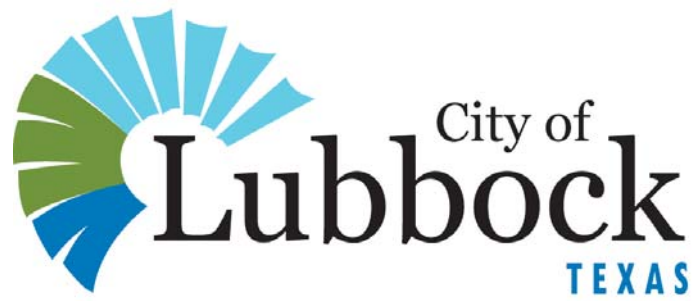
# General Fund - Development Services



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 2,349,621	2,554,170	2,575,549	3,032,701	3,283,141	8.3
Benefits	1,179,434	1,291,098	1,328,845	1,416,772	1,546,682	9.2
Supplies	129,280	133,611	116,704	145,795	154,816	6.2
Maintenance	113,872	129,956	144,293	116,935	123,389	5.5
Professional Services/Training	166,446	196,766	206,441	273,616	278,883	1.9
Other Charges	328,010	272,141	348,364	356,468	298,065	(16.4)
Scheduled Charges	418,342	536,025	587,321	643,524	708,133	10.0
Capital Outlay/Reimbursements	-	-	-	21,251	22,667	6.7
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 4,685,004</b>	<b>5,113,767</b>	<b>5,307,516</b>	<b>6,007,062</b>	<b>6,415,776</b>	<b>6.8</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Building Safety	\$ 1,741,920	1,963,520	1,935,885	2,270,307	2,482,186	9.3
Codes & Environmental Health	2,411,984	2,495,132	2,668,271	3,019,252	3,064,441	1.5
Planning	531,100	655,115	703,361	717,503	869,149	21.1
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 4,685,004</b>	<b>5,113,767</b>	<b>5,307,516</b>	<b>6,007,062</b>	<b>6,415,776</b>	<b>6.8</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Building Safety	24	24	26	30	30	-
Codes & Environmental Health	32	32	33	35	37	2
Planning	7	7	7	7	8	1
<b>TOTAL STAFFING</b>	<b>63</b>	<b>63</b>	<b>66</b>	<b>72</b>	<b>75</b>	<b>3</b>



# Building Safety Overview

## Mission and Services

Protect life, health, and property through effective and efficient administration of adopted construction codes and ordinances. The Department of Building Safety provides the following services:

- Review construction plans and specifications.
- Issue and track building, plumbing, mechanical, and electrical permits.
- Inspect building, plumbing, mechanical, and electrical systems.
- Issue Certificates of Occupancy and Completion.

## Goals and Objectives

- Facilitate the adoption of modern codes and standards for fire and life safety in the building environment.
- Enforce adopted codes and standards in an efficient, fair, and equitable manner.
- Maintain partnerships with the public and stakeholder departments and organizations to facilitate quality assurance and code compliance.
- Educate the public with regard to the Department's responsibilities and the importance of its role in the public's safety and well-being.
- Provide defined plan review and permit issuance services.
- Provide a high level of efficient, professional, and friendly customer service.

## Accomplishments for FY 2017-18

- Additional staff added to expedite plan review processing, inspection response times, and improve overall customer service experience.
- Lowered overall turnaround time for residential plan review by more than 50 percent resulting in faster permit issuance.
- Promotion of employee training programs focused on assisting staff members in obtaining International Code Council professional certifications in their areas of expertise.
- Evaluated and implemented more efficient processes involved within the newly created Development Services Division resulting in faster processing times for customers.
- Began second phase of Customer Self Service implementation that will ultimately allow customers to obtain permits and complete transactions online.
- Increased the number of staff members who have obtained International Code Council professional certifications by 33 percent.

## Objectives for FY 2018-19

- Oversee full implementation of the second phase of Customer Self Service that will allow customers to use online resources to apply for and complete permit payment transactions.
- Begin implementation of phase three of Customer Self Service that will allow for the electronic submission of required construction documents along with permit applications.
- Continue development of staff through internal and external training programs aimed at the enrichment of building code professionals.
- Attain "100 percent Certified Staff" designation from the International Code Council recognizing municipalities who have demonstrated their code knowledge and skills, as well as their ability to apply those skills on the job.
- Residential plan review completion within 14 calendar days of receiving submittal.
- Commercial plan review completion within 30 calendar days of receiving submittal.
- Maintain or exceed 90 percent rate of plan reviews completed within 14 day targeted response time for residential plan reviews.
- Maintain or exceed 80 percent rate of plan reviews completed within 30 day targeted response time for commercial plan reviews.
- Maintain or exceed 90 percent response time rate of under 24 hours for all requested inspections.

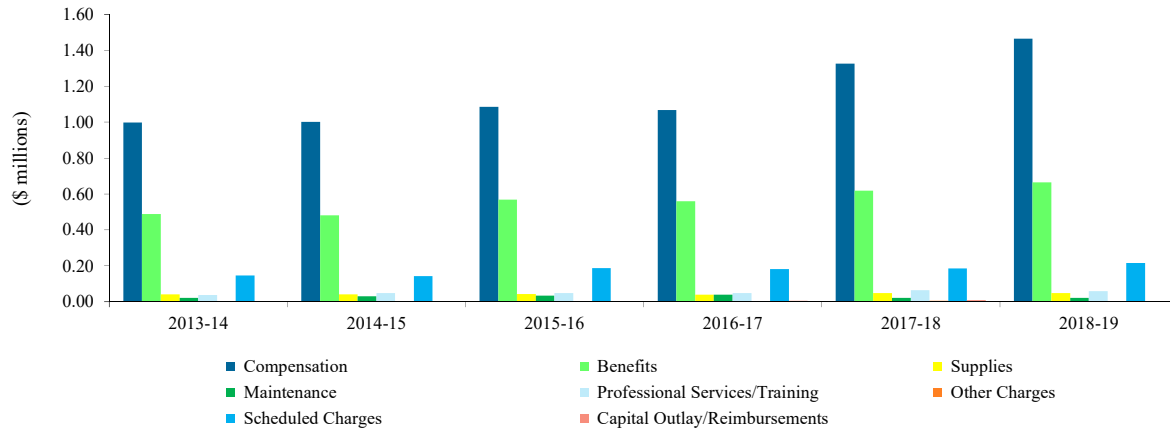
## Expenditures Overview

- Total expenditures increased \$211.9 thousand, or 9.3 percent, compared to the FY 2017-18 Operating Budget.
- Compensation increased \$139.6 thousand, or 10.5 percent, due to budgeting the Division Director of Development Services in the cost center, and the three percent merit increase.
- Benefits increased \$47,129, or 7.6 percent, due to increase in compensation.
- Professional Services/Training decreased \$3,826, or 6.1 percent, due to a projected decrease in credit card processing fees but offset slightly by an increase in professional dues.
- Other Charges decreased \$2,552, or 46 percent due to a decrease in computer equipment and furniture.
- Scheduled Charges increased \$29,910, or 16.2 percent, due to increased information technology allocation, offset slightly by a decrease in the telecommunication allocation.
- Capital Outlay/Reimbursements increased \$2,475, or 44.3 percent, due to increased vehicle debt payments.



# Building Safety Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,000,328	1,085,439	1,067,629	1,324,399	1,464,041	10.5
Benefits	480,777	567,028	558,796	617,427	664,556	7.6
Supplies	40,450	42,582	38,874	47,921	47,446	(1.0)
Maintenance	30,597	33,490	39,546	21,437	21,013	(2.0)
Professional Services/Training	47,846	48,110	47,714	62,873	59,047	(6.1)
Other Charges	657	911	2,939	5,552	3,000	(46.0)
Scheduled Charges	141,264	185,961	180,387	185,110	215,020	16.2
Capital Outlay/Reimbursements	-	-	-	5,588	8,063	44.3
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,741,920</b>	<b>1,963,520</b>	<b>1,935,885</b>	<b>2,270,307</b>	<b>2,482,186</b>	<b>9.3</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Building Safety	24	24	26	30	30	-
<b>TOTAL STAFFING</b>	<b>24</b>	<b>24</b>	<b>26</b>	<b>30</b>	<b>30</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Construction Activity</b>						
Construction dollar volume (Millions)	\$ 611.9	737.9	906.3	735.0	705.0	(4.1)
New residential permits	929	1,008	1,682	1,100	1,125	2.3
New non-residential permits	1,065	951	923	950	900	(5.3)
Addition/alteration permits	1,609	1,271	1,260	1,150	1,150	-
Other permits	6,673	14,041	11,444	10,800	10,800	-
<b>Plan Review Activity</b>						
Construction plans reviewed	3,603	3,335	2,873	3,000	3,000	-
Plan examiner daily workload	3.6	3.3	1.4	1.5	1.5	-
Percent issued within targeted response time (Residential)	-	-	-	95.0%	90.0%	(5.3)
Percent issued within targeted response time (Commercial)	-	-	-	82.0%	80.0%	(2.4)
<b>Inspection Activity</b>						
Structural inspections	11,174	13,539	17,489	17,500	17,000	(2.9)
Daily workload	11.2	13.2	11.3	11.0	11.0	-
Electrical inspections	9,425	10,075	13,335	12,000	11,500	(4.2)
Daily workload	9.4	10.0	8.9	8.0	8.0	-
Plumbing/mechanical inspections	21,192	32,175	39,124	39,500	36,500	(7.6)
Daily workload	21.2	31.7	22.4	24.0	24.0	-
Average inspector daily workload	13.9	18.3	14.2	14.3	14.0	(2.3)
Percent responded within targeted response time	-	-	-	99.8%	90.0%	(9.8)

# Building Safety Overview

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FULL-TIME POSITIONS	
Asst Building Official	1
City Bldg Official	1
Combination Inspector	1
Customer Service Rep	4
Div Dir of Development Serv	1
Management Assistant	1
Plan Examiner	6
Senior Plan Examiner	2
Senior Trades Insepctor	4
Trades Inspector	9
TOTAL FULL-TIME POSITIONS	<u>30</u>

# Code Administration/Environmental Health Overview

## Mission and Services

To promote the health and safety of the community through education, inspection, and enforcement of ordinances relating to zoning, junked vehicles, nuisance weeds and rubbish, substandard structures, safe food, recreational water facilities, and public health. Educate the public and businesses through on-site training and classes related to food safety and public health issues.

## Goals and Objectives

- Ensure compliance with City ordinances in food establishments, public and semipublic pools, and other permitted facilities through inspection and education.
- Conduct detailed plan reviews with owners and contractors of new, remodeled, or converted food establishments, recreational water facilities, body art establishments, and other permitted establishments to ensure compliance with City ordinances and rules prior to construction or remodel of establishments.
- Retain and expand current staff to meet the demands of our rapidly growing food establishment market.
- Provide training for food establishments on food safety issues and compliance with Texas Food Establishment Rules.
- Educate and inform staff to ensure quality of service provided to the public and businesses.
- Support the growth of community service organizations and neighborhood associations that can be relied on as a resource for Code Administration.
- Enforce municipal ordinances that address physical signs of urban blight, social disorder, and environmental health.

## Accomplishments for FY 2017-18

- Conducted 12 Neighborhood Deployments and 12 Intensified Code Enforcement exercises resulting in numerous violations being abated and having a positive impact on neighborhoods.
- Conducted a regional Continuing Education Unit (CEU) training for Registered Code Enforcement Officers with more than 50 individuals attending.
- Participated in numerous training activities as support personnel such as Lubbock 101, Mayor's Marathon, Health, and Department Strategic National Stockpile Full Scale Exercise.
- Environmental Health Inspector passed Texas Department of Licensing and Regulations, Registered Sanitarian exam.
- Obtained Certified Pool Inspector (CPI) accreditation and credentials for Environmental Health Inspectors.

- Participation in FDA Southwest conference on food safety.

## Objectives for FY 2018-19

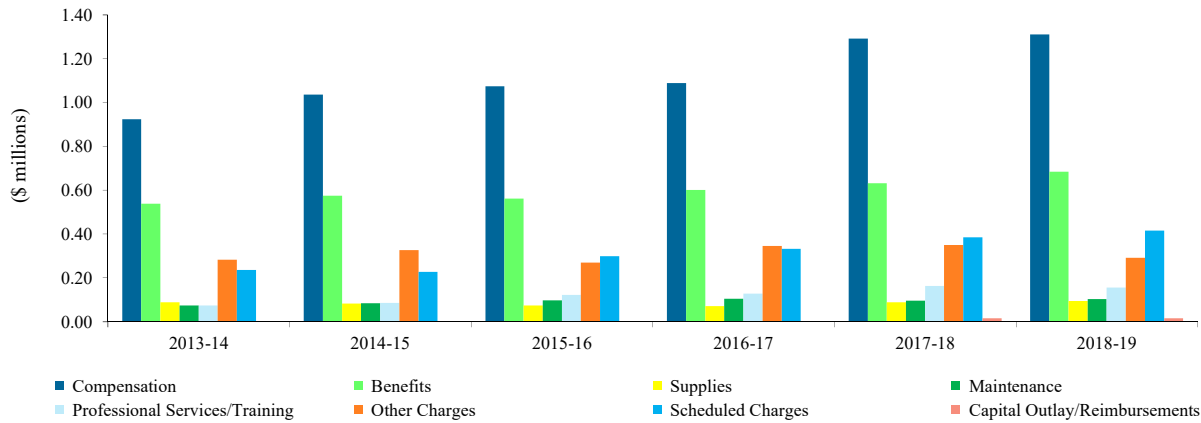
- Conduct 12 neighborhood deployments to identify and abate violations.
- Increase opportunities for training and leadership experience for inspectors and staff.
- Increase staffing in Environmental Health by adding two inspectors to meet the growing needs of the city.
- Actively work to increase the performance and improve the software used to create and track code cases.
- Actively work to increase performance of software used by Environmental Health for inspections.
- Perform on demand food safety education in permitted facilities and at public request.
- Certify two Environmental Health inspectors as Registered Sanitarians by passing Texas Department of Licensing and Regulation Registered Sanitarian exam.

## Expenditure Overview

- Total expenditures increased \$45,189, or 1.5 percent, when compared to the FY 2017-18 Operating Budget.
- Compensation increased \$18,927 or 1.5 percent, due to a 3 percent merit increase and the addition of two new Environmental Specialists positions, offset by a decrease in part-time.
- Benefits increased \$51,694, or 8.2 percent, due to the additional staff, and a 3 percent merit increase.
- Supplies increased \$4,749, or 5.4 percent, due to increases in office and other machine and equipment supplies for the two new positions, offset slightly by a decrease in fuel.
- Maintenance increased \$6,879, or 7.2 percent, due to an increase in vehicle maintenance, offset by a decrease in the radio communications allocation.
- Professional Services/Training decreased \$8,302, or 5.1 percent, due to a decrease in filing fees and a reduction in cost for picking up bulk waste due to the new Bulky Waste truck and crew for Solid Waste.
- Other Charges decreased \$58,581, or 16.8 percent, due to a decrease in computer equipment and picking up bulk waste costs.
- Scheduled Charges increased \$30,882, or 8.0 percent, due to increases in the information technology and liability insurance allocations.
- Capital Outlay/Reimbursements decreased \$1,058, or 6.8 percent, due to decreased vehicle debt payments.

# Codes & Environmental Health Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 1,034,879	1,074,121	1,088,159	1,291,261	1,310,188	1.5
Benefits	574,335	561,726	599,822	631,572	683,266	8.2
Supplies	82,365	73,469	70,633	88,516	93,265	5.4
Maintenance	83,275	96,466	104,747	95,498	102,377	7.2
Professional Services/Training	84,910	121,946	127,898	162,865	154,563	(5.1)
Other Charges	325,351	269,107	345,213	349,166	290,585	(16.8)
Scheduled Charges	226,870	298,297	331,799	384,711	415,593	8.0
Capital Outlay/Reimbursements	-	-	-	15,663	14,605	(6.8)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,411,984</b>	<b>2,495,132</b>	<b>2,668,271</b>	<b>3,019,252</b>	<b>3,064,441</b>	<b>1.5</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Code Enforcement	23	23	23	26	26	-
Environmental Health	9	9	10	9	11	2
<b>TOTAL STAFFING</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>35</b>	<b>37</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Code Enforcement</b>						
Educational Programs (LINC)	69	59	123	125	65	(48.0)
Citizen Contact	-	-	-	-	4,000	-
Graffiti cases initiated	906	894	871	1,500	1,200	(20.0)
Housing cases initiated	653	574	462	2,000	1,000	(50.0)
Junk Vehicle cases initiated	1,273	1,362	1,282	2,100	1,400	(33.3)
Junk Vehicle Days to voluntary compliance	15	15	26	11	11	-
Junk Vehicle Days to Administrative/ Judicial Action	15	13	14	11	11	-
Weed cases initiated	25,990	15,878	14,275	20,000	15,000	(25.0)
Weed Days to voluntary compliance	12	13	14	8	8	-
Weed Days to Administrative/Judicial Action	11	11	11	8	8	-
Zoning cases initiated	6,447	7,895	5,023	12,000	8,000	(33.3)
Zoning Days to voluntary compliance	11	14	21	11	11	-
Zoning Days to Administrative/Judicial Action	16	14	16	11	11	-
Average Days from Complaint to Inspection	-	-	-	2	2	-
<b>Environmental Health</b>						
Food inspections	2,385	1,781	2,100	2,200	2,200	-
Recreational Water Inspections	331	329	350	375	375	-
Body Art Inspections	36	24	26	30	30	-
Smoking Inspections	158	122	140	140	140	-
Food Establishment Complaints	263	136	241	265	265	-
Environmental Health Complaints	205	237	235	258	258	-

# Codes & Environmental Health Overview

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FULL-TIME POSITIONS	
Code Admin Field Supervisor	2
Code Inspector I	5
Code Inspector II	13
Dir of Code Enforcement	1
Environmental Health Coord	1
Environmental Specialist I	5
Environmental Specialist II	4
Graffiti Removal Specialist	1
Management Assistant	1
Office Assistant	4
TOTAL FULL-TIME POSITIONS	<u>37</u>

## Codes & Environmental Health Expenditures

<b>Code Enforcement</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 698,947	738,032	732,520	896,008	876,807	(2.1)
Benefits	394,440	383,300	402,536	430,988	463,294	7.5
Supplies	58,765	46,401	42,960	56,418	50,133	(11.1)
Maintenance	66,701	76,546	77,381	77,639	76,977	(0.9)
Professional Services/Training	76,827	112,778	116,617	141,250	132,488	(6.2)
Other Charges	322,808	265,727	340,284	325,000	275,000	(15.4)
Scheduled Charges	185,539	250,897	262,511	292,114	322,282	10.3
Capital Outlay/Reimbursements	-	-	-	3,350	3,485	4.0
<b>TOTAL CODE ENFORCEMENT</b>	<b>\$ 1,804,027</b>	<b>1,873,682</b>	<b>1,974,810</b>	<b>2,222,766</b>	<b>2,200,465</b>	<b>(1.0)</b>

### Environmental Health

EXPENDITURES BY CATEGORY						
Compensation	\$ 335,932	336,089	355,638	395,253	433,381	9.6
Benefits	179,895	178,426	197,285	200,584	219,972	9.7
Supplies	23,599	27,068	27,673	32,098	43,132	34.4
Maintenance	16,574	19,920	27,366	17,859	25,400	42.2
Professional Services/Training	8,083	9,168	11,281	21,615	22,075	2.1
Other Charges	2,543	3,380	4,929	24,166	15,585	(35.5)
Scheduled Charges	41,331	47,400	69,288	92,597	93,311	0.8
Capital Outlay/Reimbursements	-	-	-	12,313	11,120	(9.7)
<b>TOTAL ENVIRONMENTAL HEALTH</b>	<b>\$ 607,958</b>	<b>621,451</b>	<b>693,461</b>	<b>796,486</b>	<b>863,976</b>	<b>8.5</b>

# Planning Overview

## Mission and Services

To guide the growth and development of the City in a well-planned and sustainable manner, thereby enhancing the quality of life for residents while encouraging future economic development. Ensure a quality aesthetic and physical environment through proper planning for land use, zoning, land subdivision, urban design, and historic preservation.

The Planning Department provides the following services:

- Provide elevated levels of customer service to our citizens, developers, elected and appointed officials, and other City staff.
- Administer the Comprehensive Plan and Zoning Codes, and ensure the health, safety, and welfare of citizens and property by regulating the use of land within the corporate limits of the City of Lubbock.
- Coordinate the City's zoning, development, and annexation processes.
- Protect existing and future assets to ensure City standards are upheld.
- Promote and preserve the use of public spaces and cultural heritage locations.
- Work with urban design and historic preservation related activities, including downtown revitalization.
- Ensure new development is harmonious with, and will not be permanently injurious to, existing land uses.
- Manage platting of property in the City limits and within the City's extraterritorial jurisdiction.
- Coordinate the City permitting process for alcoholic beverage permits and group homes.
- Review commercial, residential, and sign plans for compliance with the zoning code.
- Coordinate and oversee the City's Mobile Food Vendor ordinance and permit process.
- Conduct public outreach to educate the public on the zoning code.

## Goals and Objectives

- Meet the needs of citizens, developers, and contractors concerning planning issues.
- Update and maintain the Comprehensive Plan, including land use, historic preservation, and growth management components.
- Provide quality and timely service to customers regarding zoning, platting, and annexation.
- Cross-train department staff and educate between departments to improve the development process.
- Represent the interests of all citizens within the community.
- Provide training opportunities to the Planning and Zoning Commission, Zoning Board of Adjustment, and other commissions and boards.

## Accomplishments for FY 2017-18

- Assisted with formulation and adoption of the 2040 Comprehensive Plan.

- Reorganized the Planning Department and created new staff positions for advancement opportunities.
- Assisted with City-initiated annexation of three areas.
- Introduced Pre-Development Consultation meetings to provide a comprehensive and consolidated information source for all developers regarding the City's development requirements.
- Prepared a land use matrix for zoning districts that is available on the City's website.
- Streamlined the public meeting presentations and staff reports.
- Implemented changes to the zoning procedures to ensure compliance with State statutes.
- Processed all zoning and development related applications.

## Objectives for FY 2018-19

- Implement the 2040 Comprehensive Plan recommendations.
- Formulate a Unified Development Code of all development related regulations, reviewing and rewriting as needed, to codify recommendations of the 2040 Comprehensive Plan.
- Implement a paperless application submittal and review process and electronic distribution of agenda books to all boards and commissions.
- Prepare Standard Operating Procedures for all functions of the department.
- Complete the preparation of application and checklist packets for each application reviewed by the Planning Department and publish those documents on the City's website.
- Prepare a development handbook to assist citizens, developers, and other customers to navigate through the various development processes.
- Electronically archive all documents.

## Expenditure Overview

- Total expenditures increased \$151.6 thousand, or 21.1 percent, compared to the FY 2017-18 Operating Budget.
- Compensation increased \$91,870, or 22 percent, due to the addition of a Management Assistant position, a three percent merit increase, and an increase in overtime pay and temporary workers.
- Benefits increased \$31,087, or 18.5 percent, due to the increase in staff and changes to compensation.
- Supplies increased \$4,747, or 50.7 percent, due to increases in the education and office supplies budget.
- Professional Services/Training increased \$17,395, or 36.3 percent, due to an increase in advertising and promotion, training and travel, and professional dues.
- Other Charges increased \$2,730, due to furniture and equipment for the Management Assistant and an increase in car allowance.

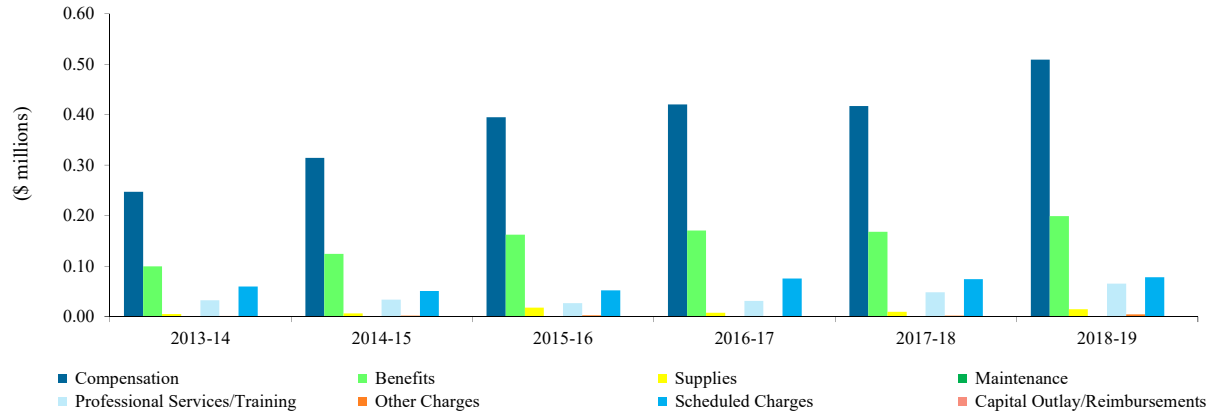
## Planning Overview

- Scheduled Charges increased \$3,817 or 5.2 percent, due to an increase in postage costs, offset by a decrease in telecommunication.



# Planning Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 314,414	394,610	419,761	417,041	508,911	22.0
Benefits	124,322	162,344	170,227	167,773	198,859	18.5
Supplies	6,465	17,560	7,196	9,358	14,105	50.7
Maintenance	-	-	-	-	-	-
Professional Services/Training	33,690	26,709	30,828	47,878	65,273	36.3
Other Charges	2,002	2,124	212	1,750	4,480	156.0
Scheduled Charges	50,208	51,767	75,136	73,703	77,520	5.2
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 531,100</b>	<b>655,115</b>	<b>703,361</b>	<b>717,503</b>	<b>869,149</b>	<b>21.1</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Planning	7	7	7	7	8	1
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>1</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Zoning Board of Adjustment (ZBA) cases	198	226	184	200	220	10.0
Zone cases	99	94	82	90	120	33.3
Alcoholic Beverage Permits, all types (as of February 28)	485	545	565	580	620	6.9
Sign permits	-	-	600	600	660	10.0
Preliminary Plats Reviewed	6	14	14	14	15	7.1
Recorded Plats Processed	65	87	66	70	80	14.3
Food Truck Permits	17	28	30	30	35	33.3
<b>Performance Measures</b>						
Texas Alcoholic Beverage Commission						
(TABC) permit within 3 days	-	-	-	90%	100%	10.0
Sign permits within 2 days	-	-	-	90%	100%	11.1
Recorded plats within 10 days	-	-	-	90%	100%	-
Residential plan review - 5 days	-	-	77%	75%	100%	-
Commercial plan review - 10 days	-	-	84%	90%	100%	-
Food Truck Permit within 1 day	-	-	100%	100%	100%	33.3

# Planning Overview

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## FULL-TIME POSITIONS

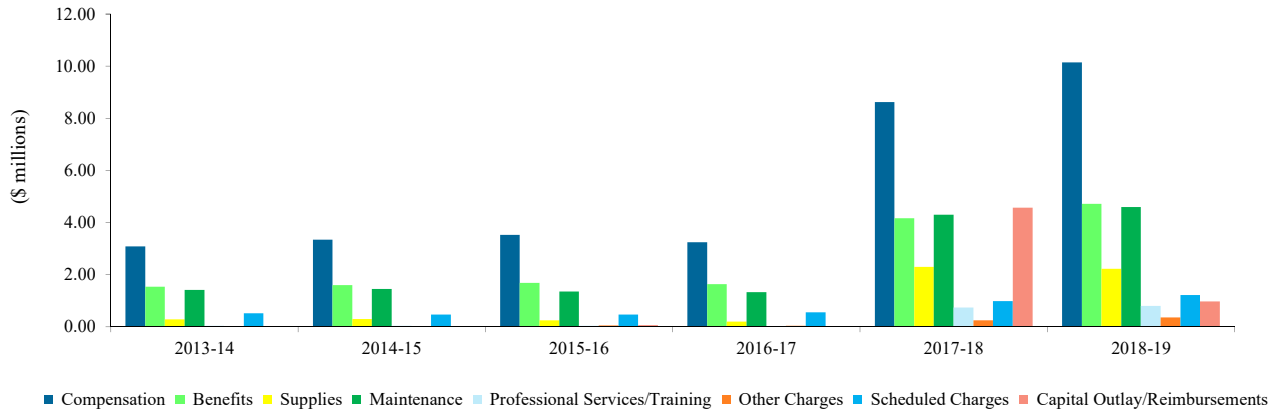
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Director of Planning	1
Management Assistant	2
Planner	3
Planning and Zoning Manager	1
Senior Planner	1
TOTAL FULL-TIME POSITIONS	<hr/> 8 <hr/>



# General Fund - Public Works

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 3,340,499	3,520,907	3,245,597	8,622,700	10,141,430	17.6
Benefits	1,598,832	1,679,534	1,625,944	4,156,290	4,712,124	13.4
Supplies	289,701	241,515	200,254	2,299,845	2,219,015	(3.5)
Maintenance	1,446,334	1,355,080	1,330,072	4,299,184	4,593,695	6.9
Professional Services/Training	41,147	41,531	24,321	731,717	799,993	9.3
Other Charges	25,142	41,887	36,321	244,413	351,238	43.7
Scheduled Charges	465,138	470,192	548,177	981,828	1,210,548	23.3
Capital Outlay/Reimbursements	-	64,741	-	4,570,390	965,162	(78.9)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 7,206,794</b>	<b>7,415,387</b>	<b>7,010,685</b>	<b>25,906,366</b>	<b>24,993,204</b>	<b>(3.5)</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Engineering	\$ 1,267,090	1,320,921	1,217,229	1,459,736	833,777	(42.9)
Solid Waste	-	-	-	15,623,677	15,612,949	(0.1)
Streets	2,596,623	2,574,389	2,429,462	4,923,341	4,841,360	(1.7)
Traffic	3,343,081	3,520,077	3,363,994	3,899,612	3,705,119	(5.0)
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 7,206,794</b>	<b>7,415,387</b>	<b>7,010,685</b>	<b>25,906,366</b>	<b>24,993,204</b>	<b>(3.5)</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Engineering	17	17	16	16	45	29
Solid Waste	-	-	-	94	96	2
Streets	36	36	36	50	52	2
Traffic	37	37	37	35	34	(1)
<b>TOTAL STAFFING</b>	<b>90</b>	<b>90</b>	<b>89</b>	<b>195</b>	<b>227</b>	<b>32</b>



# Engineering Overview

## Mission and Services

The Engineering Department's mission is to protect the health, safety, and welfare of the public while building a better community through teamwork, customer service, and efficiency. This is accomplished by designing and constructing major and minor infrastructure projects that provide the highest quality infrastructure for today and the future while remaining good stewards of the City's resources. This is also accomplished by performing timely review and coordination of development construction plans, plats, and drainage analyses while maintaining exceptional infrastructure throughout the City of Lubbock. Engineering strives to provide excellent customer service and continuous improvement while administering the policies and procedures throughout the City.

The Department was reorganized in October 2017 to provide maximum benefit to the community. The Capital Project and Design group is dedicated to internal design, construction, and construction management of City capital projects. The Development Engineering Services group evaluates the development process to streamline operations and provide a clearer approach for the development community.

## Goals

- The Development Engineering Services group will:
  - Review and return comments within five working days for complete engineering plan submittals, and
  - Complete review and return comments for complete engineering plan submittals within ten working days.
- Review and return resubmitted plans with minor administrative corrections within two working days.
- Review and respond to drainage plans within fifteen working days of submittals.
- The Capital Project and Design group will design and manage in-house projects supporting City activities.
- Provide technical assistance to citizens, developers, contractors, and consulting engineers concerning engineering infrastructure development.
- Maintain accurate impervious area for the Storm Water Utility, as well as provide customer service in answering billing-related questions.
- Provide quality and timely service to community related flood zone development, flood insurance, and floodplain mapping.

## Accomplishments for FY 2017-18

- Completed construction of the Southeast Water Reclamation Plant Solids Handling Project.
- Completed construction of Pump Station 16.
- Completed construction of the Northwest Water Reclamation Plant.
- Completed construction of Phase II of the North Water Treatment Plant Project.

- Completed construction and in-house design of multiple water, sewer, and roadway projects.
- Completed construction of the Northwest Lubbock Drainage Improvements Project (NWLDDIP) Phase II.
- Completed construction of Erskine Avenue from Indiana Avenue to Quaker Avenue.
- Completed construction improvements to Lift Station 41 and Lift Station 46.
- Recertified the Class 7 Rating in the Federal Emergency Management Association (FEMA) Community Rating System with the Insurance Services Office (ISO). This allows citizens in the Special Flood Hazard Areas to save up to 15 percent on flood insurance policies. The estimated annual impact to policy holders is a savings of \$259 thousand.
- Submitted Playa System C Restudy results to FEMA based on Phase 1, NWLDDIP improvements to reduce high hazard flooding areas in System C.
- Completed the final draft of the Drainage Criteria Manual (DCM) including an extensive technical stakeholder review process.
- Finalized plans for the adoption of a new Master Thoroughfare Plan in coordination with the enhancements to the DCM and Comprehensive Land Use updates.
- Simplified the process to calculate adjacent main fees for water and sewer lines during platting to expedite payment to the developer due the adjacent main fee.
- Cross-trained employees to create a more flexible team and improve customer service.
- Created the Development Consultation process that has been deployed across multiple departments.
- Updated the Engineering Minimum Design Standards and Specifications.
- Emphasized customer service to ensure issues were resolved in a timely manner.

## Objectives for FY 2018-19

- Complete design of elevated storage tanks and begin construction of the first tank.
- Complete Environmental Assessment for Upland Avenue corridor and Phase I design for Upland Avenue between 66<sup>th</sup> and 82<sup>nd</sup> Streets.
- Implement ongoing improvements to water and wastewater treatment plants and water and wastewater infrastructure.
- Complete Master Thoroughfare Plan and incorporate with Comprehensive Plan.
- Update related ordinances and adopt revised DCM and Master Drainage Plan (MDP) framework.
- Implement MDP framework and strategic updates to MDP areas to address recent annexations and provide the community with better insight into drainage issues related to upcoming development growth.
- Complete technical review with FEMA of the System C Restudy in advance of adopting System C revised FEMA maps.

# Engineering Overview

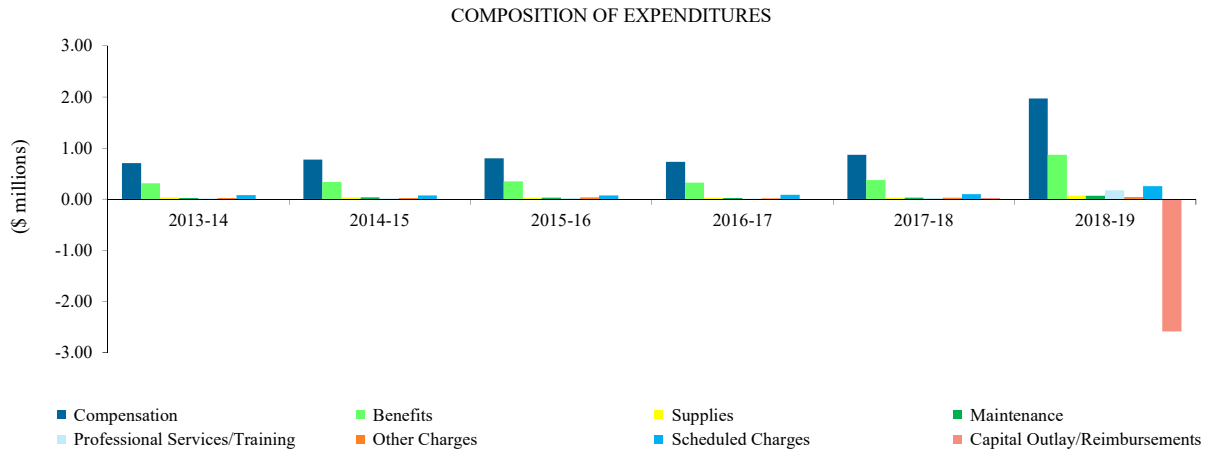
- Implement new streamlined pro rata process to improve customer service.

## Expenditure Overview

The Engineering Department underwent reorganization in FY 2017-18. That reorganization is reflected in the FY 2018-19 Engineering Department budget. All engineering staff, excluding Lubbock Power and Light, were relocated to a centralized Engineering Department. This included engineering positions in the Traffic Department, Storm Water Fund, and the Water/Wastewater Fund. The Engineering Department will provide engineering services to all Funds. The Engineering Department includes Engineering Inspection Services, Engineering Development Services, and Engineering CIP & Design. The cost of the Engineering Department is distributed among all Funds that use their services and is based on actual expenditures. The comparisons below reflect the costs of the new structure as compared with the prior year structure. All changes relate to the change in the organizational structure.

- Total Expenditures decreased \$625.9 thousand, or 42.9 percent compared to the FY 2017-18 Operating Budget. The budget reflects an estimate of the portion of the engineering that will be used by other Funds which results in a decrease to the General Fund. The decrease in the Engineering Department budget is due to the reimbursements from the other Funds as they use the services of the Engineering Department.
- Compensation increased \$1.1 million due to the reorganization of the engineers, locators, and inspectors from the Traffic Department, Storm Water Fund, and Water/Wastewater Fund. Twenty nine positions were reallocated in the reorganization.
- Benefits increased \$496.0 thousand due to the reallocation of positions from the Traffic Department, Storm Water Fund, and Water/Wastewater Fund.
- Supplies increased \$37,803 due to the increase in positions and vehicles with the reorganization. The most significant increases are in office supplies and fuel.
- Maintenance increased \$35,688 due to the increase in number of vehicles with the engineering reorganization. The most significant increases are in vehicle maintenance, equipment maintenance, and radio shop allocations.
- Professional Services/Training increased \$150.9 thousand due to the reorganization. The most significant increases are in professional services and training and travel. The increase in professional services is related to engineering consultants and land surveying costs. The increase to training and travel is related to the reallocation of positions.
- Other Charges increased \$12,162, or 44.7 percent, due to increases in building rental costs, special projects, computer equipment, and furniture. The increase was offset slightly by a decrease in miscellaneous expense.
- Scheduled charges increased \$156 thousand due to the reallocated positions that moved from the Traffic Department, Storm Water Fund, and the Water/Wastewater Fund which increased the allocations for information technology, liability insurance, and telecommunication.
- Capital Outlay/Reimbursements decreased \$2.6 million due to the reorganization of the Engineering Department. The cost of the Engineering Department related to engineering services for other Funds will be reimbursed to the General Fund. The Engineering Department will be managing construction projects for the Water/Wastewater and Storm Water Funds. A significant portion of engineering services will be used for Water/Wastewater Fund capital improvement projects. A smaller amount will be used for the Storm Water capital improvement projects.

# Engineering Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 769,498	799,390	730,830	868,397	1,966,014	126.4
Benefits	331,240	344,550	324,490	371,947	867,967	133.4
Supplies	31,722	26,350	26,512	27,788	65,590	136.0
Maintenance	31,425	25,706	23,820	27,095	62,784	131.7
Professional Services/Training	15,251	20,767	10,780	21,660	172,556	696.7
Other Charges	19,621	32,272	14,084	27,200	39,362	44.7
Scheduled Charges	68,333	71,886	86,713	94,481	250,439	165.1
Capital Outlay/Reimbursements	-	-	-	21,167	(2,590,934)	(12,340.2)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,267,090</b>	<b>1,320,921</b>	<b>1,217,229</b>	<b>1,459,736</b>	<b>833,777</b>	<b>(42.9)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Engineering Inspection Services	17	17	16	16	16	-
Engineering Development Services	-	-	-	-	13	13
Engineering CIP & Design	-	-	-	-	16	16
<b>TOTAL STAFFING</b>	<b>17</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>45</b>	<b>29</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Material tests performed	5,303	5,500	6,000	1,500	1,500	-
Tests finding faulty materials	147	110	150	50	50	-
Construction inspections	11,591	6,457	8,235	13,000	13,500	3.8
Inspections finding faulty construction	462	312	658	750	1,000	33.3
Utility cut permits issued	3,952	1,567	2,607	2,000	2,000	-
Utility cut inspections	465	186	265	300	300	-
Capital Improvement Projects completed	-	-	3	3	2	(33.3)
Internal Projects assigned	-	-	10	8	8	-
Internal Projects designed	-	-	10	8	8	-
Internal Projects completed	-	-	7	6	8	33.3
Internal Projects inspected	-	-	4	6	6	-
<b>Construction Plans reviewed</b>						
Municipal Paving and Drainage Plan Review	-	-	70	80	80	-
Municipal Paving and Drainage Record Drawing Review	-	-	60	65	65	-
Site Plan Review	-	-	155	150	150	-
Commercial Building Permit Review	-	-	417	450	450	-
Plans reviewed past initial review period	-	-	55	50	50	-
<b>Performance Metrics</b>						
Percentage of construction plans reviewed within 5 days of assignment (Goal of 85%)	-	-	-	69%	85%	23.2
Percentage of construction plans reviewed within 10 days of assignment (Goal of 95%)	-	-	-	92%	95%	3.3



# Engineering Overview

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FULL-TIME POSITIONS			
Assistant City Engineer	2	Pro Rata Administrator	1
Asst Right of Way Agent	1	Pro Rata Specialist	1
Administrative Assistant	2	Right of Way Agent	1
Civil Engineer	3	ROW Management Coord	1
Civil Engineering Assoc	4	Sr Civil Engineer	6
Construction Inspection Supervisor	1	Sr Construction Inspector	2
Development Technician	1	Sr Engineering Inspector	7
Div Director of Eng/ City Eng	1	Sr Surveyor	1
Engineering Inspector	1	Storm Water Utility Acct Coord	1
GIS Data Analyst	1	Water Utility Locate Tech	3
GIS/CAD Technician	4	TOTAL FULL-TIME POSITIONS	<u>45</u>

# Engineering Expenditures

<b>Engineering Inspection Services</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 769,498	799,390	730,830	868,397	690,019	(20.5)
Benefits	331,240	344,550	324,490	371,947	321,435	(13.6)
Supplies	31,722	26,350	26,512	27,788	42,461	52.8
Maintenance	31,425	25,706	23,820	27,095	31,142	14.9
Professional Services/Training	15,251	20,767	10,780	21,660	6,396	(70.5)
Other Charges	19,621	32,272	14,084	27,200	23,362	(14.1)
Scheduled Charges	68,333	71,886	86,713	94,481	112,395	19.0
Capital Outlay/Reimbursements	-	-	-	21,167	(899,305)	(4,348.5)
<b>TOTAL ENGINEERING INSPECTION SERVIC</b>	<b>\$ 1,267,090</b>	<b>1,320,921</b>	<b>1,217,229</b>	<b>1,459,736</b>	<b>327,903</b>	<b>(77.5)</b>

## Engineering Development Services

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	699,568	-
Benefits	-	-	-	-	289,868	-
Supplies	-	-	-	-	9,930	-
Maintenance	-	-	-	-	19,992	-
Professional Services/Training	-	-	-	-	90,850	-
Other Charges	-	-	-	-	5,000	-
Scheduled Charges	-	-	-	-	80,286	-
Capital Outlay/Reimbursements	-	-	-	-	(877,674)	-
<b>TOTAL ENGINEERING DEVELOPMENT SER</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>317,820</b>	<b>-</b>

## Engineering CIP & Design

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	576,428	-
Benefits	-	-	-	-	256,663	-
Supplies	-	-	-	-	13,200	-
Maintenance	-	-	-	-	11,650	-
Professional Services/Training	-	-	-	-	75,310	-
Other Charges	-	-	-	-	11,000	-
Scheduled Charges	-	-	-	-	57,758	-
Capital Outlay/Reimbursements	-	-	-	-	(813,955)	-
<b>TOTAL ENGINEERING CIP &amp; DESIGN</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>188,054</b>	<b>-</b>

# Solid Waste Overview

## Mission and Services

The Solid Waste Department provides solid waste services to the citizens of the City of Lubbock through the collection, disposal, and recycling of discarded materials in a manner that is safe, efficient, environmentally conscious, and cost effective.

## Overview

The City provides garbage collection and disposal services to 73,726 residential customers and 2,756 commercial customers. One of the City's two landfill sites is designated as the Caliche Canyon Landfill and includes a citizen's transfer station. The second site is the West Texas Region Disposal Facility located in Abernathy, Texas, which opened in 1999, and is one of the largest permitted areas for a landfill in the State of Texas. With 1,260 acres, the expected useful life of this landfill is 119 years.

The Solid Waste Department provides the following services:

- Residential and commercial solid waste collection.
- Operate two landfills for Lubbock and surrounding communities to provide for citizen health and safety and disposal of 330,645 tons of municipal solid waste.
- Roll-off services for municipal accounts, cleanups, and special events.
- Provide support for neighborhood clean-ups, Keep Lubbock Beautiful (KLB) projects, and Codes Administration deployments.
- Bulky Crews collect illegally dumped items from alleys.
- Operate four permanent recycling drop-off centers in compliance with Texas Commission on Environmental Quality (TCEQ) regulations, and operate six satellite recycling sites.
- Provide household hazardous waste drop-off program.
- Operate four Citizen Collection Stations in compliance with TCEQ regulations where citizens can drop off waste items too large for dumpsters or that are illegal to dispose of in the dumpster.
- Provide funding for inmate work crews to clean and maintain South Loop 289, routes to the landfill, landfill properties, City parks, and public areas.
- Provide funding for the maintenance of unpaved alleys.
- Operate the Kingspark methane gas recovery system to provide for citizen health and safety and in compliance with TCEQ regulations.

## Accomplishments for FY 2017-18

- Completion of construction and lining of Cell V at the West Texas Region Disposal Facility.
- Completion of Cell VI Phase 4 at the Caliche Canyon Landfill.

- Started pilot study for landfill gas remediation at Caliche Canyon Landfill.
- Completed renovation of the maintenance shop at the Caliche Canyon landfill.
- Achieved a compaction rate of 1,377 at the West Texas Region Landfill.
- Completed construction of new office space at the Southside location.
- Realigned and balanced collection routes to increase efficiency.
- Initiated reclassification of a vacant position from Disposal to Residential Collection for a Recycling Supervisor/Educator to expand recycling efforts.
- Initiated and held Kick-off for "10 on Tuesday" using information on a North Texas litter abatement program.
- Participated in the process for new billing and work order system with other City utilities.
- Participated in the City of Lubbock Utilities Open House.
- Participated in the Lubbock 101 field day.
- Held departmental Operations Driving Skills Event and placed first in State Road-e-o competition.
- Participated in the Tech to Town event.
- Participated in the 2018 Home and Garden Show and the Lubbock Arts Festival.
- Partnered with Code Administration, Parks and Recreation, neighborhood associations, church and civic groups, and local entities to conduct 26 neighborhood and City cleanups.

## Objectives for FY 2018-19

- Renovate the scalehouse at the West Texas Region Disposal facility and upgrade the front entrance with concrete.
- Complete adjustment of the methane gas collection system lines at Caliche Canyon Landfill.
- Achieve a higher rate of compaction to save valuable air space, and a compaction rate of 1,400.
- Continue promotion for "10 on Tuesday" litter abatement pledge program.
- Complete capital renovations of the Northside office building.
- Explore route optimization system.
- Analyze decreasing the number of commercial accounts serviced.
- Expand the illegal dumping and large item Bulky Crew collection program.
- Expand the roll-out cart collection in neighborhoods without designated alleyways.
- Use rugged tablets in field communications and work order completion to increase efficiency.
- Use Fleet Management Tracking system for side load collection trucks.

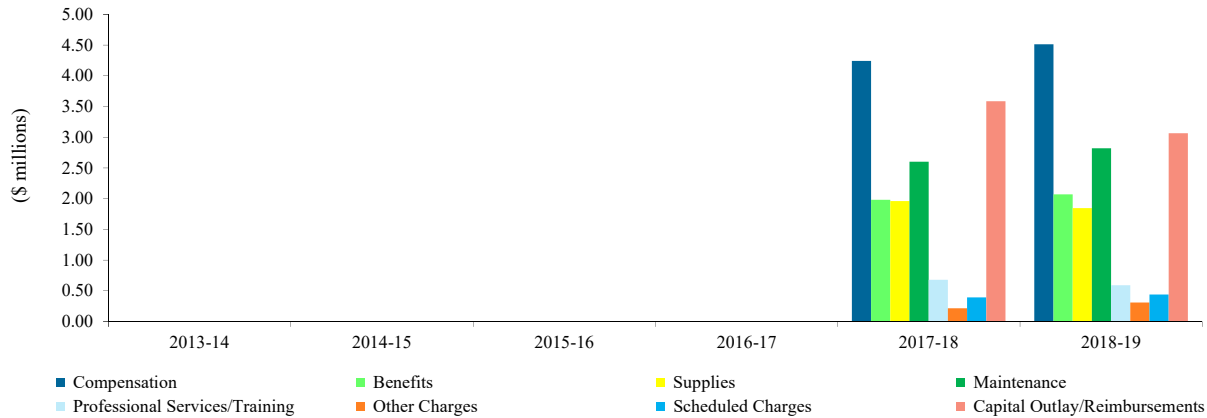
# Solid Waste Overview

## Expenditure Overview

- Total expenditures decreased \$10,729, or 0.1 percent for FY 2018-19. Solid Waste was moved from an Enterprise Fund to the General Fund in FY 2017-18. Total actual expenditures for the prior three years for Solid Waste can be found in the Enterprise Fund section of the FY 2018-19 Adopted Operating Budget and Capital Program.
- Compensation increased \$270.7 thousand, or 6.4 percent due to the addition of a crew that will handle bulky items, a new route crew, and a second inmate crew for the landfills.
- Benefits increased \$88,836, or 4.5 percent, due to the addition of crews and the three percent merit increase.
- Supplies decreased \$114.3 thousand or 5.8 percent, due to a decrease in diesel fuel costs.
- Maintenance increased \$219 thousand, or 8.4 percent, due to an increase to vehicle and other equipment maintenance.
- Professional Services/Training decreased \$91,129, or 13.5 percent, due to a solid waste operation and rate study for the landfills, collections, and recycling budgeted for in the prior year.
- Other Charges increased \$91,117, or 43.2 percent, due to increase to other equipment associated with additional crew.
- Scheduled Charges increased \$46,940, or 12.2 percent, due to increases to property and liability insurance.
- Capital Outlay decreased \$522 thousand, or 14.6 percent due to decrease of vehicle/equipment debt.

# Solid Waste Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ -	-	-	4,241,185	4,511,892	6.4
Benefits	-	-	-	1,977,113	2,065,949	4.5
Supplies	-	-	-	1,954,482	1,840,229	(5.8)
Maintenance	-	-	-	2,596,563	2,815,586	8.4
Professional Services/Training	-	-	-	676,160	585,031	(13.5)
Other Charges	-	-	-	211,155	302,272	43.2
Scheduled Charges	-	-	-	385,051	431,990	12.2
Capital Outlay/Reimbursements	-	-	-	3,581,969	3,059,999	(14.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>15,623,677</b>	<b>15,612,949</b>	<b>(0.1)</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Residential Collection	-	-	-	65	67	2
Inmate Clean-Up	-	-	-	-	-	-
Solid Waste Disposal	-	-	-	24	23	(1)
Keep Lubbock Beautiful	-	-	-	-	-	-
Recycling Collection	-	-	-	5	6	1
<b>TOTAL STAFFING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>94</b>	<b>96</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Residential Collection</b>						
Residential - Containers in Use	25,375	26,209	26,396	26,658	26,838	0.7
Service containers twice per week	-	-	-	90%	90%	-
Spot check 320 alleys per week - collection standards	-	-	-	95%	95%	-
Support 24 neighborhood and community cleanups	-	-	-	95%	97%	2.1
Ensure employees wear required safety equipment	-	-	-	98%	99%	1.0
Residential - Solid Waste Collected (per Ton)	122,000	121,545	126,003	126,500	126,800	0.2
Recycling - Tons collected at Drop-off Center	1,100	1,416	1,435	1,498	1,580	5.5
Recycling - Tons of Non-recyclable items	1,100	1,100	1,029	1,090	1,115	2.3
<b>Disposal</b>						
Disposal - Yearly compaction rate for:						
Caliche Canyon Landfill lbs./yds.3	-	-	-	800	800	-
West Texas Region Disposal Facility lbs./yds.3	-	-	-	1,300	1,350	3.8
Disposal - Collection fee error rate	-	-	-	<1%	<1%	-

# Solid Waste Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Disposal - Number of Texas Commission on Environmental Quality (TCEQ) violations	-	-	-	0	0	-
Disposal - Ensure employees wear required safety equipment	-	-	-	100%	100%	-
Disposal - Total Tons disposed	330,645	333,700	330,645	330,645	325,200	(1.6)
Disposal - Tons disposed per day of operation	1,091	1,101	1,091	1,091	1,000	(8.3)

## FULL-TIME POSITIONS

Administrative Asst	2
Constr & Maint Worker	1
Customer Service Rep	4
Environ Compliance Spec II	1
Equipment Operator I	1
Equipment Technician	1
Heavy Equipment Operator	69
Lead Administrative Asst	1
Solid Waste Cust Serv Supvr	1
Solid Waste Foreman	8
Solid Waste Mgr Collections	1
Solid Waste Mgr Disposal	1
Sr Constr & Maint Foreman	2
Sr Equipment Technician	1
SW Environ Compliance Coord	1
Solid Waste Education Supervisor	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>96</b>

# Solid Waste Expenditures

<b>Residential Collection</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ -	-	-	2,698,418	2,912,027	7.9
Benefits	-	-	-	1,367,749	1,462,125	6.9
Supplies	-	-	-	1,185,588	1,163,507	(1.9)
Maintenance	-	-	-	1,541,156	1,673,962	8.6
Professional Services/Training	-	-	-	16,562	25,676	55.0
Other Charges	-	-	-	164,768	251,480	52.6
Scheduled Charges	-	-	-	228,368	218,037	(4.5)
Capital Outlay/Reimbursements	-	-	-	2,142,449	1,677,238	(21.7)
<b>TOTAL RESIDENTIAL COLLECTION</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>9,345,058</b>	<b>9,384,052</b>	<b>0.4</b>

## Inmate Clean-Up

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	-	-	27,471	24,253	(11.7)
Maintenance	-	-	-	34,778	41,018	17.9
Professional Services/Training	-	-	-	237,180	283,680	19.6
Other Charges	-	-	-	-	-	-
Scheduled Charges	-	-	-	2,735	5,572	103.7
Capital Outlay/Reimbursements	-	-	-	12,133	-	(100.0)
<b>TOTAL INMATE CLEAN-UP</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>314,297</b>	<b>354,522</b>	<b>12.8</b>

## Solid Waste Disposal

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	1,278,966	1,257,520	(1.7)
Benefits	-	-	-	511,633	479,994	(6.2)
Supplies	-	-	-	693,718	602,631	(41.3)
Maintenance	-	-	-	951,067	1,025,999	(41.3)
Professional Services/Training	-	-	-	390,418	229,077	(41.3)
Other Charges	-	-	-	30,027	34,072	13.5
Scheduled Charges	-	-	-	136,000	179,725	32.2
Capital Outlay/Reimbursements	-	-	-	1,388,448	1,340,308	(3.5)
<b>TOTAL SOLID WASTE DISPOSAL</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>5,380,276</b>	<b>5,149,326</b>	<b>(4.3)</b>

## Keep Lubbock Beautiful

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	-	-	6,350	-	(100.0)
Maintenance	-	-	-	-	-	-
Professional Services/Training	-	-	-	4,050	-	(100.0)
Other Charges	-	-	-	16,000	-	(100.0)
Scheduled Charges	-	-	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL KEEP LUBBOCK BEAUTIFUL</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>26,400</b>	<b>-</b>	<b>(100.0)</b>

## Recycling Collection

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	263,801	342,346	29.8
Benefits	-	-	-	97,732	123,830	26.7
Supplies	-	-	-	41,355	49,837	20.5
Maintenance	-	-	-	69,562	74,607	7.3
Professional Services/Training	-	-	-	27,950	46,598	66.7
Other Charges	-	-	-	360	16,720	4,543.2
Scheduled Charges	-	-	-	17,948	28,657	59.7
Capital Outlay/Reimbursements	-	-	-	38,940	42,454	9.0
<b>TOTAL RECYCLING COLLECTION</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>557,647</b>	<b>725,049</b>	<b>30.0</b>

# Streets Overview

## Mission and Services

Provide well-maintained and developed public rights-of-way to enhance mobility and provide for the safe movement of the public. The Streets Department provides the following services:

- Response to citizen requests.
- Repair potholes.
- Perform maintenance on paved streets.
- Perform street repair and patching for utility cuts.
- Maintain and repair paved/unpaved streets, alleys, concrete streets, and valley gutters.
- Construct ADA ramps as needed.
- Clean debris from streets.
- Respond to emergencies involving snow, ice, and/or flooding.
- Provide barricades for special events in support of other departments.
- Provide Traffic Control on thoroughfares for utility repair projects.
- Clean, repair, and perform maintenance of storm sewer inlets and drain pipes.
- Public Works Dispatch provides effective, courteous, and professional communication between City staff and citizens via phone calls, radio, and citizen portals.

## Goals and Objectives

- Access and grade unpaved streets and alleys on a regular basis.
- Respond to pothole complaints within 48 hours.
- Treat thoroughfare roads during ice and snow events to maintain traffic flow within 24 hours of the event.
- Maintain and repair concrete alleys and valley gutters.
- Provide preventative maintenance techniques each year on eight percent of streets that are in good condition in order to prevent further deterioration.
- Maintain an average Pavement Condition Rating (PCR) for all paved streets above 80 percent.
- Provide assistance in base failure repairs, utility cut repair, and construction projects for City departments.
- Ensure paved streets are acceptably clean to prevent accelerated deterioration and promote efficient management of storm water.
- Ensure storm sewer inlets and lines are cleaned and maintained for proper system function.
- Dispatch staff as necessary to maintain an effective communication between City staff and citizens.
- Begin working towards a 24-hour dispatch program.

## Accomplishments for FY 2017-18

- Completed proactive maintenance of 3.5 percent of City streets through concrete and asphalt repairs, micro-surface, scrub seal, in-house remove and relay, asphalt rejuvenation products, and total rebuilding.

- Used crusher and screener to recycle approximately 8,577 cubic yards of asphalt and concrete for the stabilization of alleys and unpaved streets.
- Removed and relayed seven lane miles of residential streets.
- Patched approximately 84,090 square feet of potholes and 13,793 square yards of base failure and utility cut repairs.
- Graded 215 miles of unpaved streets and 692 miles of alleys through routine maintenance and citizen input.
- Stabilized six miles of unpaved alleys.
- Street sweepers collected 19,298 cubic yards of debris from 17,704 lane miles of City streets.
- Assisted Parks and Recreation at Berl Huffman Athletic Complex with the construction of 36,290 square yards of roads and parking lots.
- Assisted Parks and Recreation at Lake 3 with the construction of a road, boat ramp, and parking lot totaling 3,490 square yards.
- Cleaned 4,663 drain inlets and removed 70 tons of debris.
- Assisted with traffic control for the Mayor's Marathon.
- Public Works Dispatch processed 141,809 requests through phone calls, email, radio calls, and work orders.

## Objectives for FY 2018-19

- Continue proactive street maintenance through Capital Improvement Projects (CIP) on City streets and research surface treatments that will extend street life.
- Use Infrastructure Maintenance Management Program software to continue City-wide street inventory.
- Improve customer response time.
- Use the crusher and power screener to recycle concrete and asphalt salvage from CIP and street maintenance projects.
- Stabilize and rebuild unpaved alleys with recycled base, concrete, and asphalt millings.
- Provide exemplary customer service to citizens from Public Works Dispatch
- Begin building a 24-hour Public Works Dispatch operation capable of providing resolution for all requested services.

## Expenditure Overview

- Total expenditures decreased \$81,981, or 1.7 percent, compared to the FY 2017-18 Operating Budget.
- Compensation increased \$208.8 thousand, or 11.0 percent, due to the centralization of the Water and Streets Dispatch Office into one cost center and a three percent merit increase. Three Dispatchers were moved from the Water Fund to General Fund and the Customer Service personnel were re-classified to Public Works Dispatchers.

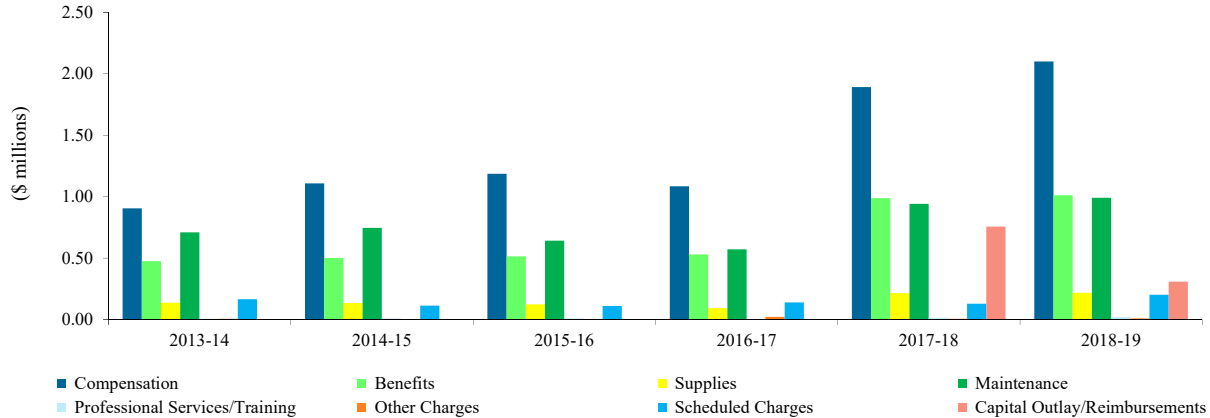


## Streets Overview

- Benefits increased \$22,717, or 2.3 percent, due to the reorganization of the Public Works Dispatch Office and a three percent merit increase, offset slightly by lower workers compensation costs.
- Supplies increased \$1,523, or 0.7 percent, due to increases for office supplies, offset by decreases in uniforms, small tools, and fuel.
- Maintenance increased \$50,047, or 5.3 percent, due to increased cost for vehicle maintenance, Radio Shop charges, and equipment maintenance.
- Professional Services/Training increased \$5,809, or 57.0 percent, due to the addition of personnel for the Public Works Dispatch Office.
- Other Charges increased \$3,537, or 111.9 percent, due to the increases in communication equipment and cell phone allowances.
- Scheduled Charges increased \$73,802, or 59.0 percent, due to increases in information technology and insurance allocations, offset slightly by a decrease in telecommunications.
- Capital Outlay/Reimbursements decreased \$448.3 thousand, or 59.5 percent, due to lower vehicle debt payments and the reimbursement from the Water Fund for the shared cost of the Dispatch Office.

# Streets Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,105,885	1,185,341	1,082,394	1,890,976	2,099,815	11.0
Benefits	497,764	512,598	528,214	987,277	1,009,994	2.3
Supplies	131,995	121,058	89,750	213,069	214,592	0.7
Maintenance	743,576	638,600	569,978	939,831	989,878	5.3
Professional Services/Training	4,851	5,885	2,147	10,191	16,000	57.0
Other Charges	2,233	2,391	19,618	3,160	6,697	111.9
Scheduled Charges	110,320	108,517	137,362	125,030	198,832	59.0
Capital Outlay/Reimbursements	-	-	-	753,808	305,552	(59.5)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,596,623</b>	<b>2,574,389</b>	<b>2,429,462</b>	<b>4,923,341</b>	<b>4,841,360</b>	<b>(1.7)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Public Works - Streets	36	36	36	36	32	(4)
Public Works Dispatch	-	-	-	-	6	6
Alley Maintenance	-	-	-	14	14	-
<b>TOTAL STAFFING</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>50</b>	<b>52</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
Base failures/utility cut repairs (SY)	11,924	10,472	14,043	26,005	15,050	(42.1)
Total lane miles of paved streets						
within City limits	3,106	3,106	3,220	3,306	3,306	-
Contracts (PMO)						
Concrete Patching Contracts (SY)	24,870	38,000	27,500	17,553	40,000	127.9
Asphalt Rejuvenator (Residential) (SY)	429,442	956,285	473,409	653,000	950,000	45.5
Micro-Surfacing (SY)	982,236	-	1,030,000	-	1,250,000	-
1. Collectors	171,304	-	275,000	-	300,000	-
2. Residentials	646,468	-	550,000	-	700,000	-
3. Major Thoroughfares	164,464	-	205,000	-	250,000	-
Street Reconstruction (Major Thoroughfares) (SY)	-	13,156	-	82,500	40,000	(51.5)
Concrete replacement (PMO)						
Intersections (SY)	2,474	4,800	3,800	1,305	2,500	91.6
Valley gutters (SY)	6,260	4,800	2,650	3,202	4,000	24.9
Number of ADA curb ramps constructed	18	75	60	36	50	38.9
In-house remove and relay program (SY)	-	42,616	48,731	45,102	45,102	-
Percentage of citizen called in potholes responded within 48 hours	-	-	54%	44%	59%	34.1
Grade unpaved alleys at a minimum of twice annually (miles)	809	972	766	692	810	17.1

# Streets Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Maintain an average Pavement Condition						
Rating	-	-	81%	76%	76%	-
Alley Maintenance						
Miles bladed of unpaved streets and alleys	1,174	1,289	1,048	906	1,104	21.9
Total miles of rebuilt alleys	2	2	1	1	1	-
Production of reclaimed concrete for alley maintenance (CuYd)	120	-	1,375	133	407	206.0
Production of reclaimed asphalt/caliche millings for alley maintenance (CuYd)	700	490	12,940	8,444	5,644	(33.2)
Public Works Dispatch						
Phone calls coming in	31,151	28,056	32,457	36,508	40,000	9.6
Phone calls going out	16,212	19,777	20,765	21,803	23,000	5.5
Email: received or responded	17,226	23,286	18,715	21,649	24,000	10.9
Radio calls coming in or out	23,985	25,571	22,544	24,153	26,000	7.6
Work Orders	23,809	28,290	32,084	37,696	42,000	11.4
<hr/>						
FULL-TIME POSITIONS						
Administrative Assistant	2					
Construction and Maintenance Foreman	2					
Construction and Maintenance Leader	7					
Construction and Maintenance Worker	1					
Public Works Dispatcher	4					
Director of Public Utilities	1					
Equipment Operator I	1					
Equipment Operator II	1					
Heavy Equipment Operator	26					
Lead Customer Service Rep	1					
Sr Constr & Maint Foreman	1					
Sr Construction Inspector	1					
Sr Engineering Inspector	2					
Street Maint Supvr	1					
Utility Dispatch Supervisor	1					
TOTAL FULL-TIME POSITIONS	<hr/> <hr/> 52					

# Streets Expenditures

<b>Public Works - Streets</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,105,885	1,185,341	1,082,394	1,375,296	1,306,551	(5.0)
Benefits	497,764	512,598	528,214	702,302	623,990	(11.2)
Supplies	131,995	121,058	89,750	128,418	122,376	(4.7)
Maintenance	743,576	638,600	569,978	722,014	749,898	3.9
Professional Services/Training	4,851	5,885	2,147	7,333	11,333	54.5
Other Charges	2,233	2,391	19,618	2,200	3,985	81.2
Scheduled Charges	110,320	108,517	137,362	109,645	166,863	52.2
Capital Outlay/Reimbursements	-	-	-	319,003	464,339	45.6
<b>TOTAL PUBLIC WORKS - STREETS</b>	<b>\$ 2,596,623</b>	<b>2,574,389</b>	<b>2,429,462</b>	<b>3,366,210</b>	<b>3,449,334</b>	<b>2.5</b>

## Public Works Dispatch

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	291,322	-
Benefits	-	-	-	-	118,428	-
Supplies	-	-	-	-	10,000	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	-	-	-	-	1,853	-
Other Charges	-	-	-	-	720	-
Scheduled Charges	-	-	-	-	136	-
Capital Outlay/Reimbursements	-	-	-	-	(158,787)	-
<b>TOTAL PUBLIC WORKS DISPATCH</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263,672</b>	<b>-</b>

## Alley Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	515,680	501,942	(2.7)
Benefits	-	-	-	284,975	267,576	(6.1)
Supplies	-	-	-	84,651	82,215	(2.9)
Maintenance	-	-	-	217,817	239,981	10.2
Professional Services/Training	-	-	-	2,858	2,814	(1.5)
Other Charges	-	-	-	960	1,992	107.5
Scheduled Charges	-	-	-	15,385	31,833	106.9
Capital Outlay/Reimbursements	-	-	-	434,804	-	(100.0)
<b>TOTAL ALLEY MAINTENANCE</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>1,557,131</b>	<b>1,128,353</b>	<b>(27.5)</b>

# Traffic Overview

## Mission and Purpose

Provide safe and efficient traffic movement through design, operation, and construction of traffic control systems, traffic control signals, signs, and pavement markings in accordance with State and Federal standards.

## Goals and Objectives

- Perform Traffic Counts at one third of signalized intersections annually (70 signals).
- Refresh pavement markings on 50 percent of arterials and collectors annually (800 linear miles).
- Complete studies triggered by citizen requests and provide results to requestor within four weeks.
- Construct traffic signals within five months of Citizen Traffic Commission (CTC) approval.
- Restore out of service IT Fiber optic cable within 12 hours of service loss.
- Review one third of City-wide signal timing plans annually.

## Accomplishments for FY 2017 -18

- Operated the joint Traffic Management Center (TMC) from 7:00 a.m. to 6:30 p.m.
- Installed Flashing Yellow Arrow signal indications throughout the City to comply with the new Texas Manual on Uniform Traffic Control Devices (TMUTCD) standard.
- Responded to citizen and 3-1-1 Call Center requests within 72 hours. Responded to emergency call-outs immediately.
- Adjusted signal timing during construction of the following Texas Department of Transportation (TxDOT) projects:
  - Marsha Sharp Freeway Phase 5
  - FM1730 (Slide Road) widening
  - US82 (Parkway Drive) reconstruction
  - Erskine widening
  - US87 pavement restoration
  - US84 and Loop 289 at Martin Luther King Jr. Boulevard
- Adjusted signal timing during Erskine widening project.
- Installed approximately 15 miles of fiber optic infrastructure as part of the Traffic Signal Communication System Upgrade:
  - Emergency Operation Center (EOC)
  - Frankford Avenue (82nd to 98th)
  - 98th Street (Frankford to Quaker)
  - Quaker Avenue (93rd to 130th)
  - Indiana Avenue (108th to 122nd)
  - 114th Street (Indiana to University)
  - University Avenue (82nd to 114th)
  - N. Loop 289 and Quaker to the Water Reclamation Plant at Clovis Highway and Slide Road
  - Pump station 16
  - Adult Activities Center on 19th Street

- Various buildings at Clapp Park
- Installed speed cushions in response to citizen requests as part of the Neighborhood Traffic Management Program on 15<sup>th</sup> Street from Slide Road to Chicago Avenue.
- Striped parking lots at the following locations:
  - S. Milwaukee Little League Fields
  - 19th and Vicksburg Church
  - Groves Library
- Designed and constructed new traffic signals:
  - Mac Davis Lane (6th Street) and University Avenue
  - 93rd Street and Quaker Avenue
  - Glenna Goodacre and Avenue Q
  - 49th Street and Martin Luther King Jr. Boulevard
  - 73rd Street and Frankford Avenue
  - 98th Street and Milwaukee Avenue
- Installed School Zone beacons at the following locations:
  - Glenna Goodacre for Ramirez Elementary
  - Upland Avenue for Upland Heights Elementary
  - Milwaukee Avenue for Legacy Elementary
  - 58th Street for Evans Middle School
  - Dover Avenue for Lubbock Christian School
- Installed closed circuit television (CCTV) cameras at 28 additional intersections throughout the City.
- Implemented the Complete Streets Project for Broadway Avenue to connect downtown with Texas Tech University.
- Restored the intersection at 58th Street and University Avenue.
- Participated in an interdepartmental project to construct fiber optic cable communication to the Emergency Operations Center (EOC).

## Objectives for FY 2018-19

- Install traffic calming devices, speed cushion projects, and implement policies developed as part of the Neighborhood Traffic Management Program.
- Install new traffic signals that have been vetted and approved by the CTC.
- Install fiber optic cable throughout the city to add municipal facilities to the City network.
- Continue the flashing yellow arrow upgrade mandated by the TMUTCD.
- Install CCTV cameras at arterial-to-arterial interchanges throughout the city to manage traffic emergency and work zone incidents.

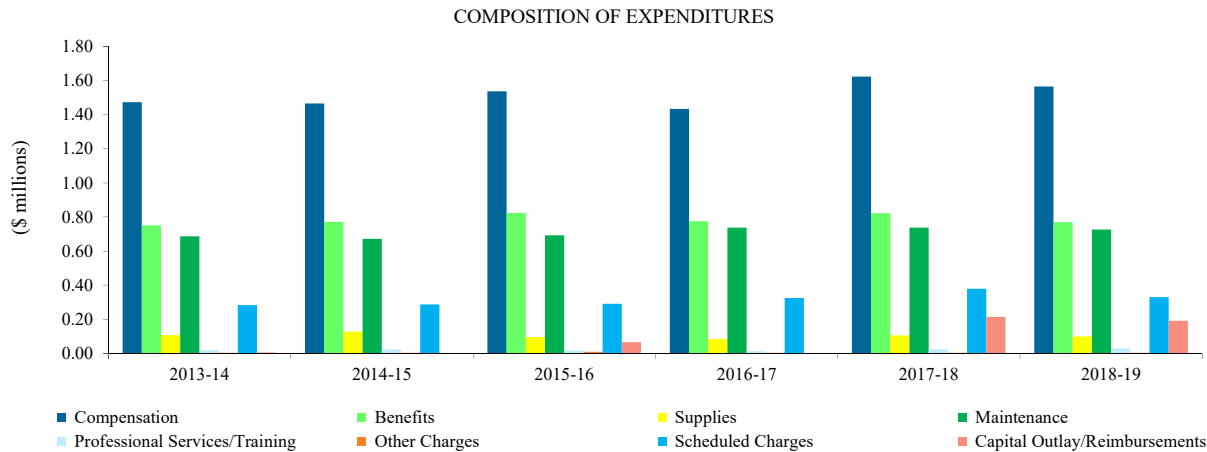
## Expenditure Overview

- Total expenditure decreased \$194.5 thousand, or 5.0 percent, compared to the FY 2017-18 Operating Budget.
- Compensation decreased \$58,435, or 3.6 percent, due to two positions moving to other departments, offset slightly by a three percent merit increase.

## Traffic Overview

- Benefits decreased \$51,738, or 6.3 percent, due to the two positions moving to other departments, offset slightly by the change in compensation due to the three percent merit increase.
- Supplies decreased \$5,901, or 5.6 percent, due to lower fuel costs.
- Maintenance decreased \$10,248, or 1.4 percent, due to lower vehicle maintenance and radio charges.
- Professional Services/Training increased \$2,700, or 11.4 percent, due to increased cost for the use of DIGTESS for underground facility locates.
- Scheduled Charges decreased \$47,978, or 12.7 percent, due to lower electric and telecommunication charges, offset slightly by an increase in insurance costs.
- Capital Outlay decreased \$22,901, or 10.7 percent, due to lower vehicle debt payments.

# Traffic Overview



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 1,465,116	1,536,176	1,432,374	1,622,143	1,563,708	(3.6)
Benefits	769,829	822,387	773,240	819,953	768,215	(6.3)
Supplies	125,984	94,107	83,992	104,505	98,604	(5.6)
Maintenance	671,334	690,775	736,274	735,695	725,447	(1.4)
Professional Services/Training	21,045	14,878	11,393	23,706	26,406	11.4
Other Charges	3,289	7,223	2,619	2,898	2,907	0.3
Scheduled Charges	286,485	289,790	324,102	377,265	329,287	(12.7)
Capital Outlay/Reimbursements	-	64,741	-	213,446	190,545	(10.7)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 3,343,081</b>	<b>3,520,077</b>	<b>3,363,994</b>	<b>3,899,612</b>	<b>3,705,119</b>	<b>(5.0)</b>

STAFFING	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
Traffic Engineering & Design	11	10	10	9	8	(1)
Traffic Operations	26	27	27	26	26	-
<b>TOTAL STAFFING</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>35</b>	<b>34</b>	<b>(1)</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Traffic counts performed	547	316	387	150	200	33.3
Signal timing adjustments	55	1,048	1,274	500	750	50.0
Citizen requests processed	398	247	325	150	200	33.3
TMC incident responses	211	113	189	150	200	33.3
Signs produced and installed	8,465	6,768	5,482	5,800	6,000	3.4
Crosswalks/Stop Bars/Legends installed	175	217	243	200	200	-
Signals Constructed/Removed/Major Upgrades	30	83	127	60	75	25.0
Emergency calls (signals)	1,385	1,092	1,561	700	700	-
Signs relamped (bulbs and LED)	50	174	693	80	100	25.0
Fiber Splices	1,262	1,000	2,125	2,000	2,000	-
New School Zones Processed/Reviewed/Installed	-	-	-	3	5	66.7
Signal Counts						
Perform Traffic Counts at 1/3 of signalized intersections annually-Total Intersections	-	-	-	100	150	50.0
Perform Traffic Counts per citizen requests to study for signal installation	-	-	-	20	25	25.0
Install miles of fiber optic communications cable	-	-	-	28	30	7.1
Preventative Maintenance						
Inspect 100% Signalized Intersections (Texas Department of Transportation and City of Lubbock) annually (signals)	-	-	-	210	210	-

# Traffic Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Refresh pavement markings on 50% of arterials & collectors annually (1,000 linear miles)	-	893	368	200	500	150.0
Refresh pavement markings for school campuses-1/2 refreshed annually (campus)	-	-	-	40	40	-
Citizen Requests						
Respond to initial request (24 hours)	-	-	-	100%	100%	-
Studies completed and responded to requestor (4 weeks)	-	-	-	90%	90%	-
Citizen Traffic Commission (CTC) approved signals installed (5 months)	-	-	-	1	3	200.0
CTC approved High-Intensity Activated crosswalk beacon (HAWKS) installed (3 months)	-	-	-	100%	100%	-
Fiber Optic Repairs to cable maintained by City of Lubbock Traffic						
Restore out of service IT Fiber Optic (12 hours)	-	-	-	100%	100%	-
Restore out of service Traffic Fiber Optic (24 hours)	-	-	-	100%	100%	-
Signal Timing Adjustments						
Review City-wide 1 of 3 signal timing plan annually	-	-	-	210	210	-
<hr/>						
FULL-TIME POSITIONS						
Administrative Asst	1					
City Traffic Engineer	1					
Civil Engineering Assoc	1					
Equipment Operator II	2					
Fiber Optic Technician	3					
GIS/CAD Technician	1					
Traffic Data Technician	1					
Traffic Eng. Mgr Safety & CP	1					
Traffic Maint Leader	2					
Traffic Maint Supvr	1					
Traffic Maint Wrkr	5					
Traffic Mgmt Ctr Engineer/Mgr	1					
Traffic Operations Mgr	1					
Traffic Signal Inspect Coord	1					
Traffic Signal Maint Wrkr	3					
Traffic Signal Supvr (Const.)	1					
Traffic Signal Supvr (Maint.)	1					
Traffic Signal Tech	6					
Traffic Technical Svcs Coord	1					
TOTAL FULL-TIME POSITIONS	<hr/> <hr/> 34					



# Traffic Expenditures

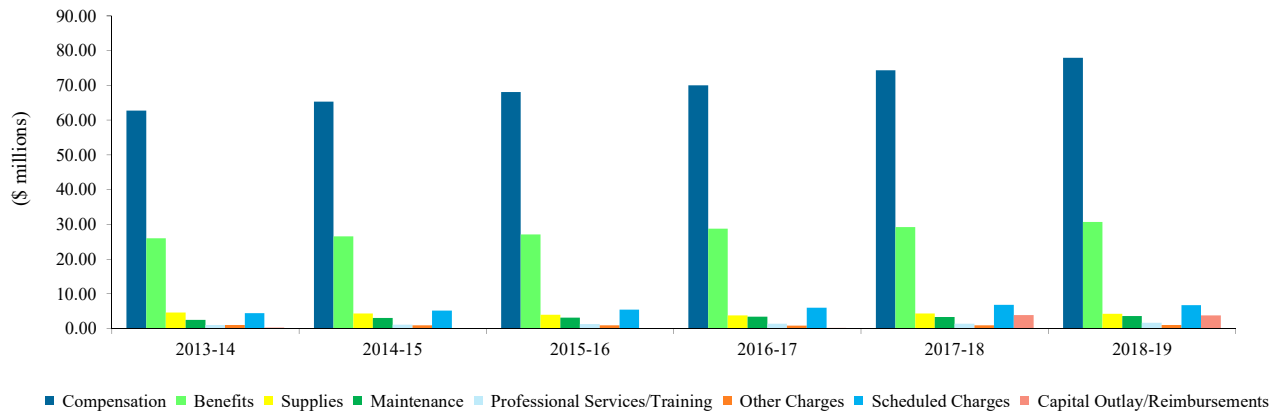
<b>Traffic Engineering &amp; Design</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 562,935	576,700	542,059	600,362	530,208	(11.7)
Benefits	244,180	252,756	232,477	248,887	210,652	(15.4)
Supplies	10,815	8,959	9,683	10,102	8,921	(11.7)
Maintenance	7,654	28,255	22,265	24,630	24,645	0.1
Professional Services/Training	8,071	4,368	4,195	10,921	10,921	-
Other Charges	1,474	1,856	1,440	1,451	1,451	-
Scheduled Charges	69,518	97,132	106,089	108,547	105,140	(3.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL TRAFFIC ENGINEERING &amp; DESIGN</b>	<b>\$ 904,648</b>	<b>970,027</b>	<b>918,208</b>	<b>1,004,900</b>	<b>891,938</b>	<b>(11.2)</b>

## Traffic Operations

EXPENDITURES BY CATEGORY						
Compensation	\$ 902,181	959,477	890,315	1,021,781	1,033,500	1.1
Benefits	525,648	569,631	540,762	571,066	557,562	(2.4)
Supplies	115,170	85,147	74,309	94,403	89,683	(5.0)
Maintenance	663,680	662,520	714,009	711,065	700,802	(1.4)
Professional Services/Training	12,974	10,510	7,198	12,785	15,485	21.1
Other Charges	1,815	5,367	1,179	1,447	1,456	0.6
Scheduled Charges	216,967	192,658	218,013	268,719	224,147	(16.6)
Capital Outlay/Reimbursements	-	64,741	-	213,446	190,545	(10.7)
<b>TOTAL TRAFFIC OPERATIONS</b>	<b>\$ 2,438,434</b>	<b>2,550,051</b>	<b>2,445,786</b>	<b>2,894,712</b>	<b>2,813,181</b>	<b>(2.8)</b>

# General Fund - Public Safety & Health

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 65,246,853	68,003,317	70,021,268	74,267,715	77,894,444	4.9
Benefits	26,546,701	27,039,338	28,709,151	29,209,316	30,631,623	4.9
Supplies	4,344,356	3,955,704	3,756,786	4,329,441	4,254,011	(1.7)
Maintenance	2,999,915	3,145,363	3,408,594	3,338,301	3,597,420	7.8
Professional Services/Training	1,136,343	1,309,521	1,349,097	1,397,761	1,617,869	15.7
Other Charges	904,242	899,758	854,085	893,625	1,048,829	17.4
Scheduled Charges	5,113,410	5,379,224	5,981,556	6,841,718	6,721,011	(1.8)
Capital Outlay/Reimbursements	26,650	50,744	143,660	3,877,089	3,748,381	(3.3)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 106,318,470</b>	<b>109,782,971</b>	<b>114,224,198</b>	<b>124,154,967</b>	<b>129,513,586</b>	<b>4.3</b>

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Animal Services	\$ 1,883,869	1,779,703	1,955,884	2,124,581	2,181,569	2.7
Fire Rescue	43,858,166	46,395,421	48,137,648	51,584,640	54,149,059	5.0
Municipal Court	1,535,816	1,773,689	1,743,099	1,921,707	1,981,501	3.1
Police	57,817,807	58,507,372	60,992,588	67,018,586	69,626,853	3.9
Public Health	1,222,813	1,326,785	1,394,980	1,505,453	1,574,605	4.6
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 106,318,470</b>	<b>109,782,971</b>	<b>114,224,198</b>	<b>124,154,967</b>	<b>129,513,586</b>	<b>4.3</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Animal Services	24	24	24	25	25	-
Fire Rescue	429	429	429	434	435	1
Municipal Court	20	20	20	19	21	2
Police	545	545	544	555	565	10
Public Health	20	23	23	23	24	1
<b>TOTAL STAFFING</b>	<b>1,038</b>	<b>1,041</b>	<b>1,040</b>	<b>1,056</b>	<b>1,070</b>	<b>14</b>



# Animal Services Overview

## Mission and Services

Safeguard the health, safety, and welfare of Lubbock citizens while implementing humane animal treatment in accordance with City, State, and Federal animal regulations through the monitoring, control, and protection of animals in the City.

The Animal Services Department provides the following services:

- Adoption programs for displaced, unclaimed, and unwanted animals.
- Promote disease prevention by providing vaccinations to adoptable pets.
- Secure stray animals.
- Reunite lost animals with their owners.
- Promote responsible pet ownership by enforcing animal related ordinances and implementing educational opportunities.
- Investigate and resolve reports of animal cruelty or mistreatment.

## Goals and Objectives

- Reduce the number of unwanted pets through spay/neuter assistance programs.
- Provide animal microchips through public promotions.
- Enforce laws and rules that protect the health and safety of the public and their pets.
- Provide professional, competent, and ethical Animal Control Officers through quality training and leadership.

## Accomplishments for FY 2017-18

- Participated in over 30 off-site microchip promotions.
- Increased adoptions to local reputable rescue groups.
- Reduced the rate of euthanasia performed.
- Hired new officers for vacant positions.
- New officers completed State mandated Basic Animal Control Officer and Euthanasia training.
- Held internal communication skills training for staff.
- Officers participated in an Animal Husbandry class targeting shelter animal health care.
- Used Veterinary Technician students for health checks at promotions.
- Spotlighted Adoption Pet of the Day on KLBK noon news.

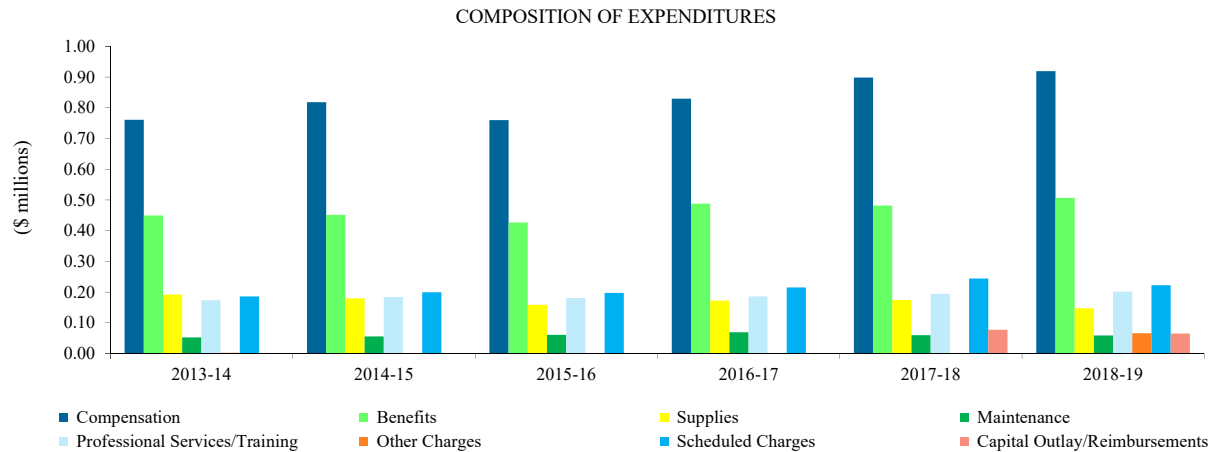
## Objectives for FY 2018-19

- Increase the number of lost pets reunited with owners through microchipping programs.
- Reduce euthanasia rates by 7.5 percent through increased adoption programs and spay/neuter assistance promotions.
- Increase adoptions by 15 percent through special adoption promotions.
- Increase spay/neuter assistance certificates by 75 percent to decrease number of litters born.
- Increase officer attendance to State mandated training in order to maintain current certification standards, as well as provide the opportunity to network with other cities to learn about new techniques and tools.

## Expenditure Overview

- Total expenditures increased \$56,988, or 2.7 percent, compared to FY 2017-18 Operating Budget.
- Compensation increased \$21,131, or 2.4 percent, due to a three percent merit increase.
- Benefits increased \$25,115, or 5.2 percent, due to higher Workers Compensation and a three percent merit increase.
- Supplies decreased \$26,818, or 15.5 percent, due to lower fuel costs.
- Professional Services/Training increased \$6,840, or 3.5 percent, due to the cost of wireless service to support new tablets used in the field.
- Other Charges increased \$64,815 due to the purchase of tablets and software that will allow field entry of notes and pictures of animals.
- Scheduled Charges decreased \$21,746, or 8.9 percent, due to lower property insurance, liability insurance, electric, natural gas, and telecommunication charges.
- Capital Outlay decreased \$11,914, or 15.6 percent, due to lower vehicle debt payments.

# Animal Services Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 817,559	759,967	829,305	898,315	919,447	2.4
Benefits	450,882	425,791	487,621	481,221	506,336	5.2
Supplies	178,322	157,481	171,138	173,435	146,616	(15.5)
Maintenance	54,715	59,707	68,571	58,375	57,941	(0.7)
Professional Services/Training	182,842	179,246	185,185	193,485	200,325	3.5
Other Charges	618	874	300	-	64,815	-
Scheduled Charges	198,931	196,637	213,764	243,519	221,773	(8.9)
Capital Outlay/Reimbursements	-	-	-	76,232	64,317	(15.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,883,869</b>	<b>1,779,703</b>	<b>1,955,884</b>	<b>2,124,581</b>	<b>2,181,569</b>	<b>2.7</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Animal Services	24	24	24	25	25	-
<b>TOTAL STAFFING</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Total animals processed	-	14,949	16,491	13,403	13,403	-
Total Live Intake	-	9,580	10,543	9,232	9,232	-
Canines Adopted	-	261	503	1,256	1,884	50.0
Felines Adopted	-	198	267	565	848	50.0
Animal Bites	-	604	745	761	381	(50.0)
Aggressive Dog Calls	-	898	1,016	1,204	602	(50.0)
Owner Surrendered	-	1,604	1,942	2,349	1,175	(50.0)
Total Service Calls	-	15,901	17,605	13,995	10,496	(25.0)
<b>Performance Metrics</b>						
Total Animal Live Release	-	2,348	2,975	4,769	7,154	50.0
Reclaimed/Returned to Owner	-	1,229	1,400	1,317	1,976	50.0
Total Animal Live Release (Goal 90%)	-	25.0%	28.0%	52.0%	77.0%	48.1

<b>FULL-TIME POSITIONS</b>	
Animal Services Officer	15
Animal Services Supervisor	2
Asst Director Animal Services	1
Customer Service Rep	4
Director of Animal Services	1
Lead Administrative Asst	1
Lead Animal Services Officer	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>25</b>

# Fire Rescue Overview

## Mission and Services

Protect life and property by providing unparalleled emergency response and life safety services. The Fire Department provides the following services:

- Deliver prompt and qualified emergency fire, rescue, extrication, and medical response services.
- Conduct fire and life safety inspections, inspect fire extinguishers and fire alarm systems, perform fire and arson investigations, and maintain records and data.
- Maintain fire apparatus and equipment to National Fire Protection Association (NFPA) and response standards to maximize availability and reduce lifecycle cost.
- Provide fire prevention training for Fire Department personnel, City departments, organizations, and businesses.
- Provide public safety education and programs, business fire safety surveys, and fire hydrant maintenance.
- Provide 911 call taking and dispatch services for fire personnel and equipment to fire, rescue, and first responder medical calls.
- Coordinate the City-wide response to large-scale emergencies and disasters to include planning, preparedness, response and recovery.
- Maintain operational functionality of the Emergency Operations Center (EOC).
- Develop, maintain, and submit City/County Emergency Management Plan and Hazard Mitigation Plan for City Council and State of Texas approval.

## Overview

The Lubbock Fire Department is dedicated to providing unparalleled emergency response and life safety services for the City. The Fire Department currently serves the citizens of Lubbock with 404 sworn personnel positions, and 30 non-civil service personnel positions. As the City continues to grow geographically and in population, the Fire Department strives to accommodate that growth in order to maintain and enhance the quality of services provided. The new City Emergency Operations Center, located on the grounds of the Fire Administration/Training Complex completed construction in March 2018. Improvements continue to be made to City-wide fire stations through approved budgeted maintenance. Apparatus and equipment purchases to improve firefighter safety and fire department operations continue to be made with approved budgeted funding.

## Goals and Objectives

- Protect the lives and property of citizens through hazard abatement, inspection, education, and fire investigations.
- Maintain fire department vehicles, tools, and equipment to ensure safe and effective firefighting operations.
- Develop, present, and oversee innovative training programs.
- Provide firefighters and citizens with public safety communications by answering incoming emergency

and non-emergency calls for service and timely dispatching of appropriate personnel.

- Provide emergency response for fire and medical incidents.
- Provide fiduciary budget oversight in Fire Department operations and in the capital program.
- Maintain an emergency management program that addresses mitigation, preparedness, response, and recovery.
- Coordinate with all levels of management to prepare our jurisdiction for response to large scale emergencies and disasters.

## Accomplishments for FY 2017-18

- Responded to 18,361 calls for service in calendar year 2017.
- Completed construction of the new Emergency Operations Center located on the grounds of Fire Administration.
- Purchased one new aerial platform.
- Continued security improvements at fire stations.
- Continued interior renovations at fire stations.
- Continued roof replacements at fire stations.
- Implemented a citizen mass notification system.
- Completed body armor upgrade for all peace officers.
- Partnered with Red Cross on a community smoke detector program.
- Partnered with LISD on fire safety education.
- Completion of advanced certification for Incident Commanders for Officer and Equipment Operator ranks.
- Purchased and placed into service body armor for all shift personnel.
- Purchased extractors as a component of Firefighter Cancer Prevention Program.
- Hired a Deputy Director of Emergency Management

## Objectives for FY 2018-19

- Train City personnel on EOC operations.
- Continue ongoing repair/renovation of existing Fire Department facilities.
- Provide services in accordance with stated performance measures.
- Maintain strategic plan for fire apparatus replacement.
- Implement a commercial storage plan submittal process.
- Redesign Fire Safety Education program for Elementary (Pre-K, Kindergarten).
- Continue Firefighter Cancer Prevention Program.

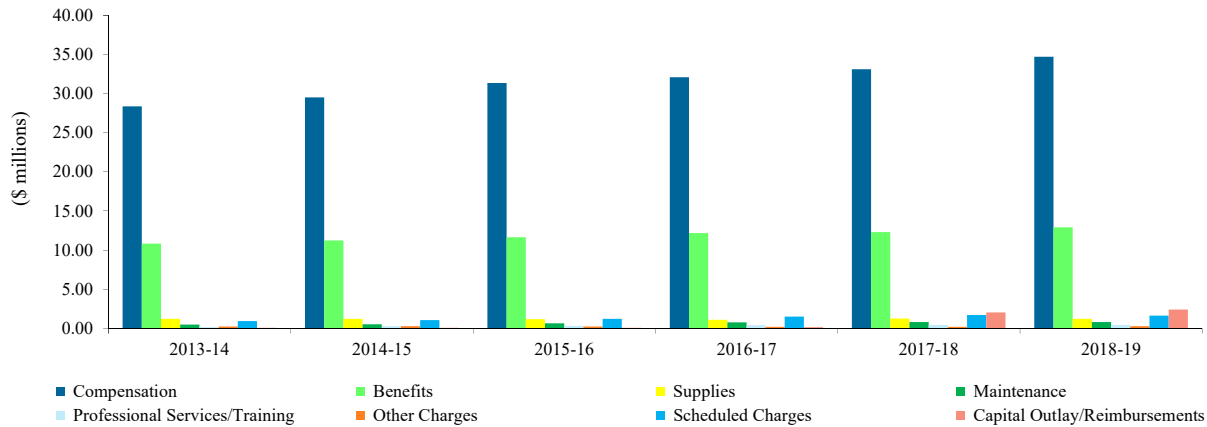
# Fire Rescue Overview

## Expenditure Overview

- Total expenditures increased \$2.6 million, or 5.0 percent, when compared with FY 2017-18.
- Compensation increased \$1.6 million, or 4.8 percent, due to a three percent merit increase, standard move-up pay, the reclassification of a position, and the addition of one Equipment Technician position.
- Benefits increased \$613.4 thousand, or 5.0 percent, due to changes in compensation and additional personnel.
- Supplies decreased \$16,313, or 1.3 percent due to lower expected costs for clothing and fuel.
- Maintenance increased \$8,900, or 1.2 percent, due to increases in maintenance of equipment, offset by a decrease in vehicle maintenance.
- Professional Services increased \$4,509, or 1.1 percent, due to increased training and travel costs and costs for mass notification system.
- Other charges increased \$67,406, or 37.6 percent, due to replacement of communication and apparatus equipment, furniture, and increased number of Emergency Medical Technician (EMT) certifications.
- Scheduled charges decreased \$59,687, or 3.6 percent, due to lower costs for information technology, telecommunications services and liability insurance, offset by increased property insurance.
- Capital Outlay increased \$353.6 thousand, or 17.7 percent, due to higher payments for vehicle and equipment debt.

# Fire Rescue Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 29,493,903	31,352,797	32,079,592	33,095,990	34,688,578	4.8
Benefits	11,203,778	11,608,660	12,165,926	12,261,356	12,874,789	5.0
Supplies	1,183,127	1,135,112	1,062,309	1,217,802	1,201,489	(1.3)
Maintenance	471,210	629,576	729,662	760,953	769,853	1.2
Professional Services/Training	225,027	271,889	345,879	410,334	414,843	1.1
Other Charges	248,722	203,184	150,252	179,494	246,900	37.6
Scheduled Charges	1,005,599	1,174,403	1,484,467	1,659,649	1,599,962	(3.6)
Capital Outlay/Reimbursements	26,800	19,800	119,560	1,999,062	2,352,647	17.7
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 43,858,166</b>	<b>46,395,421</b>	<b>48,137,648</b>	<b>51,584,640</b>	<b>54,149,059</b>	<b>5.0</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Administration	8	6	6	6	7	1
Prevention	14	14	14	14	14	-
Equipment Maintenance	5	5	5	5	6	1
Training	5	5	5	4	4	-
Suppression	386	388	388	389	388	(1)
Communications Center	11	11	11	13	13	-
Emergency Management	-	-	-	3	3	-
<b>TOTAL STAFFING</b>	<b>429</b>	<b>429</b>	<b>429</b>	<b>434</b>	<b>435</b>	<b>1</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Administration</b>						
Structure fire loss at risk (Millions)	\$ 336	323	310	500	500	-
Miscellaneous fire loss (Millions)	\$ 1.7	4.2	1.2	1.8	1.0	(44)
Total fire loss (Millions)	\$ 9	12	10	30	10	(67)
Structure fire loss (Millions)	\$ 7	8	8	28	10	(64.3)
Structure loss saved (Millions)	\$ 329	316	302	490	400	(18)
Department goals achieved (%)	95%	95%	95%	95%	95%	-
<b>Prevention</b>						
Public fire safety education attendees	8,500	9,924	9,707	9,500	10,000	5
Public fire safety education presentations	200	1,040	750	900	900	-
Fire/arson investigations conducted	136	147	207	175	150	(14)
Set fires cleared by filing or counseling (%)	54%	37%	39%	25%	30%	20
Inspection activities performed	2,328	2,397	2,487	2,000	2,400	20
Fire Safety House attendees	3,400	2,400	2,286	2,450	2,500	2
Fire alarm and fire sprinkler plans reviewed	343	471	421	350	400	14



# Fire Rescue Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Review 90% of alarm and sprinkler plans within 15 days of submittal	-	-	-	63	75	19
Deliver Fire and Life Safety Presentation annually to kindergarten, 1st and 2nd grade students in the city (Goal is 90%)	-	-	84%	90%	90%	-
<b>Equipment Maintenance</b>						
Vehicle preventive maintenance operations completed	173	225	150	150	150	-
Small engineer powered equipment preventive maintenance	57	84	74	59	60	2
Front line fire apparatus passing National Fire Protection Association (NFPA) tests (%)	95%	100%	100%	100%	100%	-
<b>Training</b>						
<b>Personnel Certification</b>						
Maintaining Advanced Command	-	-	-	100	176	76.0
Receiving new Advanced Command	-	-	100	76	10	(87)
Maintaining Texas Commission on Fire Protection (TCFP) Fire Officer 1 (FOI)	-	-	42	50	62	24
Receiving new TCFP FOI	-	-	8	12	12	-
Maintaining TCFP Fire Officer 2 (FOII)	-	-	33	40	49	22.5
Receiving new TCFP FOII	-	-	10	10	12	20.0
Maintaining TCFP Driver	-	-	318	324	338	4.3
Receiving new TCFP Driver	-	-	12	14	16	14
Maintaining TCFP Hazmat Technician	-	-	118	126	134	6
Receiving new TCFP Hazmat Technician	-	-	8	8	8	-
Maintaining Emergency Rescue Dive Institute (ERDI) Dive Specialty team	-	-	20	24	28	17
Receiving ERDI Dive Specialty team	-	-	-	4	4	-
Maintaining Lubbock Fire Rescue (LFR) Technical Rescue	-	-	28	30	32	7
Receiving new LFR Technical Rescue	-	-	4	4	4	-
Maintaining TCFP Aircraft Rescue Firefighting (ARFF)	-	-	55	55	55	-
Receiving new TCFP ARFF	-	-	4	4	4	-
Maintaining Emergency Medical Technician Paramedic (EMT-P)	-	-	35	35	55	57
Completing LFR EMT-P instruction	-	-	-	20	20	-
Maintaining Advanced Emergency Medical Technician (AEMT)	-	-	56	58	48	(17)
Maintaining Emergency Medical Technician Basic (EMT-B)	-	-	300	272	252	(7)
Quarterly Skills Evaluations Conducted	-	-	-	650	660	2
Educational /Training Videos Produced	-	-	8	10	10	-
Total Hours Continuing Ed (CE) Delivered	-	-	135,378	138,000	142,000	3
<b>Suppression</b>						
Target hazard pre-fire plans conducted	215	215	220	220	220	-
Incidents Dispatched	32,106	36,639	18,272	19,166	20,000	4
Structure fires	311	284	329	335	340	1
Emergency Medical responses	23,593	24,129	12,722	6,500	6,700	3
Rescue responses	25	35	142	150	155	3
Carbon monoxide tests conducted	97	185	205	210	215	2
Responses for alarms and public assistance	8,080	12,006	5,023	5,500	5,700	4
Structure fires confined to room of origin (%)	90%	90%	90%	90%	90%	-
Average response time-call to arrival	4	4	5	5	5	-
Fire safety surveys conducted	6,000	8,500	8,600	8,700	8,900	2
Hydrants flow tested	4,973	6,500	6,700	6,900	7,000	1
<b>Communications</b>						
Total emergency calls processed through 911, 7 digit emergency and ring down lines	48,666	38,575	36,547	38,000	40,000	5

# Fire Rescue Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Total administrative calls processed through administration lines	17,253	30,688	21,698	23,000	25,000	9
Average Emergency call ring time (seconds)	-	-	5	4	4	-
Telecommunication certification (%)	100%	100%	100%	100%	100%	-
<b>Emergency Management</b>						
Maintain a state approved and City Council adopted Emergency Management Plan	23	23	23	23	23	-
Meet and/or exceed all state and federal grant deliverables	6	6	6	6	6	-
Meet and/or exceed staff development activities required by the Emergency Management Performance Grant, State of Texas, and federal training mandates	20	20	20	20	20	-
Conduct at least 30 hours programming designed to enhance public awareness and emergency management planning	30	30	30	30	30	-
Conduct at least 6 required emergency management exercises and develop after action reviews and improvement plans for each	10	12	12	12	12	-
<b>FULL-TIME POSITIONS</b>						
Administrative Asst	4					
Deputy Fire Chief Operations	1					
Deputy Fire Chief Support Svcs	1					
Director of Emergency Management	1					
Deputy Emergency Management Director	1					
End User Support Technician	1					
Equipment Mechanic Foreman	1					
Equipment Technician	5					
Fire Battalion Chief	11					
Fire Captain	30					
Fire Captain (Prevention)	2					
Fire Chief (Non-CS)	1					
Fire Dept Bldg Maint Leader	1					
Fire Division Chief	3					
Fire Equip Operator	75					
Fire Equip Operator (Prevent.)	5					
Fire Fighter	196					
Fire Lieutenant	58					
Fire Lieutenant (Prevention)	4					
Fire Marshal (Non-CS)	1					
Fire Protection Engineer	1					
Laborer	1					
Management Assistant	2					
Prob. Firefighter (Non-CS)	16					
Public Safety Dispatcher I	2					
Public Safety Dispatcher II	10					
Storekeeper	1					
<b>TOTAL FULL-TIME POSITIONS</b>	<b>435</b>					

# Fire Rescue Expenditures

<b>Administration</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 589,480	433,142	420,879	498,678	520,479	4.4
Benefits	195,937	175,529	180,496	169,102	187,151	10.7
Supplies	17,357	19,054	41,546	23,883	24,930	4.4
Maintenance	11,024	12,195	13,546	20,900	31,600	51.2
Professional Services/Training	2,855	9,112	8,187	12,250	13,343	8.9
Other Charges	1,879	12,163	19,256	16,000	18,500	15.6
Scheduled Charges	399,695	431,967	476,903	562,454	400,092	(28.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL ADMINISTRATION</b>	<b>\$ 1,218,226</b>	<b>1,093,162</b>	<b>1,160,814</b>	<b>1,303,267</b>	<b>1,196,095</b>	<b>(8.2)</b>

## Prevention

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,180,112	1,195,307	1,238,751	1,270,995	1,279,608	0.7
Benefits	428,503	422,643	432,898	446,933	453,315	1.4
Supplies	22,463	25,676	23,236	27,111	27,022	(0.3)
Maintenance	513	249	795	5,000	5,000	-
Professional Services/Training	13,763	11,098	11,407	11,823	20,023	69.4
Other Charges	124,918	65,983	9,452	6,001	8,520	42.0
Scheduled Charges	85,291	119,113	173,633	156,113	162,977	4.4
Capital Outlay/Reimbursements	-	-	-	1,700	3,200	88.2
<b>TOTAL PREVENTION</b>	<b>\$ 1,855,563</b>	<b>1,840,069</b>	<b>1,890,171</b>	<b>1,925,675</b>	<b>1,959,664</b>	<b>1.8</b>

## Equipment Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ 228,629	227,429	248,289	243,281	267,451	9.9
Benefits	99,745	106,405	113,911	110,530	123,420	11.7
Supplies	299,802	232,472	231,006	298,356	281,659	(5.6)
Maintenance	402,941	553,110	656,390	641,651	603,295	(6.0)
Professional Services/Training	3,081	1,626	4,958	6,090	6,090	-
Other Charges	498	-	4,370	5,000	5,000	-
Scheduled Charges	30,970	40,114	12,487	31,778	51,854	63.2
Capital Outlay/Reimbursements	-	-	107,541	1,783,279	1,977,660	10.9
<b>TOTAL EQUIPMENT MAINTENANCE</b>	<b>\$ 1,065,666</b>	<b>1,161,156</b>	<b>1,378,952</b>	<b>3,119,965</b>	<b>3,316,428</b>	<b>6.3</b>

## Training

EXPENDITURES BY CATEGORY						
Compensation	\$ 432,539	522,237	357,430	388,387	396,231	2.0
Benefits	154,306	163,556	128,808	131,391	143,341	9.1
Supplies	33,643	27,451	19,382	31,055	29,404	6.6
Maintenance	5,657	12,985	11,661	7,600	7,600	6.6
Professional Services/Training	20,390	19,256	28,183	30,300	32,300	6.6
Other Charges	59,637	53,040	82,679	84,928	97,078	14.3
Scheduled Charges	39,133	56,211	67,971	75,818	64,725	(14.6)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL TRAINING</b>	<b>\$ 745,305</b>	<b>854,736</b>	<b>696,115</b>	<b>749,479</b>	<b>770,678</b>	<b>2.8</b>

## Suppression

EXPENDITURES BY CATEGORY						
Compensation	\$ 26,567,205	28,406,443	29,245,873	29,807,930	31,289,812	5.0
Benefits	10,092,845	10,493,979	11,051,211	11,027,161	11,579,899	5.0
Supplies	806,264	827,774	740,817	815,167	808,323	(0.8)
Maintenance	50,881	51,037	47,270	63,050	102,713	62.9
Professional Services/Training	183,764	220,912	283,107	233,982	218,653	(6.6)
Other Charges	60,175	71,998	34,495	67,205	117,442	74.8
Scheduled Charges	408,547	482,268	685,080	636,591	649,508	2.0
Capital Outlay/Reimbursements	26,800	19,800	12,019	214,083	371,787	73.7
<b>TOTAL SUPPRESSION</b>	<b>\$ 38,196,481</b>	<b>40,574,210</b>	<b>42,099,871</b>	<b>42,865,168</b>	<b>45,138,135</b>	<b>5.3</b>

# Fire Rescue Expenditures

<b>Communications Center</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 495,939	568,239	568,370	652,787	678,731	4.0
Benefits	232,441	246,548	258,603	288,372	294,946	2.3
Supplies	3,599	2,684	6,321	3,769	4,299	14.1
Maintenance	193	-	-	-	-	-
Professional Services/Training	1,174	9,885	10,037	10,005	10,550	5.4
Other Charges	1,615	-	-	-	-	-
Scheduled Charges	41,962	44,731	68,392	58,036	48,203	(16.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL COMMUNICATIONS CENTER</b>	<b>\$ 776,924</b>	<b>872,088</b>	<b>911,724</b>	<b>1,012,969</b>	<b>1,036,729</b>	<b>2.3</b>

## Emergency Management

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	233,933	256,266	9.5
Benefits	-	-	-	87,868	92,718	5.5
Supplies	-	-	-	18,461	25,854	40.0
Maintenance	-	-	-	22,752	19,645	(13.7)
Professional Services/Training	-	-	-	105,884	113,884	7.6
Other Charges	-	-	-	360	360	-
Scheduled Charges	-	-	-	138,859	222,603	60.3
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EMERGENCY MANAGEMENT</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>608,117</b>	<b>731,329</b>	<b>20.3</b>

# Fire Rescue - Job Grade Summary

SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Amended
Fire Chief	143	1	1	1	1	-
Fire Marshal	124	1	1	1	1	-
Deputy Chief	FCS7	2	2	2	2	-
Division Chief	FCS6	3	3	3	3	-
Battalion Chief	FCS5	10	11	11	11	-
Communication Supervisor (Battalion Chief)	FCS5	1	-	-	-	-
Fire Captain	FCS4	30	29	29	29	-
Communication Supervisor (Fire Captain)	FCS4	-	1	1	1	-
Assistant Fire Marshal* (Fire Captain)	FCS4	1	1	1	1	-
Deputy Fire Marshal* (Fire Captain)	FCS4	1	1	1	1	-
Assistant Fire Marshal* (Fire Lieutenant)	FCS3	1	1	1	1	-
Deputy Fire Marshal* (Fire Lieutenant)	FCS3	4	4	4	4	-
NFIRS/Data Manager* (Fire Lieutenant)	FCS3	1	1	1	1	-
Fire Inspector/Investigator* (Fire Lieutenant)	FCS3	1	1	1	1	-
Fire Lieutenant	FCS3	57	57	57	57	-
Deputy Fire Marshal* (Fire Equip. Operator)	FCS2	-	-	-	-	-
Fire Equipment Operator	FCS2	75	75	75	75	-
Fire Inspector* (Fire Equipment Operator)	FCS2	-	-	-	-	-
Fire Inspector/Investigator* (Fire Equip. Oper.)	FCS2	2	2	2	2	-
NFIRS/Data Manager* (Fire Equip. Operator)	FCS2	-	-	-	-	-
Firefighter**	FCS1	213	213	213	213	-
Probationary Fire Fighter (NCS)**	FNCS1	-	-	-	-	-
<b>TOTAL SWORN JOB GRADE SUMMARY</b>		<b>404</b>	<b>404</b>	<b>404</b>	<b>404</b>	<b>-</b>

\* Civil Service rank within the Fire Prevention Division serves to designate a pay grade and is considered separate and apart from the personnel schedule as listed above. In the event that a vacancy occurs in the Fire Prevention Division, with the exception of the Administrative Assistant, Fire Protection Engineer, and the Fire Marshal, an entry level position of Fire Inspector is opened up to anyone within the department that holds a Civil Service rank of Equipment Operator. A minimum commitment for a Fire Prevention Division position is four years. The Fire Marshal and Fire Chief approve all transfers into and out of the Fire Prevention Division. If prior to the end of the fiscal year, an individual in the Fire Prevention Division in the rank of Lieutenant or Equipment Operator advances to the top of a promotional list, then in such event and only in such event, there is created an additional position in the next higher Civil Service rank. In the event such position is created and filled, then and only then, there shall be one position abolished at the Civil Service rank immediately below the newly created position. A person holding the #1 position on the promotional eligibility list for the classification immediately below the position abolished shall be promoted to the position abolished for a time period not to exceed one pay period after which the person shall be demoted to the position immediately below the position abolished and shall be placed on a reinstatement list, all in accordance with Chapter 143 of the Local Government Code. If a person makes a Civil Service promotion under this track and elects to transfer out of the Fire Prevention Division, that individual would be required to serve a minimum of two years in the newly created Civil Service rank, before the transfer would be considered. The total number of Civil Service positions in the Fire Prevention Division shall be maintained at eleven.

\*\*Since the Probationary Fire fighter position (FNCS1) exists for one year from the date of hire, the total combined number of Probationary Fire Fighters (FNCS1) and Fire Fighters (FCS1) shall not exceed 213.

NON-SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Amended
Director of Emergency Management	134	-	-	1	1	-
Deputy Director of Emergency Management	133	-	-	1	1	-
Fire Protection Engineer	124	1	1	1	1	-
Management Assistant	122	1	1	2	2	-
End User Support Technician	117	-	-	-	1	1
Equipment Technician	117	4	4	4	5	1
Public Safety Dispatcher II	116	6	9	9	9	-
Inventory Control Specialist	114	1	1	1	-	(1)
Administrative Assistant	112	4	4	4	4	-
Public Safety Dispatcher I	114	4	1	3	3	-
Storekeeper	111	1	1	1	1	-
Laborer	108	1	1	1	1	-
Equipment Maintenance Foreman	123	1	1	1	1	-
Fire Facilities Project Manager	118	1	1	1	1	-
<b>TOTAL NON-SWORN JOB GRADE SUMMARY</b>		<b>25</b>	<b>25</b>	<b>30</b>	<b>31</b>	<b>1</b>
<b>TOTAL JOB GRADE SUMMARY</b>		<b>429</b>	<b>429</b>	<b>434</b>	<b>435</b>	<b>1</b>

# Municipal Court Overview

## Mission and Services

Bring a satisfactory conclusion to the legal process beginning with the enactment of State laws and municipal ordinances, continuing with the filing of charges by the City's Law and Codes Enforcement personnel, and concluding when the charges are disposed of by payment of a fine or the dismissal of charges. The Municipal Court provides the following services:

- Process and resolve citations with citizens who choose to plead and pay, or by providing trials for citizens who choose to contest citations.
- Provide "show cause" hearings for adult and juvenile offenders.
- Provide alcohol docket for minors charged with alcohol offenses.
- Provide Department of Public Safety license revocation hearings and property disposition hearings.
- Provide substandard structures trials.
- Provide hardship hearings to determine indigence and defendants' abilities to pay fines and court costs.
- Provide and resolve cases involving dangerous animals and cruelly treated animals.

## Goals and Objectives

- Provide efficient services to citizens.
- Ensure citizens who contest citations receive fair hearings.
- Provide effective response to juvenile offenders.
- Improve court facilities and technology.
- Enhance court management software system.

## Accomplishments for FY 2017-18

- Established jurisdiction over certain civil cases.
- Established Diversion Program for Juveniles.
- Created the Warrant Docket to comply with new State law.
- Established the Homeless Program to alleviate hardship for homeless individuals who are working towards improving their situation.

- Equipped Court Room #1 with a video recording system.
- Installed a metal detector screener at the entrance to the two court rooms to enhance court safety.
- Established the online Deferred Option for easy access to citizens who are unable to appear in court.

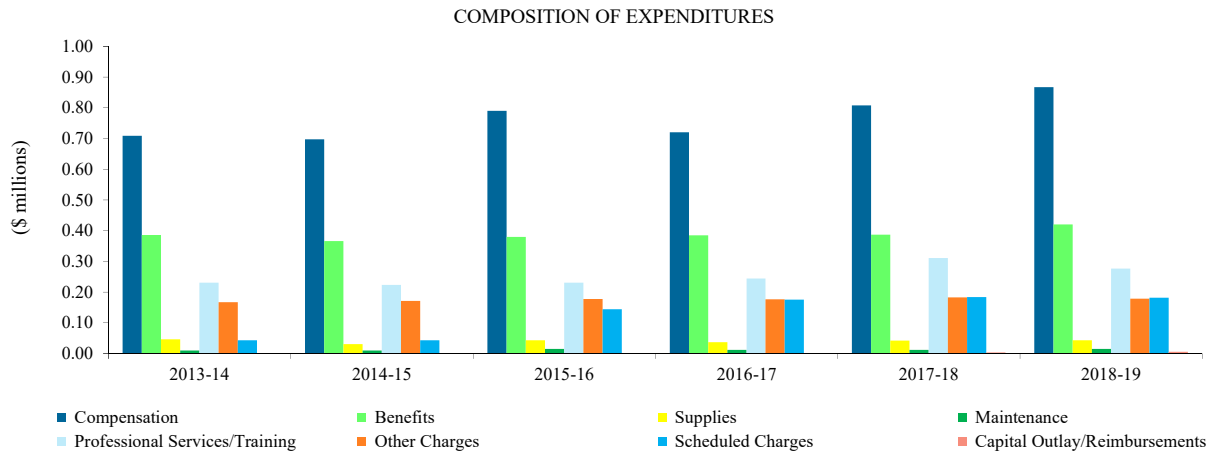
## Objectives for FY 2018-19

- Provide online Defensive Driving option.

## Expenditure Overview

- Total expenditures increased \$59,794, or 3.1 percent, when compared with FY 2017-18.
- Compensation increased \$59,345, or 7.4 percent, due to a merit increase and the addition of two City Marshal positions which were previously funded through the Municipal Court's special revenue fund.
- Benefits increased \$33,764, or 8.7 percent, due to a merit increase and the addition of the two City Marshal positions.
- Supplies increased \$1,312, or 3.2 percent, due to an increase in office supplies, offset slightly by a decrease in projected fuel costs.
- Maintenance increased \$3,329, or 32.5 percent, due to increased furniture and equipment maintenance costs.
- Professional services decreased \$34,200, or 11.0 percent, due to decreased costs for the holding facility and part-time court.
- Other charges decreased \$4,400, or 2.4 percent, due to decreases in special projects and equipment needs.
- Scheduled charges decreased \$1,657, or 0.9 percent, due to a decrease in the telecommunications charge slightly offset by an increase in the postage charge.
- Capital outlay increased \$2,300, or 99.5 percent, due to an increase in the vehicle debt payment.

# Municipal Court Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 697,362	789,215	719,435	807,124	866,469	7.4
Benefits	365,579	378,730	384,424	386,197	419,961	8.7
Supplies	29,267	42,185	35,418	40,615	41,927	3.2
Maintenance	8,820	13,421	10,422	10,260	13,590	32.5
Professional Services/Training	222,719	230,267	243,130	310,300	276,100	(11.0)
Other Charges	170,423	176,373	176,033	182,000	177,600	(2.4)
Scheduled Charges	41,646	143,498	174,236	182,899	181,243	(0.9)
Capital Outlay/Reimbursements	-	-	-	2,312	4,612	99.5
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,535,816</b>	<b>1,773,689</b>	<b>1,743,099</b>	<b>1,921,707</b>	<b>1,981,501</b>	<b>3.1</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Municipal Court	20	20	20	19	21	2
<b>TOTAL STAFFING</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>21</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Cases filed	76,101	67,332	70,358	71,000	68,000	(4.2)
Warrants issued	20,802	17,494	19,170	14,740	15,380	4.3
Trials requested	4,329	4,631	4,469	4,500	4,482	(0.4)
Trials held	30	240	29	65	75	15.4
Teen court trials	-	-	-	-	-	-
Juvenile Hearings	-	-	516	425	500	17.6
Other Court Proceedings (Alcohol Arraignments, Show Cause Hearings, etc.)	-	-	1,092	1,000	1,050	5.0
<b>Performance Metrics</b>						
Total cases cleared (%)	91%	88%	89%	85%	87%	2.4
Warrants cleared (%)	95%	87%	86%	88%	87%	(1.1)
Tickets entered within 3 days	-	-	-	90%	90%	-
Cases entered/filed within 3 days	-	-	-	90%	90%	-

FULL-TIME POSITIONS	
City Marshal	4
Court Collection Specialist	1
Customer Service Rep	10
Executive Assistant	1
Lead Customer Service Rep	1
Legal Assistant I	2
Municipal Court Administrator	1
Municipal Court Presiding Judge	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>21</b>

# Police Overview

## Department Mission and Purpose

Promote safety and security for the Lubbock community by protecting life and property, using best practices to reduce crime and the fear of crime throughout our neighborhoods and business districts, and enhancing public safety and service through effective private and public sector partnerships.

Actively engage in community policing tactics by:

- Perpetual partnering with the community and other public entities.
- Promoting proactive, preventive policing.
- Emphasizing community involvement and relationships to affect crime.

Use best practices and modern policing strategies by:

- Pursuing and using web-based and electronic technologies.
- Providing and using timely and accurate information and intelligence.
- Integrating geographic policing models and response systems.

Promote legitimacy and social justice by:

- Proactively and ethically engaging with the public and the workforce.
- Promoting transparency, openness, and honesty.
- Emphasizing accountability and responsibility at all ranks and assignments.

Provide a positive work environment by:

- Recruiting, hiring, and retaining the best workforce possible.
- Developing leaders and leadership at all levels.
- Building a diverse police force representative of the communities it serves.

## Goals and Objectives

- Continue towards the goal of two police officers per 1,000 residents by increasing staffing to an authorized level of 453 police officers based on 2018 population estimate of 254 thousand.
- Develop and implement personnel and pre-move logistical plans for transition to substation operations.
- Evaluate officer assignments to look for opportunities to replace with non-sworn employees at a reduced cost and allow for more officers in frontline roles.
- Deliver information tools to the community for awareness of crime in their neighborhood.
- Develop new supervisory/command staff to prepare the next generation of leadership.
- Expand proactive policing and participate in agency and community partnerships to minimize the impact of crime.
- Planning/design of the new police facilities to address future community policing objectives.
- Become an accredited agency.

## Accomplishments for FY 2017-18

- Reassigned the Public Information Officer (PIO) role as a civilian position.
- Added an additional non-sworn Forensic Specialist.
- Created and deployed a downtown squad to assist in redevelopment efforts.
- Deployed use of force reporting and early intervention system (Blue Team).
- Participated in the Lubbock High Intensity Drug Trafficking Area/Texas Anti-Gang Task Force.
- Participated in the Lubbock Regional Office of the United States Alcohol Tobacco Firearms and Explosives Task Force.
- Implemented the Lubbock SafeCam program.
- Crime Suppression units recovered 2.5 million dollars' worth of stolen property.
- Created a traffic squad for expanded hours of enforcement to reduce injuries and property damage.
- Participated in over 200 community engagement events.

## Objectives for FY 2018-19

- Begin construction of new police facilities.
- Begin Texas Police Chiefs Association Best Practices Accreditation and Recognition procedures.
- Develop evaluation process of sworn personnel.
- Begin reorganization of rank structure and/or responsibilities to align with the efficient operation of a community substation and the expectation of access to that substation's leadership team.
- Create a computer forensics unit.
- Implement a Major Crimes Task Force with the Lubbock Sheriff's Office.

## Expenditure Overview

- Total expenditures increased \$2.6 million, or 3.9 percent, when compared to the FY 2017-18 Operating Budget.
- Compensation increased by \$1.9 million, or 4.9 percent, due to the addition of 10 sworn positions to the department, and a three percent merit increase.
- Benefits increased by \$720.4 thousand, or 4.6 percent due to the additional sworn positions, and the three percent merit increase.
- Supplies decreased \$11,443, or 0.4 percent, due to a decrease in fuel, offset by increases in animal supplies, uniforms, and other machine equipment supply.
- Maintenance increased \$247.5 thousand, or 10.0 percent, due to increased vehicle maintenance costs, and the additional vehicle equipment required for the new positions.
- Professional Services increased \$242.5 thousand, or 61.0 percent, due to an increase for essential uniform items, towing costs, and the addition of funding for forensic testing at the state lab as well as additional training and travel costs.

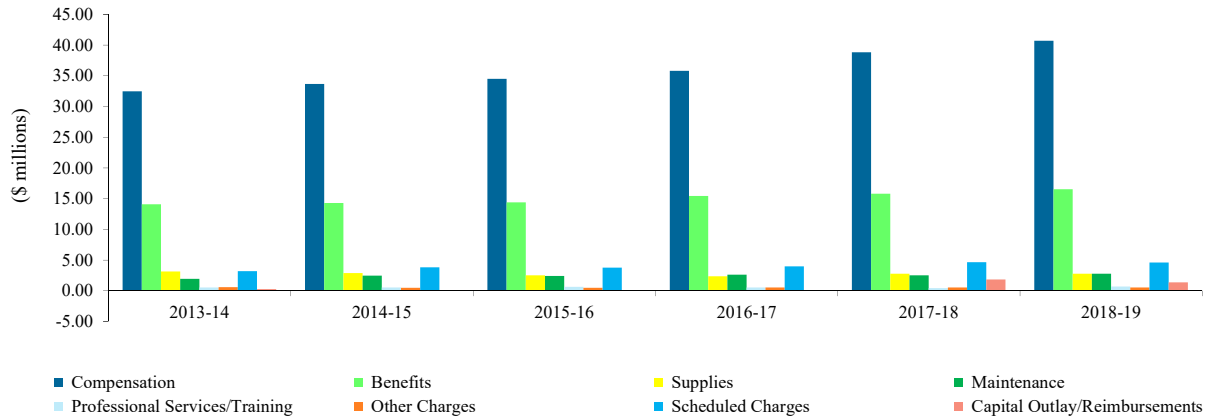


## Police Overview

- Other Charges increased \$25,587, or 5.4 percent due to an increase in computer and communication equipment.
- Scheduled Charges decreased \$44,768, or 1.0 percent, due to a decrease in the information technology and telecommunication allocations, offset by an increase in property and liability insurance.
- Capital Outlay decreased \$470.8 thousand, or 26.6 percent, due to a decrease in the vehicle debt payment.

# Police Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 33,659,296	34,479,638	35,813,209	38,809,136	40,708,391	4.9
Benefits	14,251,728	14,339,799	15,381,550	15,771,354	16,491,779	4.6
Supplies	2,823,284	2,496,055	2,324,880	2,728,720	2,717,277	(0.4)
Maintenance	2,418,225	2,390,234	2,553,078	2,467,081	2,714,536	10.0
Professional Services/Training	470,517	571,246	510,571	397,315	639,834	61.0
Other Charges	430,915	463,749	470,154	475,147	500,734	5.4
Scheduled Charges	3,763,993	3,735,707	3,942,460	4,596,820	4,552,052	(1.0)
Capital Outlay/Reimbursements	(150)	30,944	(3,314)	1,773,014	1,302,250	(26.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 57,817,807</b>	<b>58,507,372</b>	<b>60,992,588</b>	<b>67,018,586</b>	<b>69,626,853</b>	<b>3.9</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Administration	22	23	28	33	29	(4)
Training	11	11	11	12	13	1
Records	23	23	22	21	21	-
Communications Center	50	49	48	48	49	1
Special Operations	28	23	26	40	44	4
Person/ Property Crimes	88	93	94	75	81	6
Patrol	323	323	315	326	328	2
<b>TOTAL STAFFING</b>	<b>545</b>	<b>545</b>	<b>544</b>	<b>555</b>	<b>565</b>	<b>10</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Support Services Bureau</b>						
<b>Public meetings attended by Community</b>						
Engagement Unit (CEU)	26	37	40	40	40	-
Education programs presented by CEU	148	154	150	150	175	16.7
Abandoned vehicles stickered	1,373	1,592	2,040	2,386	2,743	15.0
Abandoned vehicles towed	-	450	532	821	944	15.0
Vehicles Auctioned	-	1,441	1,628	1,939	2,220	14.5
Items received in property room	32,238	29,744	21,609	23,000	25,000	8.7
<b>Training</b>						
<b>Recruits passing state license on</b>						
first attempt	100%	100%	100%	100%	100%	-
Recruits graduating Academy	-	67%	67%	67%	70%	4.5
Recruits completing Field Training Program	-	81%	94%	80%	85%	6.2

# Police Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Records</b>						
Original reports sent back for correction	-	1%	1%	5%	5%	-
Original reports appended	-	69%	62%	78%	75%	(3.8)
Supplement reports sent back for correction	-	1%	3%	2%	2%	-
Supplement reports appended	-	41%	35%	20%	20%	-
<b>Communications</b>						
Police Calls	222,036	221,341	222,000	255,000	270,000	5.9
9-1-1 calls	184,322	186,551	205,000	155,000	175,000	12.9
7 digit lines, ring down lines, & other calls	225,996	220,722	227,234	280,000	295,000	5.4
Emergency calls (Priority 1 & 2)						
dispatched within 3 minutes (average)	-	-	87%	88%	95%	8.0
Non-emergency calls (Priority 3)						
dispatched within 30 minutes (average)	-	-	70%	71%	80%	12.7
<b>Investigations Bureau</b>						
Person/Family Crimes Cases Processed	10,602	10,178	9,820	9,800	10,000	2.0
Person/Family Crimes Cases Cleared	1,862	2,474	2,932	3,000	3,100	3.3
Property Crimes Cases Processed	25,455	25,684	25,142	25,500	26,000	2.0
Property Crimes Cases Cleared	3,285	3,779	4,215	4,300	4,400	2.3
Narcotics Investigations Processed	1,524	1,662	1,490	1,900	2,000	5.3
<b>Field Services Bureau</b>						
Traffic citations	46,299	45,679	46,816	40,000	41,200	3.0
Traffic stops	35,418	24,150	34,352	38,000	39,100	2.9
Motors citations	8,870	9,437	5,740	16,500	17,000	3.0
Motors stops	18,652	11,968	7,354	14,000	14,400	2.9
Warning Citations	-	2,925	6,095	4,500	4,650	3.3
Parking citations	1,238	12,780	13,034	12,000	12,500	4.2
Citizen Contacts (non-traffic stops)	2,678	2,618	2,918	3,500	4,000	14.3
DWI arrests	-	421	398	465	490	5.4
<b>Homeless Outreach Team (H.O.T.)</b>						
contact with homeless person	-	737*	2,014	2,000	2,000	-
Number of homeless housed by H.O.T.	-	12*	6	6	10	66.7
Homeless provided assistance by H.O.T.	-	21*	68	200	200	-
Contacts with businesses by H.O.T.	-	-	-	365	380	4.1
* data available only last 6 months of FY						
<b>FULL-TIME POSITIONS</b>						
Administrative Assistant	7		Police Sergeant			60
Assistant Police Chief	3		Public Information Officer			1
Communications Training & Devel Coord	1		Public Information Specialist			1
Crime Analyst	2		Public Safety Dispatcher II			12
Communications Shift Supervisor	3		Public Safety Dispatcher I			31
Communication Ctr Coordinator	1		Public Service Officer			15
Deputy Police Chief/Police Captain	8		Property Room Attendant			4
Forensic Specialist	2		Parking Control Officer			6
Juvenile Services Coordinator	1		Patrol Officer			283
Lead Administrative Assistant	1		Police Entry Level			3
Laborer	1		Records System Manager			1
Management Assistant	2		Records System Shift Supervisor			4
Police Chief (Non-CS)	1		Records System Operator			15
Police Detective/Corporal	77		Sex Offender Registrant Coordinator			1
Police Lieutenant	18		TOTAL FULL-TIME POSITIONS			565

# Police Expenditures

<b>Administration</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,459,169	1,747,944	1,980,573	2,230,951	2,130,462	(4.5)
Benefits	604,549	727,109	830,698	891,775	820,665	(8.0)
Supplies	86,558	131,427	111,724	99,445	114,278	14.9
Maintenance	68,205	57,996	70,774	70,931	79,492	12.1
Professional Services/Training	144,070	186,936	193,129	120,915	317,300	162.4
Other Charges	1,895	4,614	2,388	1,800	3,500	94.4
Scheduled Charges	643,486	698,799	278,097	308,074	327,168	6.2
Capital Outlay/Reimbursements	(150)	(416)	(3,314)	655,442	583,826	(10.9)
<b>TOTAL ADMINISTRATION</b>	<b>\$ 3,007,782</b>	<b>3,554,408</b>	<b>3,464,069</b>	<b>4,379,334</b>	<b>4,376,690</b>	<b>(0.1)</b>

## Training

EXPENDITURES BY CATEGORY						
Compensation	\$ 914,773	873,322	1,174,575	995,452	1,073,178	7.8
Benefits	428,433	384,081	480,975	377,325	434,107	15.0
Supplies	180,772	463,303	482,142	526,108	508,893	(3.3)
Maintenance	43,826	35,754	35,667	45,027	49,091	9.0
Professional Services/Training	198,255	244,747	200,863	151,522	154,436	1.9
Other Charges	364	354	354	360	-	(100.0)
Scheduled Charges	197,475	199,248	231,028	265,017	372,881	40.7
Capital Outlay/Reimbursements	-	-	-	29,514	22,220	(24.7)
<b>TOTAL TRAINING</b>	<b>\$ 1,963,898</b>	<b>2,200,809</b>	<b>2,605,603</b>	<b>2,390,326</b>	<b>2,614,805</b>	<b>9.4</b>

## Records

EXPENDITURES BY CATEGORY						
Compensation	\$ 802,014	821,528	764,612	802,626	797,684	(0.6)
Benefits	435,589	435,582	422,492	411,426	410,064	(0.3)
Supplies	9,940	8,629	8,038	7,019	8,330	18.7
Maintenance	1,534	-	-	-	-	-
Professional Services/Training	1,304	2,789	1,807	2,400	2,400	-
Other Charges	-	-	-	-	2,850	-
Scheduled Charges	73,036	77,176	101,213	112,393	93,862	(16.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL RECORDS</b>	<b>\$ 1,323,416</b>	<b>1,345,704</b>	<b>1,298,162</b>	<b>1,335,864</b>	<b>1,315,191</b>	<b>(1.5)</b>

## Communications Center

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,749,508	1,810,501	1,942,328	2,092,126	2,176,863	4.1
Benefits	876,878	873,996	988,516	1,023,567	1,039,868	1.6
Supplies	13,247	10,468	11,650	9,319	9,327	0.1
Maintenance	9,304	11,236	12,591	11,966	10,951	(8.5)
Professional Services/Training	13,180	11,131	7,790	10,468	12,208	16.6
Other Charges	1,579	2,442	2,439	1,801	1,801	-
Scheduled Charges	128,796	142,471	199,607	206,500	155,491	(24.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL COMMUNICATIONS CENTER</b>	<b>\$ 2,792,492</b>	<b>2,862,244</b>	<b>3,164,921</b>	<b>3,355,747</b>	<b>3,406,509</b>	<b>1.5</b>

## Special Operations

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,906,907	1,724,333	2,644,609	3,226,366	3,562,154	10.4
Benefits	755,926	669,582	1,022,007	1,216,197	1,345,950	10.7
Supplies	179,009	173,943	172,349	212,227	247,535	16.6
Maintenance	113,609	119,136	111,754	101,434	137,032	35.1
Professional Services/Training	2,792	11,849	5,670	9,100	41,525	356.3
Other Charges	258,837	248,746	234,298	274,725	289,349	5.3
Scheduled Charges	141,678	153,356	218,459	289,793	397,206	37.1
Capital Outlay/Reimbursements	-	-	-	32,693	21,698	(33.6)
<b>TOTAL SPECIAL OPERATIONS</b>	<b>\$ 3,358,758</b>	<b>3,100,944</b>	<b>4,409,145</b>	<b>5,362,536</b>	<b>6,042,449</b>	<b>12.7</b>

# Police Expenditures

<b>Person/ Property Crimes</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 6,436,427	6,271,296	5,606,558	5,655,113	6,258,483	10.7
Benefits	2,588,819	2,480,454	2,307,112	2,170,150	2,377,121	9.5
Supplies	408,527	297,966	265,748	301,889	278,153	(7.9)
Maintenance	273,523	316,206	379,137	421,773	415,352	(1.5)
Professional Services/Training	46,020	39,214	39,074	34,550	44,105	27.7
Other Charges	52,827	91,394	107,417	79,070	86,563	9.5
Scheduled Charges	547,205	529,914	842,549	701,225	661,935	(5.6)
Capital Outlay/Reimbursements	-	-	-	180,942	122,548	(32.3)
<b>TOTAL PERSON/ PROPERTY CRIMES</b>	<b>\$ 10,353,347</b>	<b>10,026,444</b>	<b>9,547,596</b>	<b>9,544,711</b>	<b>10,244,260</b>	<b>7.3</b>

## Patrol

EXPENDITURES BY CATEGORY						
Compensation	\$ 20,390,499	21,230,715	21,699,955	23,806,501	24,709,567	3.8
Benefits	8,561,535	8,768,996	9,329,751	9,680,913	10,064,004	4.0
Supplies	1,945,231	1,410,321	1,273,229	1,572,713	1,550,762	(1.4)
Maintenance	1,908,224	1,849,906	1,943,155	1,815,950	2,022,618	11.4
Professional Services/Training	64,896	74,580	62,239	68,360	67,860	(0.7)
Other Charges	115,413	116,200	123,257	117,391	116,671	(0.6)
Scheduled Charges	2,032,317	1,934,743	2,071,507	2,713,817	2,543,509	(6.3)
Capital Outlay/Reimbursements	-	31,360	-	874,422	551,958	(36.9)
<b>TOTAL PATROL</b>	<b>\$ 35,018,114</b>	<b>35,416,820</b>	<b>36,503,093</b>	<b>40,650,068</b>	<b>41,626,948</b>	<b>2.4</b>

# Police - Job Grade Summary

CLASSIFIED/SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Amended
Police Chief	143	1	1	1	1	-
Assistant Police Chief	PCS6	3	3	3	3	-
Deputy Police Chief/Police Captain	PCS5	8	8	8	8	-
Police Lieutenant	PCS4	13	17	18	18	-
Police Sergeant	PCS3	57	57	58	60	2
Police Detective/Corporal	PCS2	71	72	75	77	2
Patrol Officer	PCS1	280	273	204	283	79
Police Entry Level II	PNCE2	-	1	76	-	(76)
Police Entry Level 1-B	PNCE1B	-	1	-	3	3
<b>TOTAL CLASSIFIED SWORN JOB GRADE SUMMARY</b>		<b>433</b>	<b>433</b>	<b>443</b>	<b>453</b>	<b>10</b>

NON-CLASSIFIED NON-SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Amended
Administrative Assistant	112	7	7	7	7	-
Assistant Communications Center Manager	126	1	1	-	-	-
Communications Center Coordinator	126	-	-	1	1	-
Communications Center Manager	129	1	-	-	-	-
Communications Shift Supervisor	123	4	4	3	3	-
Communications Training & Dev Coordinator	125	-	-	1	1	-
Crime Analyst	119	2	2	2	2	-
Forensic Specialist	121	1	1	1	2	1
Juvenile Services Coordinator	121	1	1	1	1	-
Laborer	108	1	1	1	1	-
Lead Administrative Assistant	115	1	1	1	1	-
Management Assistant	122	2	2	2	2	-
Parking Control Officer	108	6	6	6	6	-
Property Room Attendant	113	4	4	4	4	-
Public Information Officer	123	-	1	1	1	-
Public Information Specialist	119	-	-	1	1	-
Public Safety Call Taker	112	17	12	1	1	-
Public Safety Dispatcher I	114	14	14	28	28	-
Public Safety Dispatcher II	116	12	17	14	14	-
Public Service Officer	110	14	14	15	15	-
Records System Manager	126	1	1	1	1	-
Records System Operator	115	18	17	16	15	(1)
Records System Shift Supervisor	118	4	4	4	4	-
Sex Offender Registration Coordinator	117	1	1	1	1	-
<b>TOTAL NON-CLASSIFIED NON-SWORN JOB GRADE SUMMARY</b>		<b>112</b>	<b>111</b>	<b>112</b>	<b>112</b>	<b>-</b>

<b>TOTAL JOB GRADE SUMMARY</b>		<b>545</b>	<b>544</b>	<b>555</b>	<b>565</b>	<b>10</b>
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# Public Health Overview

## Mission and Purpose

Protect and improve the health, safety, and welfare of the Lubbock community. Public Health is partially subsidized through funding from the Texas Department of State Health Services (DSHS). Vector control is partially subsidized by Lubbock County. The Public Health Department provides the following:

- Investigates reportable diseases and outbreaks of illness within the community.
- Promotes vaccine awareness and works to increase coverage rates for both children and adults.
- Tests, treats, and provides risk reduction counseling for sexually transmitted diseases.
- Plans and responds to public health emergencies.
- Monitors, screens, and controls vector populations that can lead to human disease.
- Promotes public health in the community through educational programs, coalition building, and outreach events.

## Goals and Objectives

- To prevent epidemics and the spread of communicable diseases in the community.
- Investigate and respond to health problems and health hazards in the community.
- Develop policies and plans that support individual and community health efforts.
- Promote a healthier community.

## Accomplishments for FY 2017-18

- Completed the first Public Health Community Health Assessment (CHA) for the City of Lubbock.
- Investigated 100 percent of notifiable conditions within the timeframe established by DSHS.
- Successfully completed a full scale regional exercise that tested the capacity of the department to receive and distribute medications through the Strategic National Stockpile (SNS). This exercise was recognized as the first of this type ever undertaken in the State of Texas.
- Continued to increase the number of patients served by the health department through improved clinic hours, targeted outreach, and collaborating with community partners.
- Successfully transitioned vector control operations from a paper based to online system. This system streamlined surveillance and treatment processes to improve program operations.
- Updated and expanded standing operating procedures and response plans for vector-borne diseases.

- Co-hosted the 2017 HIV/STD Provider Conference with the Texas DSHS. The conference brought national level speakers who presented to over 250 medical and social service providers.
- Passed the on-site inspection by the Clinical Laboratory Improvement Amendments (CLIA), as required, to retain certification.

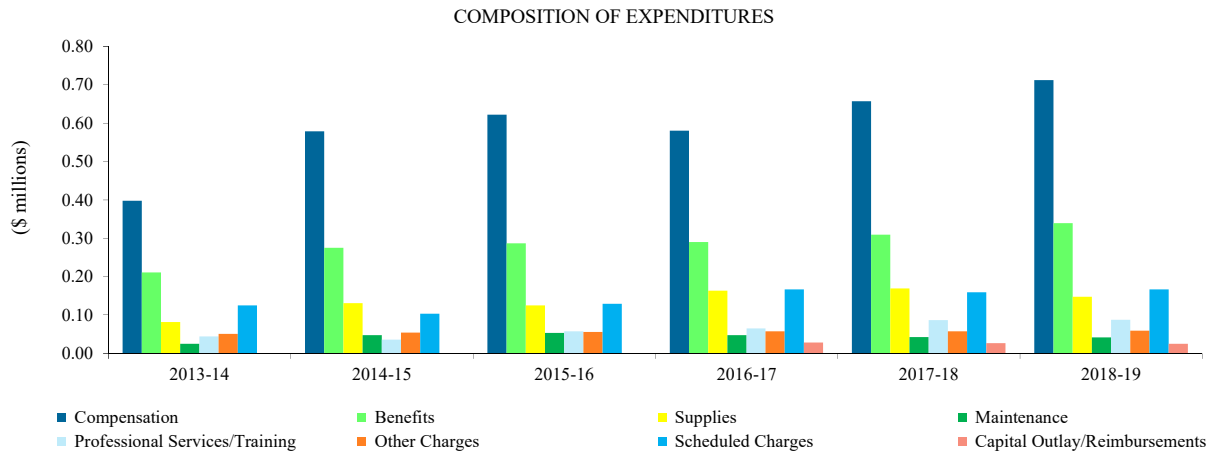
## Objectives for FY 2018-19

- Develop a strategic plan for Public Health in Lubbock with the findings from the CHA in 2017-18.
- Develop an inventory and plan for public health services in Lubbock in coordination with DSHS.
- Initiate the process to obtain the Project Public Health Ready recognition by the National Association of City and County Health Officials.
- Educate the public on the importance of immunizations.
- Maintain the number of Texas Vaccine for Children and Adult Safety Net Providers within the city.
- Provide accurate and timely test results to STD clinic patients and medical providers.
- Inform and educate the public on emerging and high consequence infectious disease.
- Continue to provide unique educational and clinical opportunities for nursing, medical, pharmacy, and public health students.
- Decrease chemical usage by Vector Control by successfully implementing new program technologies.

## Expenditure Overview

- Total expenditures increased \$69,152, or 4.6 percent, when compared with FY 2017-18.
- Compensation increased \$54,408, or 8.3 percent, due to a three percent merit increase and reorganization of Public Health and Vector Control positions.
- Benefits increased \$29,570, or 9.6 percent, due to a three percent merit increase and reorganization of Public Health and Vector Control positions.
- Supplies decreased \$22,168, or 13.1 percent, due to projected lower fuel and pesticide costs.
- Other charges increased \$1,796, or 3.2 percent, due to the Public Health facility rental agreement.
- Scheduled charges increased \$7,150, or 4.5 percent, due to higher scheduled charges for information technology services and property insurance, slightly offset by lower charges for telecommunication services.
- Capital outlay decreased \$1,915, or 7.2 percent, due to a decreased vehicle and equipment debt payment.

# Public Health Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 578,732	621,700	579,727	657,151	711,559	8.3
Benefits	274,734	286,359	289,630	309,188	338,758	9.6
Supplies	130,356	124,871	163,042	168,869	146,702	(13.1)
Maintenance	46,945	52,425	46,861	41,631	41,502	(0.3)
Professional Services/Training	35,239	56,874	64,332	86,328	86,768	0.5
Other Charges	53,564	55,578	57,347	56,984	58,780	3.2
Scheduled Charges	103,242	128,978	166,628	158,831	165,982	4.5
Capital Outlay/Reimbursements	-	-	27,414	26,470	24,555	(7.2)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,222,813</b>	<b>1,326,785</b>	<b>1,394,980</b>	<b>1,505,453</b>	<b>1,574,605</b>	<b>4.6</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Health Prevention/Surveillance	14	17	17	18	19	1
Vector Control	6	6	6	5	5	-
<b>TOTAL STAFFING</b>	<b>20</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>1</b>

METRICS/ERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Annual immunizations given	5,769	7,025	6,321	7,000	7,000	-
Annual immunizations patients seen	3,375	3,972	3,751	3,700	3,700	-
Teens attending STD clinic annually	98	81	110	100	100	-
Annual STD visits (all ages)	2,626	3,239	2,916	3,400	3,400	-
Lab specimens received annually	3,518	4,842	3,839	4,000	4,000	-
Notifiable conditions investigated annually	2,990	3,159	3,171	3,100	3,100	-
Acres treated with Larvacide	3,476	1,200	1,200	2,000	2,000	-
<b>Performance Metrics</b>						
Percent of patients completing HPV vaccination series	-	-	-	57%	85%	49.1
Percent of Individuals testing positive for an STD with documented treatment within 2 weeks of diagnosis	-	-	-	95%	85%	(10.5)
Percent of reportable conditions with a completed investigation within 30 days of initial report to health department	-	100%	100%	100%	100%	-
Percent of valid vector control complaint calls responded to within 2 business days	-	-	-	80%	80%	-
Number of grant required reports submitted by due date	-	100%	100%	100%	100%	-



# Public Health Overview

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## FULL-TIME POSITIONS

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Administrative Asst	1
Bioterrorism Coordinator	1
Customer Service Rep	1
Director of Public Health	1
Assistant Director of Public Health	1
Health Education Facilitator	1
Health Laboratory Lead	1
Health Outreach Specialist	1
Lead Administrative Asst	1
Licensed Vocational Nurse	3
Medical Technologist	1
Public Health Nurse	3
Public Health Nurse Leader	1
Senior LVN	1
SNS Coordinator	1
Vector Control Coord	1
Vector Control Wrkr	4
TOTAL FULL-TIME POSITIONS	<hr/> 24 <hr/>

# Public Health Expenditures

<b>Health Prevention/Surveillance</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 366,520	424,768	378,692	444,630	518,064	16.5
Benefits	164,800	182,784	182,512	197,270	241,470	22.4
Supplies	74,529	63,504	66,643	67,974	67,953	(0.0)
Maintenance	9,460	4,749	9,167	9,376	9,513	1.5
Professional Services/Training	34,715	54,434	57,425	77,751	76,991	(1.0)
Other Charges	53,564	55,578	57,347	56,984	58,780	3.2
Scheduled Charges	87,677	113,169	124,546	143,212	139,717	(2.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL HEALTH PREVENTION/SURVEILLANCE</b>	<b>\$ 791,265</b>	<b>898,986</b>	<b>876,331</b>	<b>997,196</b>	<b>1,112,488</b>	<b>11.6</b>

## Vector Control

EXPENDITURES BY CATEGORY						
Compensation	\$ 212,212	196,932	201,035	212,522	193,495	(9.0)
Benefits	109,934	103,576	107,118	111,918	97,288	(13.1)
Supplies	55,827	61,367	96,399	100,895	78,749	(22.0)
Maintenance	37,486	47,676	37,694	32,255	31,989	(0.8)
Professional Services/Training	524	2,440	6,907	8,577	9,777	14.0
Other Charges	-	-	-	-	-	-
Scheduled Charges	15,565	15,809	42,082	15,619	26,265	68.2
Capital Outlay/Reimbursements	-	-	27,414	26,470	24,555	(7.2)
<b>TOTAL VECTOR CONTROL</b>	<b>\$ 431,548</b>	<b>427,799</b>	<b>518,649</b>	<b>508,257</b>	<b>462,116</b>	<b>(9.1)</b>



# Debt Service Fund Overview

## Summary of Debt

The City issues debt as authorized by State Statute and City Charter in one of the following ways: General Obligation Bonds or Certificates of Obligation.

- General Obligation Bonds are payable from the proceeds of the interest and sinking fund portion of the property tax rate, levied within the limitations of the law. The full faith and credit of the City guarantee the payment of General Obligation Bonds. General Obligation Bonds are authorized by a vote of the citizens.
- Certificates of Obligation are guaranteed from the proceeds of the interest and sinking fund portion of the property tax rate, levied within the limitations of the law, and most are payable from, and secured by, the surplus revenues of the City’s Enterprise Funds, Internal Service Funds, or Special Revenue Funds.

## Debt Limitations

There is no direct debt limitation in the City Charter or under state law. The City operates under a home rule charter that limits the maximum tax rate for all City purposes to \$2.50 per \$100 assessed valuation. Administratively, the State of Texas Attorney General will permit allocation of \$1.50 of the \$2.50 maximum rate for general obligation debt service. As of October 1, 2018, the tax rate for debt service is \$0.13662 per \$100 assessed valuation, or \$201.14 annually on an average home valued at \$147,226.

## Debt Structure

City of Lubbock debt is generally structured on a level payment basis. The level payment structure allows the total debt service to be allocated in equal annual installments throughout the life of the debt. This method allows the City to keep tax rates and user fees level and stable.

## Bond Ratings

Standard & Poor’s (S&P) and Fitch Ratings’ bond ratings range from AAA to D. Bonds rated in the top four categories (AAA, AA, A, and BBB) generally are regarded as eligible for bank investment. S&P and Fitch apply modifiers in each generic rating classification. The “plus sign” (+) modifier indicates that the issuer ranks in the higher end of its generic rating category, no modifier indicates a mid-range ranking, and the “minus sign” (-) modifier indicates that the issuer ranks in the lower end of its generic category.

- The bond ratings of AA+ for the City and AA- for LP&L signify a very strong capacity to meet their financial commitments.

Moody’s has nine basic rating categories for long-term obligations. They range from Aaa (highest quality) to C (lowest quality). Moody’s applies numerical modifiers 1, 2, and 3 in each generic rating classification from Aa to Caa. The modifier 1 indicates that the issuer ranks in the higher end of its generic rating category, the modifier 2 indicates a mid-range ranking, and the modifier 3 indicates that the issuer ranks in the lower end of its generic category.

The City has maintained excellent ratings for many years. The City’s bond ratings from two of the rating agencies, Standard and Poor’s and Fitch Ratings, were updated as of March 20, 2018 and March 21, 2018 and are as follows:

	<u>City</u>
Standard & Poor’s	AA+
Fitch Ratings	AA+

The prior ratings from Standard and Poor’s and Fitch Ratings in March 2017 for the City are as follows:

	<u>City</u>
Standard & Poor’s	AA+
Fitch Ratings	AA+

The bond ratings from all three rating agencies in July 2018 for LP&L are as follows:

	<u>LP&amp;L</u>
Moody’s	A1
Standard & Poor’s	AA-
Fitch Ratings	A+

During FY 2017-18, Standard & Poor’s and Fitch Ratings affirmed the City’s financial bond ratings. Rating reports state that the City’s ratings reflect the following:

- Maintenance of very strong financial position, supported by good financial management practices.
- Role as a regional economic center, anchored by health care, higher education, and a rapidly growing commercial sector.
- Sizeable tax base with economic stability.
- Willingness to adjust utility rates, as necessary, especially given that a majority of tax-secured debt outstanding is issued on behalf of various different municipally owned enterprises.
- Moderate overall net debt burden.

# Debt Service Fund Overview

## City of Lubbock Ratings

Date	Moody's Rating Outlook	S&P Rating Outlook	Fitch Rating Outlook
04/11/06		AA- Positive	
04/17/06	A1 Positive		
04/21/06			AA- Positive
12/27/06	A1 Positive	AA- Positive	
12/29/06			AA- Positive
05/31/07	Aa3 Stable		
06/05/07			AA Stable
06/08/07		AA Stable	
08/15/07	Aa3 Stable		
08/16/07		AA Stable	
04/22/08	Aa3 Stable		AA Stable
04/23/08		AA+ Stable	
03/09/09	Aa3 Stable		AA Stable
03/10/09		AA+ Stable	
01/07/10		AA+ Stable	
01/08/10			AA Stable
01/11/10	Aa3 Stable		
04/23/10	Aa2 Stable		
05/03/10			AA+ Stable
03/04/11			AA+ Stable
03/07/11	Aa2 Stable		
03/15/11		AA+ Stable	
03/09/12	Aa2 NOO (no outlook)		
03/12/12		AA+ Stable	
03/15/12			AA+ Stable
04/16/13	Aa2 Stable		
04/22/13		AA+ Stable	
04/10/14		AA+ Stable	
04/13/14	Aa2 Stable		
04/15/14			AA+ Stable
03/19/15			AA+ Stable
03/20/15		AA+ Stable	
03/23/15	Aa2 Stable		
03/21/16			AA+ Stable
03/23/16	Aa2 Stable		
03/31/16		AA+ Stable	
09/28/16			AA+ Stable
09/29/16		AA+ Stable	
03/20/17		AA+ Stable	
03/23/17			AA+ Stable
03/20/18			AA+ Stable
03/21/18		AA+ Stable	

## Lubbock Power & Light Ratings

Date	Moody's Rating Outlook	S&P Rating Outlook	Fitch Rating Outlook
10/03/06			BBB+ Stable
01/02/07		BBB Positive	
03/31/09			A- Stable
04/08/09		A- Stable	
04/23/10	A1 Stable		
10/05/10		A- Positive	
10/06/10	A1 Stable		
10/11/10			A- Positive
10/25/10		AA- Stable	
02/15/11			A+ Stable
04/16/13			A+ Stable
04/17/13		AA- Stable	
04/30/13	A1 Negative		
04/11/14	A1 Stable		
04/14/14		AA- Stable	A+ Stable
03/20/15		AA- Stable	A+ Stable
03/23/15	A1 Stable		
03/23/16	A1 Stable	AA- Stable	A+ Stable
07/20/17	A1 Stable	AA- Stable	A+ Stable
07/03/18 & 07/11/18	A1 Stable	AA- Negative Outlook	A+ Stable

# Debt Service Fund Overview

## Debt Service/Capital Projects

The Debt Service Fund is used to account for general long-term debt principal and interest for debt issues and other long-term debts for which a tax has been dedicated. The City budgets for debt service in twelve funds: General Debt Service, Water/Wastewater, Storm Water, North Overton Tax Increment Financing Reinvestment Zone (North Overton TIF), LP&L, Airport, Cemetery, Civic Centers, Hotel Occupancy Tax, Gateway, Internal Service Funds, and the Central Business District TIF (CBD TIF). Debt requirements in these funds for FY 2018-19 are as follows:

- General obligation debt service, which includes general obligation bonds and certificates of obligation, is budgeted in the General Debt Service Fund. The bond election held in May 2004, approved \$30 million in new debt issuance. There is currently \$3.7 million in authorized, but unissued bonds from that election. The most recent bond election, held in November 2009, approved \$50.585 million in new debt issuance to finance improvements in streets and public safety, all of which have been issued.
- Following are the amounts of debt service that are budgeted in various City funds:

Water/Wastewater	\$62,282,874
General Debt Service	21,949,992
Lubbock Power & Light	25,402,490

Storm Water	15,149,729
Gateway	8,548,331
North Overton TIF	3,187,466
Solid Waste	2,242,810
Airport	2,794,712
Internal Services	2,081,202
Central Business District TIF	964,160
Civic Centers	459,087
Hotel Occupancy Tax	91,000
Cemetery	51,625

The above amounts do not include the utilization of interest earnings on bond funds.

## Debt Capacity

The City, in FY 2018-19, will use approximately \$1,528,518 in interest earnings from cash in the Debt Service fund, investment earnings on bond funds, and transfers from Lubbock Power and Light and Water/Wastewater Fund for their portion of Citizen Tower debt.

Following is a table illustrating projected tax rates for FY 2018-19 through FY 2023-24 based on the 5-year proposed capital plan. The proposed plan could change each year as priorities and needs are re-assessed, and economic conditions are taken into account.

### DEBT CAPACITY

Fiscal Year Ending	Assessed Valuations	Debt Tax Rate	Tax Proceeds	Application of over 65 Tax Ceiling	Application of Debt Service Fund Balance and Interest *	Current Debt Service Requirement	Debt Service Capacity Available	Estimated Debt Service Capacity Available	Debt Issuance Capacity
2019	14,750,293,459	0.13662	19,950,332	2,082,905	1,528,518	23,561,755	-	-	-
2020	15,045,299,328	0.14824	22,079,381	2,124,563	1,766,096	21,986,416	3,983,623	3,983,623	50,000,000
2021	15,346,205,315	0.14465	21,975,720	2,167,054	1,736,814	21,194,847	4,684,741	701,118	8,800,000
2022	15,653,129,421	0.14437	22,372,630	2,210,395	1,715,158	20,656,010	5,642,172	957,431	12,017,088
2023	15,966,192,009	0.14203	22,449,676	2,254,603	1,661,721	19,967,736	6,398,263	756,091	9,490,000
2024	16,285,515,850	0.14099	22,730,673	2,299,695	1,732,483	18,154,074	8,608,776	2,210,513	27,745,000

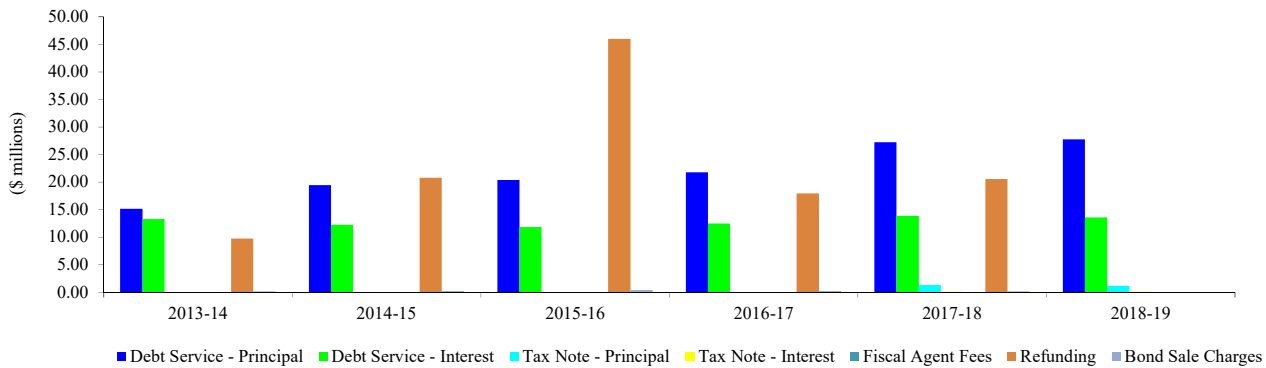
#### Assumptions:

- 2.0% increase in property values
- 20 year debt amortization
- 5.00% interest rate for all bond issues
- 99% collection rate

\* Includes debt service on Citizens Tower paid by Lubbock Power and Light and the Water/Wastewater Fund

# Debt Service Fund

COMPOSITION OF EXPENDITURES



FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Re-forecasted FY 2017-18	Proposed FY 2018-19	% Change from Amended
Ad valorem tax collections	15,038,597	17,017,596	20,052,046	19,639,071	22,033,237	12.2
Delinquent Taxes	236,438	236,459	269,906	106,326	230,849	117.1
Unallocated GO Bond Interest - Tax Backed	65,818	282,193	-	-	-	-
Interest Earnings on Debt Service Cash	41,344	40,485	55,267	90,000	100,000	11.1
HUD 108 Loan Program	-	-	-	-	-	-
Transfer from Solid Waste	-	-	-	2,420,614	2,242,810	(7.3)
Transfer from Overton TIF	3,186,321	3,027,073	3,190,249	3,149,667	3,187,466	1.2
Transfer from CBD TIF	304,196	499,172	649,401	963,455	964,160	0.1
Transfer from Hotel Tax Fund	97,328	94,109	93,688	83,750	91,000	8.7
Transfer from Gateway	8,308,992	8,429,207	8,314,581	8,232,548	8,548,331	3.8
Transfer from LP&L - Citizens Tower	-	-	-	2,478,673	1,140,198	(54.0)
Transfer from Water - Citizens Tower	-	-	-	318,644	146,577	(54.0)
Transfer from Stormwater (Street Maintenance)	5,309,575	5,303,870	5,308,446	5,309,594	4,237,029	(20.2)
Transfer from General Fund (Street Maintenance)	-	-	-	-	-	-
Refunding	46,352,804	18,030,542	14,879,691	20,661,536	-	(100.0)
Build America Bond Subsidy	425,399	427,694	427,246	306,422	-	(100.0)
<b>Total Revenue Sources</b>	<b>79,366,812</b>	<b>53,388,401</b>	<b>53,240,522</b>	<b>63,760,301</b>	<b>42,921,658</b>	<b>(32.7)</b>
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>79,366,812</b>	<b>53,388,401</b>	<b>53,240,522</b>	<b>63,760,301</b>	<b>42,921,658</b>	<b>(32.7)</b>

## EXPENDITURES

Debt Service - Principal - Tax Notes: General Fund				1,307,219	1,093,109	(16.4)
Debt Service - Principal	20,314,908	21,727,626	23,257,138	27,167,778	27,705,281	2.0
Debt Service - Interest - Tax Notes: General Fund				74,570	59,567	(20.1)
Debt Service - Interest	11,776,646	12,453,981	14,411,212	13,835,083	13,515,509	(2.3)
Fiscal Agent Fees	28,625	13,000	9,738	10,346	14,000	35.3
Refunding	45,972,814	17,872,864	14,745,470	20,510,547	-	(100.0)
Bond Sale Charges	379,990	157,678	135,449	150,990	-	(100.0)
Transfer to Civic Centers	528,538	527,642	527,557	528,565	459,087	(13.1)
<b>TOTAL EXPENDITURES</b>	<b>79,001,521</b>	<b>52,752,791</b>	<b>53,086,564</b>	<b>63,585,097</b>	<b>42,846,552</b>	<b>(32.6)</b>

## FUND BALANCE

Beginning Fund Balance	1,553,865	1,919,155	2,554,765	2,708,724	2,883,927	6.5
Change in Fund Balance	365,290	635,610	153,958	175,204	75,106	(57.1)
<b>ENDING FUND BALANCE</b>	<b>1,919,155</b>	<b>2,554,765</b>	<b>2,708,724</b>	<b>2,883,927</b>	<b>2,959,033</b>	<b>2.6</b>

# Debt Service Fund

RATIO OF NET GENERAL BONDED DEBT TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA						
Fiscal Year Ending	Population <sup>(1)</sup>	Net Assessed Value (Thousands)	Gross Bonded Debt <sup>(2)</sup>	Debt Payable from Other Fund Revenue	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value
2010	229,573	12,002,616	878,410,000	748,717,891	129,692,109	1.08%
2011	233,695	12,288,361	961,165,000	807,794,862	153,370,138	1.25%
2012	236,441	12,629,609	988,950,000	830,645,586	158,304,414	1.25%
2013	240,039	13,100,207	983,415,000	818,006,143	165,408,857	1.26%
2014	244,927	13,535,673	981,465,000	813,798,638	167,666,362	1.24%
2015	248,665	14,101,576	1,012,315,000	830,791,914	181,523,086	1.29%
2016	243,736	15,947,988	1,133,066,439	791,380,495	341,685,944	2.14%
2017	252,506	16,841,610	1,047,295,000	780,360,578	266,934,422	1.58%
2018	261,946	17,793,732	1,001,476,000	712,152,900	289,323,100	1.63%

DEBT SERVICE FOR WHICH TAX IS LEVIED		
Series	Purpose of Issue	FY 2018-19 Debt Service
2008A	Certificates of Obligation	\$ 1,425,123
2009	Certificates of Obligation	4,140,638
2009	Refunding Bonds	525,944
2009	General Obligation	147,619
2010	Certificates of Obligation	1,247,945
2010A	General Obligation	244,948
2010A	Certificates of Obligation	1,442,299
2010C	Certificates of Obligation	2,493,643
2011	Certificates of Obligation	9,974,150
2011	General Obligation	1,059,544
2011	Refunding Bonds	1,200,963
2012	Certificates of Obligation	5,620,675
2012	General Obligation	872,525
2012	Refunding Bonds	993,738
2013	Certificates of Obligation	4,225,575
2013	General Obligation	8,684,063
2013	Refunding Bonds	9,612,750
2014	Certificates of Obligation	5,670,250
2014	Refunding Bonds	1,769,750
2015	Certificates of Obligation	8,325,750
2015	Refunding Bonds	14,635,625
2015	Refunding Bonds, Taxable	1,585,976
2016	Certificates of Obligation	8,564,825
2016	Refunding Bonds	1,211,650
2016A	Refunding Bonds	4,524,194
2017	Certificates of Obligation	1,750,000
2017A	Certificates of Obligation	2,133,600
2018	Certificates of Obligation	2,370,133
2018	Certificates of Obligation, Taxable	1,051,094
2018	Refunding Bonds	10,791,375
2017	Tax Note	3,740,994
2018	Tax Note	5,162,116
TOTAL TAX SUPPORTED BONDS <sup>(4)</sup>		\$ 127,199,469

<sup>(1)</sup> Source: Census.gov

<sup>(2)</sup> Includes all long-term general obligation debt principal.

<sup>(3)</sup> Projected.



# Debt Service Fund

OUTSTANDING DEBT SERVICE PAYMENT - PRINCIPAL & INTEREST									
Fiscal Year Ending	General Obligation				Revenue and		Total Principal	Total Interest	
	Bonds		Tax Notes		Contract Revenue Bonds				
	Principal	Interest	Principal	Interest	Principal	Interest			
2019	\$ 78,165,000	40,131,360	8,428,902	474,208	19,191,991	7,654,593	105,785,892	48,260,161	
2020	76,720,000	36,715,159	4,535,739	325,803	19,242,002	8,395,621	100,497,741	45,436,583	
2021	76,230,000	33,542,541	3,742,577	236,417	11,042,391	7,486,654	91,014,968	41,265,612	
2022	73,065,000	30,329,735	3,493,802	158,411	12,360,556	7,303,248	88,919,358	37,791,393	
2023	73,385,000	27,102,074	2,960,027	90,318	12,944,810	7,058,878	89,289,837	34,251,270	
2024	73,030,000	23,811,654	2,321,864	36,985	12,899,026	6,427,428	88,250,890	30,276,067	
2025	72,870,000	20,494,596	578,089	7,168	11,120,102	5,795,852	84,568,191	26,297,616	
2026	70,730,000	17,250,562			11,067,842	5,261,146	81,797,842	22,511,708	
2027	65,335,000	14,233,113			10,604,678	4,720,965	75,939,678	18,954,078	
2028	62,605,000	11,422,735			10,012,425	4,214,334	72,617,425	15,637,069	
2029	53,860,000	8,881,064			6,188,138	3,747,738	60,048,138	12,628,802	
2030	52,215,000	6,612,795			6,368,068	3,456,421	58,583,068	10,069,216	
2031	39,110,000	4,699,018			5,015,182	3,159,256	44,125,182	7,858,274	
2032	28,440,000	3,324,821			4,425,000	2,927,394	32,865,000	6,252,214	
2033	24,320,000	2,298,569			4,625,000	2,725,419	28,945,000	5,023,988	
2034	22,070,000	1,419,531			4,830,000	2,513,313	26,900,000	3,932,843	
2035	16,995,000	727,040			4,330,000	2,291,438	21,325,000	3,018,478	
2036	10,380,000	308,974			3,620,000	2,086,856	14,000,000	2,395,830	
2037	4,510,000	111,117			3,450,000	1,945,163	7,960,000	2,056,280	
2038	1,380,000	27,909			3,595,000	1,807,538	4,975,000	1,835,447	
2039					2,775,000	1,628,844	2,775,000	1,628,844	
2040					2,920,000	1,491,150	2,920,000	1,491,150	
2041					3,060,000	1,346,288	3,060,000	1,346,288	
2042					3,210,000	1,194,425	3,210,000	1,194,425	
2043					3,370,000	1,035,050	3,370,000	1,035,050	
2044					3,530,000	875,825	3,530,000	875,825	
2045					3,700,000	708,075	3,700,000	708,075	
2046					3,875,000	533,075	3,875,000	533,075	
2047					3,965,000	349,400	3,965,000	349,400	
2048					3,205,000	160,250	3,205,000	160,250	
	\$ 975,415,000	283,444,365	26,061,000	1,329,310	210,542,209	100,301,634	1,212,018,209	385,075,309	

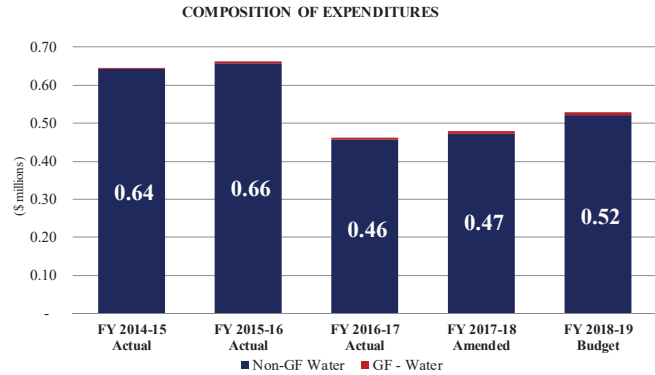
# Scheduled Charges Overview

## Overview

Scheduled charges are budgets related to municipal facility utilities that include electricity, natural gas, water, wastewater, sanitation, and vehicle fuel. Charges are budgeted for cost centers based upon their historical usage. Actual usage is charged to the cost centers as invoices are received.

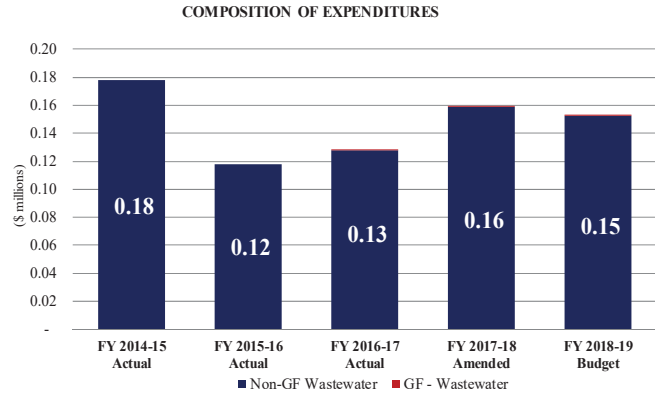
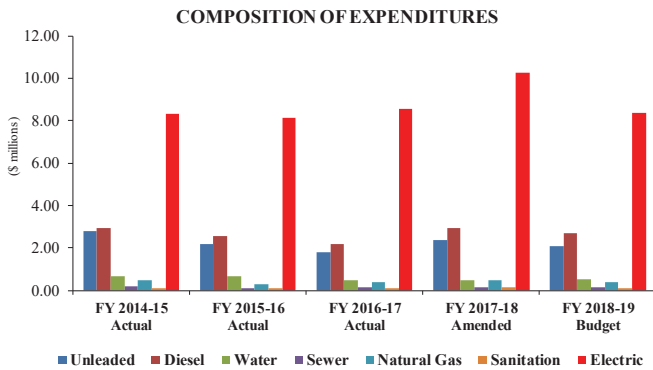
The total scheduled charges across all funds are \$14.3 million, with \$5.3 million in the General Fund. The breakdown of the charges is as follows:

Charge	Total	% General Fund	% All Other Funds
Electric	\$ 8,369,418	20.1	79.9
Diesel Fuel	2,691,896	74.7	25.3
Unleaded Fuel	2,053,396	70.0	30.0
Water	529,548	1.4	98.6
Natural Gas	368,624	37.3	62.7
Wastewater	152,946	0.5	99.5
Sanitation	115,016	-	100.0
<b>Total</b>	<b>\$ 14,280,845</b>		



## Wastewater

The FY 2018-19 budget for wastewater was calculated by re-forecasting FY 2017-18 and applying a 2.6 percent increase. The base rate is projected to increase by \$1.00. Based on current costs through six months, FY 2017-18 is projected to be below the full-year budget. For FY 2018-19 the total budget is \$152.9 thousand, a decrease of \$6,382 from the FY 2017-18 budget, but an increase of \$13,743 compared to the re-forecasted amount for FY 2017-18.



## Water

The FY 2018-19 budget for water was calculated based on the FY 2017-18 re-forecasted amount of \$493.8 thousand, \$15,347 above the approved FY 2017-18 budget. A 5.6 percent increase was applied to the re-forecasted FY 2017-18. For FY 2018-19, the total budget is \$529.5 thousand, an increase of \$51,096, or 10.7 percent, compared to the FY 2017-18 budget.

## Natural Gas

The City has different sources of natural gas depending on the location of the facility. The different sources include:

Atmos – gas provided for Facilities, Information Technology, Animal Services, Fire Marshal, Police Administration, Police Training, Water Treatment, and Land Application.

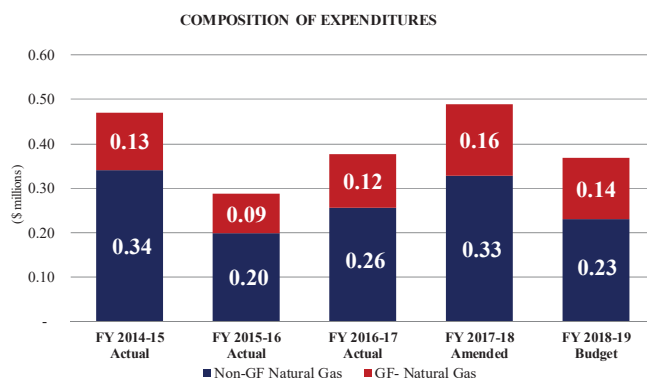
# Scheduled Charges Overview

Slaton Gas and Equipment – propane gas for Wilson Farm at the Land Application site.

West Texas Gas – all other City facilities.

Wylie LP Gas – propane gas for the Landfill.

Actual natural gas costs are determined by analyzing all charges made by cost centers during the prior five years and through the first six months of FY 2017-18. FY 2017-18 gas cost was projected using average natural gas pricing for FY 2016-17 and multiplying FY 2016-17 actuals with the difference between the two prices. Based on this calculation, the total projected cost of natural gas for FY 2018-19 is \$368.6 thousand, a decrease of \$120.1 thousand from the prior year.



## Sanitation

The actual cost for each cost center for the prior five years was analyzed and the average percent expended at three months was used to re-forecast FY 2017-18. The FY 2018-19 cost was projected using the contracted and current monthly costs for FY 2017-18. For FY 2018-19 the total charge is \$115.0 thousand. General Fund departments are not charged for sanitation.

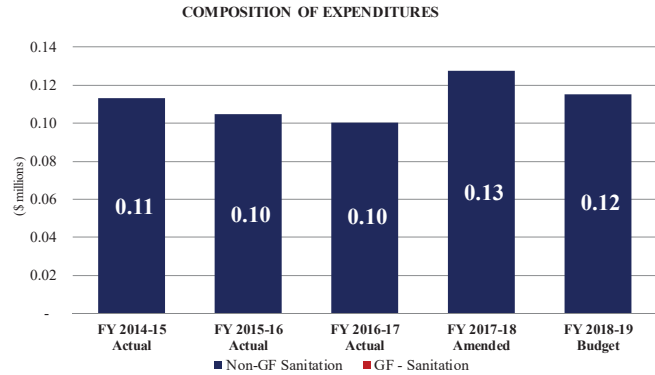
Sanitation providers include:

Caprock Waste for Lake Alan Henry.

City of Wilson for the Land Application site.

Duncan Disposal for the Land Application site.

City of Lubbock Solid Waste for City facilities located within its corporate boundaries.



## Electric

Electric costs are determined by analyzing all actual charges made by cost centers during the past five years. FY 2017-18 was re-forecast using the average percentage expended at three months over the last five years and applying that to the actual expense through six months of FY 2017-18. The FY 2018-19 proposed amount was based on the average actual cost for the past three years. There are multiple sources of electricity for city departments.

Bailey County Electric – Water Production.

Big Country Electric – Lake Alan Henry and Lake Alan Henry Pipeline.

Lamb County Electric – Water Production.

Lubbock Power & Light (LP&L).

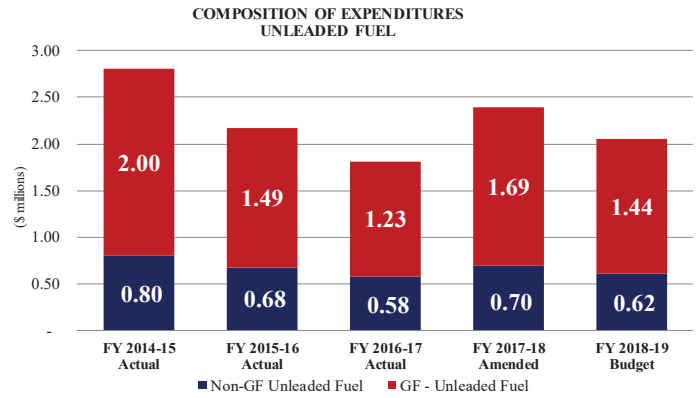
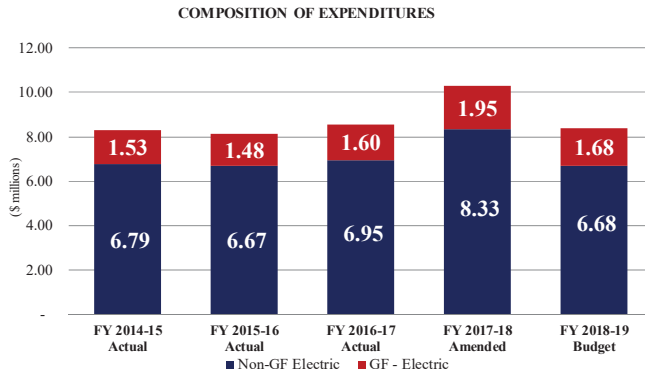
Lyntegar Electric Cooperative – Land Application site.

South Plains Electric Cooperative – Parks and Recreation, Police Training, Solid Waste Disposal, Fire Administration, Radio Shop, and Public Works Traffic Engineering, Land Application, Water Pumping and Control, Water Reservoir, Wastewater Treatment, Wastewater Sampling and Monitoring, and Wastewater Collection.

XCEL – Water Production, Water Reservoir, and Land Application.

The FY 2018-19 projected cost is \$8.4 million, a decrease of \$1.9 million from the prior year.

# Scheduled Charges Overview



## Fuel Charges

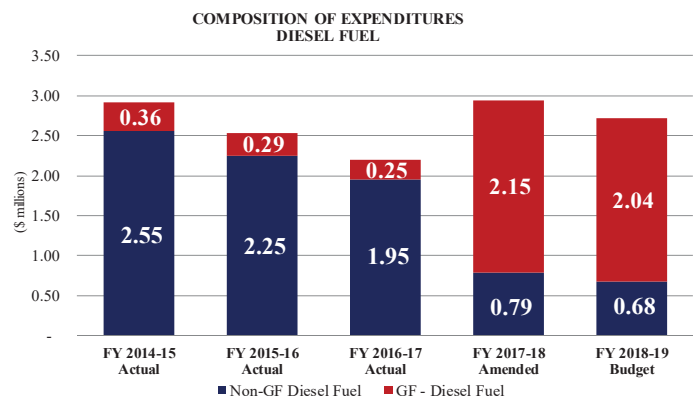
The budget and actual costs for fuel were analyzed for the prior four full years and the first six months of FY 2017-18. To determine the cost for FY 2018-19, the data used was the actual cost of fuel used by each cost center during each year for unleaded and diesel fuel.

The City's current contracted rate is \$1.95 per gallon for unleaded and \$2.10 per gallon for diesel (taxes and fees included). The contract rate is set until December 31, 2018.

The FY 2018-19 budget includes a projected increase of 2.38 percent in cost for diesel, and a 2.58 percent increase in cost for unleaded.

For FY 2018-19 the total budget for unleaded fuel is \$2.1 million, a decrease of \$304.3 thousand from the FY 2017-18 budget, but an increase of \$212.8 thousand, compared to the re-forecasted amount for FY 2017-18.

For FY 2018-19 the total budget for diesel fuel is \$2.7 million, a decrease of \$246.8 thousand from the FY 2017-18 budget, but an increase of \$473.1 thousand, compared to the re-forecasted amount for FY 2017-18.



# Scheduled Charges Matrix

Fund	Dept #	Department Name	Electric			Diesel		Unleaded		Natural			Total
			\$			Fuel		Fuel		Gas	Water	Sanitation	
100 - 1611		Facilities Management	383,784	848	10,486	-	30,698	-	-	-	-	-	425,815
100 - 2261		Emergency Management	52,729	-	616	-	-	-	-	-	-	-	53,345
100 - 2411		Public Information	-	-	424	-	-	-	-	-	-	-	424
100 - 3211		Municipal Court	-	-	2,397	-	-	-	-	-	-	-	2,397
100 - 4211		Code Enforcement	-	-	28,053	-	-	-	-	-	-	-	28,053
100 - 4311		Building Inspection	-	-	23,480	-	-	-	-	-	-	-	23,480
100 - 4523		Traffic Engineering and Design	-	-	3,411	-	-	-	-	-	-	-	3,411
100 - 4525		Traffic Operations	114,619	51,297	14,997	-	-	-	-	-	-	-	180,914
100 - 4531		Public Works - Streets	15,040	78,715	10,066	-	-	-	-	-	-	-	103,821
100 - 4541		Street Drainage Engineering	649	-	32,401	-	217	-	-	-	-	-	33,267
100 - 4543		Engineering Development Services	-	-	-	-	83	-	-	-	-	-	83
100 - 4545		Engineering CIP and Design	-	-	3,600	-	-	-	-	-	-	-	3,600
100 - 5214		Mahon Library	105,301	-	844	-	9,851	-	-	-	-	-	115,996
100 - 5215		Godeke Library	1,719	-	-	-	2,033	-	-	-	-	-	3,752
100 - 5216		Patterson Library	6,073	-	-	-	535	-	-	-	-	-	6,608
100 - 5217		Groves Library	13,662	-	-	-	597	-	-	-	-	-	14,259
100 - 5219		Buddy Holly Center	15,589	-	-	-	757	-	-	-	-	-	16,346
100 - 5221		Park Maintenance	294,684	30,359	110,632	-	7,797	-	-	-	-	-	443,472
100 - 5223		Park Development	-	-	1,217	-	-	-	-	-	-	-	1,217
100 - 5224		Garden & Arts	12,627	-	-	-	527	-	-	-	-	-	13,154
100 - 5225		Indoor Recreation	87,064	-	3,372	-	4,433	-	-	-	-	-	94,870
100 - 5227		Outdoor Recreation	204,561	-	1,013	-	2,573	-	-	-	-	-	208,147
100 - 5245		Silent Wings Museum	24,278	-	-	-	2,631	-	-	-	-	-	26,909
100 - 5311		Animal Services	45,221	1,070	25,037	-	9,605	-	-	-	-	-	80,932
100 - 5413		Environmental Health	-	-	6,129	-	-	-	-	-	-	-	6,129
100 - 5415		Public Health	-	-	728	-	-	-	-	-	-	-	728
100 - 5419		Vector Control	-	-	11,239	-	494	-	-	-	-	-	11,733
100 - 5611		Fire Administration	210,916	-	-	-	34,405	-	-	-	-	-	245,321
100 - 5613		Fire Prevention	-	-	-	-	2,752	-	-	-	-	-	2,752
100 - 5615		Fire Equipment Maintenance	-	163,879	60,486	-	-	-	-	-	-	-	224,365
100 - 5711		Police Administration	1,090	-	24,248	-	1,567	-	-	-	-	-	26,905
100 - 5713		Police Training	26,017	-	15,668	4,794	5,375	-	-	-	-	-	51,854
100 - 5717		Police Communications Center	-	-	97	-	-	-	-	-	-	-	97
100 - 5719		Police Special Operations	5,170	-	28,145	-	1,718	-	-	-	-	-	35,032
100 - 5731		Police Investigations	19,776	502	157,921	-	-	-	-	-	-	-	178,199
100 - 5735		Police Patrol	-	970	810,703	-	83	-	-	-	-	-	811,756
100 - 5811		Residential Collection	31,184	1,084,369	13,039	2,191	3,216	747	-	-	-	-	1,134,747
100 - 5812		Alley Maintenance	-	67,861	7,286	-	-	-	-	-	-	-	75,147
100 - 5814		Inmate Clean-up	-	-	12,673	-	-	-	-	-	-	-	12,673
100 - 5815		Solid Waste Disposal	12,873	504,681	15,905	338	14,520	-	-	-	-	-	548,318
100 - 5819		Recycling Collection	-	27,236	1,995	-	1,105	-	-	-	-	-	30,336
TOTAL GENERAL FUND			\$ 1,684,627	2,011,787	1,438,307	7,324	137,574	747	-	-	-	\$	5,280,366

# Scheduled Charges Matrix

Fund	Dept #	Department Name	\$	Diesel		Unleaded		Natural				Total	
				Electric	Fuel	Fuel	Fuel	Water	Gas	Wastewater	Sanitation		Total
149 - 149		Lake Alan Henry		7,117	-	18	-	8,778	-	-	-	9,420	25,332
150 - 150		Economic Development		-	-	-	-	-	-	-	-	-	-
211 - 7111		Electric Administration		161,510	-	3,138	-	4,037	5,948	-	-	2,038	179,009
211 - 7112		Electric Environmental Health Safety		-	-	4,723	-	-	-	-	-	-	4,723
211 - 7316		Production Cooke Station		11,211	-	8,629	-	24,642	-	-	-	3,015	53,450
211 - 7317		Production Brandon Station		-	70	4,910	-	34,449	-	-	-	-	59,892
211 - 7318		Production Massengale Station		20,571	2,219	7,363	-	291,615	-	-	-	-	407,283
211 - 7411		Distribution Supervision & Engineering		-	-	7,480	-	-	-	-	-	-	7,480
211 - 7412		Distribution Underground		43,430	72,182	12,014	-	630	-	-	450	1,019	129,723
211 - 7413		Distribution Overhead		-	91,399	7,768	-	-	-	-	-	-	99,167
211 - 7414		Distribution Load Dispatching		-	-	893	-	-	-	-	-	-	893
211 - 7415		Distribution Customer Service		25,758	87,634	2,141	-	1,583	-	-	769	-	118,639
211 - 7416		Electric GIS		-	-	16,941	-	-	-	-	-	-	16,941
211 - 7417		Distribution Substation		-	970	23,483	-	1,931	-	-	-	-	26,384
211 - 7418		Distribution Engineering Const. Mgmt.		-	-	42,353	-	-	-	-	-	-	42,353
211 - 7419		Distribution Meter Shop		-	-	4,511	-	-	-	-	-	-	4,511
211 - 7421		Distribution Street Lights		-	-	174	-	-	-	-	-	-	174
211 - 7423		Electric Field Services		-	-	3,796	-	-	-	-	-	-	3,796
211 - 7511		Meter Reading		-	5,612	78,786	-	-	-	-	-	-	84,397
211 - 7514		Statement Processing		-	-	206	-	-	-	-	-	-	206
221 - 6111		Water Administration		-	-	1,468	-	-	-	-	-	-	1,468
221 - 6113		Water Conservation & Education		-	-	13,425	-	-	-	-	-	-	13,425
221 - 6311		Water Meter and Customer Service		27,618	5,310	64,299	-	-	-	-	2,020	-	99,247
221 - 6321		Water Equipment Maintenance		6,796	5,708	3,794	-	-	482	-	-	769	17,549
221 - 6331		Water Distribution and Maintenance		-	109,400	55,500	-	-	482	-	-	-	165,382
221 - 6343		Pumping and Control		1,618,928	29,069	34,514	-	-	-	-	1,015	-	1,683,526
221 - 6345		Water Treatment		202,598	1,154	6,928	-	-	-	14,767	-	3,881	229,328
221 - 6347		Water Production		315,761	7,736	29,290	-	-	-	-	-	2,701	355,488
221 - 6349		Water Reservoir		1,092,807	3,627	21,924	-	-	20,620	-	-	-	1,138,978
231 - 6411		Wastewater Treatment		1,641,373	9,078	12,683	-	47,357	66,869	-	44,056	-	1,821,416
231 - 6413		Wastewater Collection		54,297	43,302	19,467	-	1,639	1,446	-	-	-	120,150
231 - 6415		Land Application		180,000	58,465	45,000	-	2,962	8,744	-	8,500	-	303,671
231 - 6417		Industrial Monitoring		-	-	3,579	-	-	-	-	-	-	3,579
231 - 6421		Sampling & Monitoring		-	-	2,600	-	-	-	-	-	-	2,600
231 - 6425		Wastewater Treatment - North Plant		350,000	-	-	-	8,000	16,000	-	10,000	-	384,000
251 - 4613		Aviation Field Maintenance		43,609	17,407	5,901	-	1,850	-	-	310	-	69,078
251 - 4615		Aviation Maintenance		503,900	-	6,094	-	87,702	72,708	-	34,203	25,533	730,140
251 - 4616		Aviation Security Access		-	-	4,377	-	-	-	-	-	-	4,377
251 - 4617		Aviation Security		-	-	4,759	-	-	-	-	-	-	4,759
251 - 4619		Aviation Parking		6,149	-	-	-	627	-	-	-	-	6,777

# Scheduled Charges Matrix

Fund	Dept #	Department Name	Electric	Diesel Fuel	Unleaded Fuel	Water	Natural Gas	Wastewater	Sanitation	Total
275 - 4813		Civic Center	\$ 301,846	-	3,110	-	15,104	-	-	\$ 320,059
281 - 6611		Cemetery	5,171	4,509	3,954	-	65	-	-	13,699
291 - 6511		Storm Water Utility	-	-	8,698	-	-	-	-	8,698
291 - 6512		Street Cleaning	-	81,321	3,853	-	-	-	-	85,173
291 - 6513		Storm Sewer Maintenance	-	39,573	9,844	-	-	-	-	49,418
308 - 3113		Risk Administration	-	-	770	-	-	-	-	770
310 - 3526		Fleet Services	14,540	511	11,163	1,835	5,422	1,185	1,384	36,040
315 - 3522		Central Warehouse	5,768	-	1,198	-	935	-	1,932	9,832
325 - 2242		Radio Shop	20,120	838	3,918	-	868	-	-	25,745
330 - 3410		Information Technology	23,913	-	1,290	2,588	592	1,007	-	29,390
80062 - 44027		CDBG 2018-19 Administration	-	-	2,363	-	-	-	-	2,363
TOTAL NON-GENERAL FUND			\$ 6,684,791	680,109	615,089	522,224	231,050	152,199	115,016	\$ 9,000,479
TOTAL ALL FUNDS			\$ 8,369,418	2,691,896	2,053,396	529,548	368,624	152,946	115,016	\$ 14,280,845

## Internal Services Funds Overview

- Internal Services Funds are not self-funding and must allocate the costs associated with operating the fund to other City departments. Internal services charges are the costs allocated to the other funds and costs centers for the services provided by the Internal Services Funds.
- The FY 2018-19 Operating Budget and Capital Program includes the following departments in the Internal Services Fund Section:
  - Fleet Services
  - Health Benefits
  - Information Technology
  - Investment Pool
  - Print Shop and Warehouse
  - Risk Management
- Starting in FY 2017-18, an additional Internal Service Charge was added, in an effort to create a fully funded fleet program and to control maintenance expenses. In prior years, vehicle maintenance was a budgeted cost center expense that each department controlled independently. Fleet Maintenance department now monitors these funds and budgeted maintenance costs are transferred each month from individual cost centers.
- The total internal services charges across all funds are \$27.1 million, with \$17.8 million in General Fund. The breakdown of the charges is as follows:

Charge	Total	% General Fund	% All Other Funds
Information Technology	\$ 11,355,460	63.6	36.4
Fleet Maintenance	4,110,230	79.3	20.7
Property Insurance	2,377,481	29.0	71.0
Workers Compensation	2,082,945	74.2	25.8
Radio Shop	2,021,355	80.9	19.1
Liability Insurance	1,888,218	71.5	28.5
Fleet Administration	1,537,361	66.7	33.3
Telephone	1,483,892	60.2	39.8
Postage	154,935	87.4	12.6
Mail Handling	35,291	51.4	48.6
<b>Total</b>	<b>\$ 27,047,167</b>		



## Funding Source Summary by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Forecast
Fleet	1,524,183	1,595,051	2,210,579	5,707,112	5,678,217	(0.5)
Health Benefits	31,207,612	33,757,383	34,101,078	30,759,141	31,180,519	1.4
Information Technology	7,385,599	7,960,771	8,832,261	10,264,891	11,341,966	10.5
Telecommunications	1,699,694	1,883,035	1,992,638	1,977,800	1,482,892	(25.0)
GIS & Data Services	648,664	676,355	756,071	746,618	872,974	16.9
Radio Shop	1,682,769	2,430,678	2,547,994	2,270,402	2,338,232	3.0
Investment Pool	174,648	143,858	151,879	144,892	199,725	37.8
Print Shop/Warehouse	671,542	477,590	538,435	760,563	632,076	(16.9)
Risk Management	6,398,835	7,820,368	8,293,253	7,696,246	6,945,059	(9.8)
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>51,393,545</b>	<b>56,745,089</b>	<b>59,424,187</b>	<b>60,327,665</b>	<b>60,671,660</b>	<b>0.6</b>

## Appropriation Summary by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Forecast
Fleet	1,354,637	1,521,348	1,656,160	5,707,112	5,678,217	(0.5)
Health Benefits	31,207,612	33,757,383	34,101,078	30,759,141	31,144,258	1.3
Information Technology	7,385,599	7,899,000	8,832,261	9,761,999	11,341,966	16.2
Telecommunications	1,652,106	1,750,190	1,992,638	1,977,800	1,482,892	(25.0)
GIS & Data Services	622,104	659,279	702,004	746,618	872,974	16.9
Radio Shop	1,682,769	2,106,552	2,354,345	2,270,402	2,268,364	(0.1)
Investment Pool	105,777	121,630	131,719	144,892	199,725	37.8
Print Shop/Warehouse	604,302	471,860	538,435	760,563	632,076	(16.9)
Risk Management	4,411,515	4,747,989	8,293,253	7,696,246	6,945,059	(9.8)
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>49,026,420</b>	<b>53,035,231</b>	<b>58,601,893</b>	<b>59,824,774</b>	<b>60,565,530</b>	<b>1.2</b>

## Position History by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	Change
INTERNAL SERVICE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Fleet	18	17	17	19	20	1
Health Benefits	3	3	4	4	4	-
Information Technology	26	26	28	28	29	1
Telecommunications	2	2	2	2	2	-
GIS & Data Services	8	8	9	10	11	1
Radio Shop	8	8	8	8	8	-
Investment Pool	1	1	1	1	-	(1)
Print Shop/Warehouse	6	6	6	6	6	-
Risk Management	6	6	8	9	9	-
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>78</b>	<b>77</b>	<b>83</b>	<b>87</b>	<b>89</b>	<b>2</b>

# Internal Services Charges Matrix

Fund	Dept #	Department Name	Information Technology	Fleet Maintenance	Property Insurance	Workers' Compensation	Radio Shop	Liability Insurance	Fleet Administration	Telephone	Postage	Mailing Handling	Internal Service	Total
100 - 1111	City Council		\$ 43,041	-	-	775	-	1,321	-	8,586	640	330	\$ 54,693	
100 - 1113	City Manager		61,319	-	-	5,593	-	9,533	-	1,561	434	330	78,770	
100 - 1115	Non Departmental		-	-	-	499	-	851	-	-	-	-	1,351	
100 - 1211	City Secretary		116,177	-	-	2,401	-	4,093	-	7,805	1,742	330	132,549	
100 - 1311	City Attorney		137,394	-	-	14,659	-	14,577	-	10,147	1,757	330	178,864	
100 - 1611	Facilities Management		41,893	9,900	255,566	3,448	9,507	10,240	14,072	17,172	18	330	362,146	
100 - 2111	Financial Planning and Analysis		37,750	-	-	1,837	-	3,131	-	4,683	55	330	47,786	
100 - 2261	Emergency Management		121,490	1,800	-	644	15,845	3,710	-	44,491	-	330	188,310	
100 - 2311	Human Resources		97,597	-	-	2,264	-	2,532	-	7,025	659	330	110,406	
100 - 2411	Public Information		54,251	540	2,049	651	-	1,980	1,005	7,025	-	330	65,783	
100 - 2415	311 Call Center		12,568	-	-	505	-	861	-	22,310	91	330	38,714	
100 - 3111	Internal Audit		12,568	-	-	622	-	1,060	-	2,342	90	330	17,012	
100 - 3211	Municipal Court		109,727	2,700	-	3,555	3,169	7,801	4,021	33,051	30,463	330	194,817	
100 - 3311	Accounting		71,218	-	-	3,305	-	5,632	-	17,172	9,895	330	107,552	
100 - 3511	Purchasing		33,514	-	-	1,391	-	2,371	-	6,244	1,437	330	45,288	
100 - 4111	Planning		48,171	-	-	2,388	-	3,508	-	11,928	12,913	330	79,239	
100 - 4211	Code Enforcement		211,130	19,070	-	22,368	34,198	17,243	21,109	60,371	23,689	330	409,507	
100 - 4311	Building Inspection		152,350	6,540	-	4,987	-	15,905	14,072	46,052	712	330	240,950	
100 - 4523	Traffic Engineering and Design		87,975	450	-	2,393	1,584	4,950	2,010	11,708	506	330	111,908	
100 - 4525	Traffic Operations		58,650	78,300	24,052	41,988	25,352	17,240	31,160	8,586	-	330	285,658	
100 - 4531	Public Works - Streets		96,675	135,000	12,411	5,309	25,352	26,197	47,746	16,392	52	330	365,463	
100 - 4541	Engineering		77,316	7,200	-	4,973	7,922	14,429	9,549	19,514	270	330	141,503	
100 - 4543	Engineering Development Services		62,839	5,850	-	1,106	3,961	3,047	7,036	14,050	266	330	98,486	
100 - 4545	Engineering CIP and Design		54,461	6,750	-	1,106	-	3,047	-	-	-	-	65,364	
100 - 5214	Mahon Library		121,850	900	30,635	4,560	-	8,207	1,005	33,564	9,382	330	210,433	
100 - 5215	Godeke Library		49,812	-	3,605	1,053	-	1,794	-	4,683	421	330	61,698	
100 - 5216	Patterson Library		123,822	-	5,744	4,694	-	1,333	-	4,683	271	330	140,877	
100 - 5217	Groves Library		43,808	-	5,754	974	-	1,661	-	4,683	359	330	57,568	
100 - 5219	Buddy Holly Center		57,446	-	11,893	1,678	-	2,860	-	10,928	474	330	85,609	
100 - 5221	Park Maintenance		94,618	155,700	24,115	126,002	53,080	65,469	125,144	24,197	92	330	668,746	
100 - 5223	Park Development		32,609	450	7,663	607	-	2,342	3,016	3,122	24	330	50,163	
100 - 5224	Garden & Arts		4,602	-	3,102	471	-	623	-	1,561	129	330	10,819	
100 - 5225	Indoor Recreation		101,214	5,220	23,285	24,105	6,729	23,285	4,021	10,147	1,323	330	176,374	
100 - 5227	Outdoor Recreation		45,333	900	56,034	10,912	-	4,538	2,010	17,172	274	330	137,504	
100 - 5245	Silent Wings Museum		31,163	-	19,096	549	-	936	-	10,928	296	330	63,297	
100 - 5311	Animal Services		90,218	16,650	14,431	35,920	15,845	13,891	18,596	47,288	1,119	330	254,287	
100 - 5413	Environmental Health		76,893	9,230	-	1,567	-	6,590	8,041	8,586	1,042	330	112,279	
100 - 5415	Public Health		108,922	900	1,977	5,827	-	6,729	2,513	19,675	1,915	330	148,787	
100 - 5419	Vector Control		12,568	8,258	2,838	1,994	9,507	8,022	11,057	2,342	-	330	56,916	
100 - 5611	Fire Administration		79,035	-	26,470	1,867	-	5,710	-	41,046	106	330	154,564	
100 - 5613	Fire Prevention		150,060	-	-	10,052	-	9,946	-	-	23	330	170,410	
100 - 5615	Fire Equipment Maintenance		8,728	-	-	1,091	333,318	41,494	-	-	-	330	384,961	
100 - 5617	Fire Training		61,736	-	-	10,578	-	2,662	-	-	102	330	75,407	
100 - 5619	Fire Suppression		393,332	-	87,603	246,681	-	167,792	-	781	-	330	896,518	
100 - 5621	Fire Communications Center		43,991	-	-	2,472	-	4,213	-	-	-	330	51,005	
100 - 5711	Police Administration		200,528	13,500	27,112	11,075	40,404	39,804	17,088	28,368	28,203	330	406,413	
100 - 5713	Police Training		301,021	16,877	12,459	34,654	11,091	15,277	14,072	7,805	132	330	413,720	
100 - 5715	Police Records		81,984	-	-	3,358	-	5,724	-	5,464	691	330	97,550	
100 - 5717	Police Communications Center		129,955	-	-	8,614	10,951	14,683	-	10,604	249	330	175,386	
100 - 5719	Police Special Operations		308,803	79,744	666	15,098	34,859	36,187	13,570	44,491	34	330	533,781	
100 - 5731	Police Person/ Property Crimes		473,367	162,000	56	28,955	137,850	80,061	97,502	86,641	1,084	330	1,067,845	
100 - 5735	Police Patrol		2,027,884	675,000	1,827	685,690	717,312	459,479	351,811	51,516	1,812	330	4,972,660	
100 - 5811	Residential Collection		66,407	821,232	12,210	116,724	72,094	80,827	93,984	17,172	81	330	1,281,061	
100 - 5812	Alley Maintenance		8,379	157,500	-	2,730	23,677	20,332	37,191	3,122	-	330	253,351	
100 - 5814	Inmate Clean-up		-	12,600	-	-	3,961	4,791	11,057	781	-	330	33,519	
100 - 5815	Solid Waste Disposal		80,971	810,000	15,551	14,423	37,235	43,804	43,222	10,928	40	330	1,056,504	
100 - 5819	Recycling Collection		12,568	39,892	899	1,577	7,130	10,963	18,596	3,122	-	330	95,076	
TOTAL GENERAL FUND			\$ 7,223,699	3,260,653	689,102	1,545,321	1,635,294	1,350,737	1,025,277	893,617	135,368	18,140	\$ 17,777,207	



# Internal Services Charges Matrix

Fund	Dept #	Department Name	Information Technology		Fleet		Property		Workers'		Radio		Liability		Fleet		Mail		Total
			Technology	Maintenance	Insurance	Compensation	Shop	Insurance	Administration	Postage	Handling	Internal Service							
275 - 4813	Civic Center		\$ 64,839	3,600	143,497	7,081	19,806	5,668	4,021	39,950	71	330	330	288,864					
275 - 4817	Amphitheatre		-	-	-	-	-	-	-	-	-	-	-	330	330	67,394			
281 - 6611	Cemetery		18,469	13,050	3,613	6,789	-	5,783	12,062	7,025	273	330	330	80,679					
291 - 6511	Storm Water Utility		39,370	4,050	-	2,826	5,546	7,430	6,031	14,830	266	330	330	202,998					
291 - 6512	Street Cleaning		4,189	140,400	-	3,496	19,014	13,401	20,606	1,561	-	330	330	106,097					
291 - 6513	Storm Sewer Maintenance		4,189	54,023	-	1,233	12,676	8,421	23,622	1,561	42	330	330	48,179					
308 - 3113	Risk Administration		37,580	675	-	1,126	792	2,864	1,001	3,109	702	330	330	39,559					
309 - 3119	Health Administration		29,229	-	-	803	-	1,379	-	3,109	4,709	330	330	122,660					
310 - 3526	Fleet Services		59,014	-	13,569	24,761	-	13,258	-	11,658	70	330	330	36,553					
315 - 3522	Central Warehouse		16,702	3,870	5,272	1,572	-	1,450	3,003	4,683	-	-	-	46,887					
320 - 3524	Print Shop		8,351	-	-	500	-	433	-	1,554	12	330	330	2,323					
325 - 2242	Radio Shop		-	1,845	28,121	2,124	-	4,797	5,006	4,663	-	330	330	27,486					
330 - 3409	Telephone Services		-	-	-	733	-	1,259	-	-	-	330	330	6,739					
330 - 3410	Information Technology Services		-	1,350	-	7,510	-	14,292	4,005	-	-	330	330	6,290					
330 - 3419	GIS & Data Services		-	-	-	2,344	-	4,025	-	-	41	330	330	115,769					
360 - 360	Investment Pool		4,189	-	-	471	-	518	-	781	-	330	330	4,596					
80062 - 44027	CDBG 2018-19 Admin		75,438	9,000	-	2,024	-	4,756	5,026	17,953	1,244	330	330	9,269,960					
85016 - 4801	Metropolitan Planning Organization		3,429	-	-	471	-	695	-	-	-	-	-	27,047,167					
TOTAL NON-GENERAL FUND			\$ 4,131,761	849,577	1,688,379	537,624	386,061	537,481	512,084	590,276	19,566	17,151	\$ 9,269,960						
TOTAL ALL FUNDS			\$ 11,355,460	4,110,230	2,377,481	2,082,945	2,021,355	1,888,218	1,537,361	1,483,892	154,935	35,291	\$ 27,047,167						



# Fleet Services Overview

## Mission and Services

Provide vehicles, equipment, transportation, repairs and maintenance in a timely and cost effective manner while maintaining a safe work environment.

## Overview

The Fleet Department oversees the management of City vehicles. This includes the purchase, maintenance and repairs of vehicles, and management and maintenance of the City's fuel sites. The following services are provided:

- Maintain records of vehicles, warranties, equipment, outsourced repairs, parts, repair costs, and fuel usage.
- Make recommendations for the repair or replacement of vehicles, equipment, and trailers.
- Perform transfers of vehicles between departments to ensure the most efficient usage of vehicles within the City's fleet.
- Dispose of surplus vehicles and equipment at public auction.
- Assist departments in developing specifications and budgets to purchase vehicles and equipment.
- Manage contract compliance for light-duty and heavy-duty maintenance, parts, repairs, car wash services, tires, and windshield replacements.
- Perform preventive maintenance and repairs on heavy-duty vehicles.
- Perform tire repairs and replacement on light and heavy-duty vehicles.
- Perform annual state inspections on all City-owned vehicles.
- Oversee and maintain all City-owned fuel sites.

## Goals and Objectives

- Fleet Services acts as the primary preventive maintenance, and repair facility for specific vehicles, and equipment while maintaining a City-wide operational readiness rate of 90 percent.
- Maintain a fleet replacement program that decreases the overall size of the fleet by moving vehicles to auction promptly, reassigning high mileage vehicles to low mileage uses, and purchasing vehicles for optimum fuel efficiency.

## Accomplishments for FY 2017-18

- Fleet Services completed the purchase of all new vehicles and equipment for FY 2017-18 by March 2018.
- Repurposed parts from wrecked and damaged vehicles for savings of \$24,458.
- Evaluated vehicles and equipment scheduled for replacement, which reduced the vehicle replacement program cost by 58 percent.
- Fleet Services began rebuilding heavy-duty engines in-house, resulting in an average savings of \$11,000 per vehicle. As of March 2018, the Department rebuilt three heavy-duty engines with a total savings of \$30,000.

- Fleet Services began repairing flats and replacing tires in-house in FY 2017-18, which results in an estimated annual savings in excess of \$150,000.

## Objectives for FY 2018-19

- Update and validate current contracts to identify potential cost savings.
- Implement cost effective contracts with more local vendors to further reduce downtime.
- Perform more heavy-duty and light-duty repairs in-house to reduce cost and downtime.
- Upgrade Fuelmaster fuel dispensing system to properly track fuel consumption.
- Construct a car wash for all City-owned light-duty vehicles which is anticipated to result in annual savings of \$150,000.

## Revenue Overview

- Fleet Services is an Internal Services Fund that allocates operational costs to other City departments. The Fleet internal services charge is based on the number of vehicles in each cost center divided by the total number of City vehicles. The total operational costs for FY 2018-19 are allocated to the cost center based on this calculated percentage.

Fleet Services is on the second year of a fully-funded fleet program. All vehicle maintenance is found in the Fleet Fund having been moved from the individual cost centers in FY 2017-18. A new Equipment Technician is added to the Fleet Budget to allow Fleet to control maintenance costs and conduct more in-house maintenance.

- Budgeted revenues increased \$254 thousand for FY 2018-19.

## Expense Overview

- Total expenditures decreased \$28,895, or 0.5 percent compared to the FY 2017-18 Operating Budget.
- Compensation increased \$58,857, or 7.4 percent, due to the addition of one new Equipment Technician to provide more in-house maintenance, and an increase to temporary employee salary.
- Benefits increased \$43,288, or 11.3 percent, due to the addition of one new Equipment Technician, and an increase in Worker's Compensation.
- Supplies increased \$5,688, or 18.5 percent, due to increases in uniforms and fuel expenses.
- Maintenance increased \$156.3 thousand, or 3.9 percent due to an increase to vehicle maintenance.
- Professional Services/Training increased \$4,520, or 39.6 percent, due to hazardous waste disposal service associated with increased in-house maintenance.
- Other Charges decreased \$2,575, or 58.9 percent, due to a decrease in equipment rental slightly offset by an increase to car allowance.

# Fleet Services Overview

- Scheduled Charges decreased \$23,265, or 16.0 percent, due to decreases in information technology services, property insurance costs, as well as electric, natural gas and telephone utility charges.
- Transfer to Fleet Capital Project Fund decreased \$283.6 thousand, or 90.4 percent, due to less vehicles replaced or refurbished in FY 2018-19.

## Vehicle Replacement Program Overview

Annually, Fleet Services conducts a review of vehicle replacement requests from City departments. Fleet Services analyzes existing vehicles using life-to-date repair costs, costs for currently needed repairs, as well as condition, mileage, and other guidelines to determine the vehicles that will be replaced. For FY 2018-19, the cost for all replacement and new vehicles total \$7.9 million. Of that amount, \$5.7 million is cash funded while \$2.2 million is funded with tax notes.

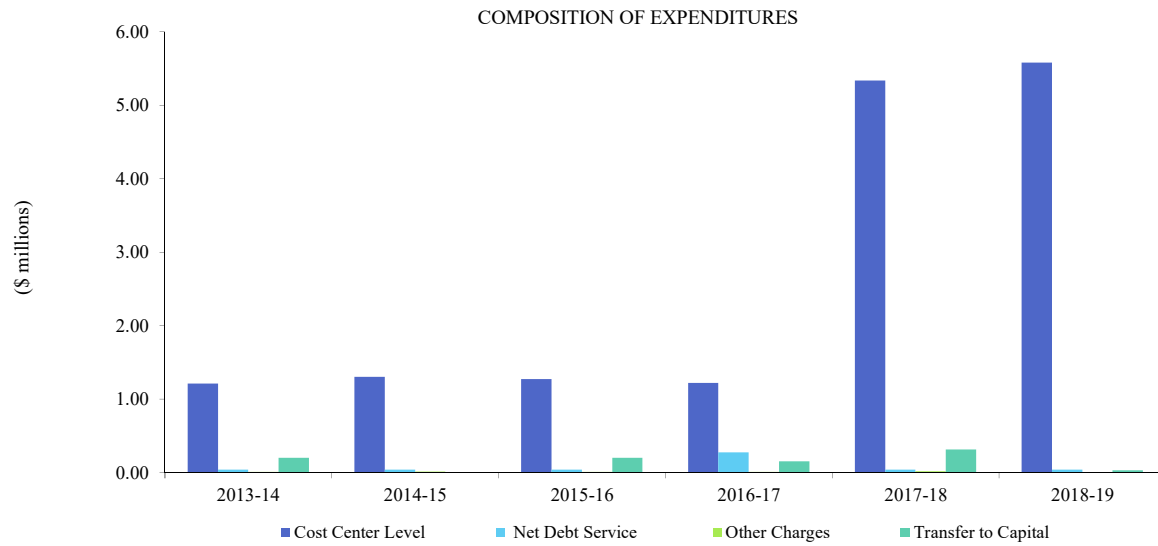
- Total vehicle purchases in the General Fund are approximately \$5.3 million:

○ Facilities Management	\$ 36,000
○ Building Safety	54,000
○ Traffic	117,000
○ Paved Streets	31,000
○ Engineering Services	28,000
○ Parks	364,000
○ Environmental Health	29,000
○ Fire	1,572,000
○ Police	514,000
○ Residential Collection	1,535,000
○ Alley Maintenance	250,000
○ Solid Waste Disposal	760,000

- The total amount of recommended replacement vehicles in the City's Enterprise, Special Revenue, and Internal Service Funds totals \$2.6 million.

○ Fleet	\$ 30,000
○ Airport	143,000
○ Civic Center	36,000
○ Storm Water	53,000
○ Water/Wastewater	713,500
○ LP&L	1,645,000

# Internal Service Fund - Fleet Services



	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
<b>STAFFING</b>						
Fleet Maintenance	18	17	17	19	20	1
<b>TOTAL STAFFING</b>	<b>18</b>	<b>17</b>	<b>17</b>	<b>19</b>	<b>20</b>	<b>1</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Service Metrics</b>						
City of Lubbock Vehicles in Fleet Inventory (not including Citibus & LP&L)	1,927	1,927	1,930	1,844	1,852	0.4
Fleet Inventory Replaced	152	182	51	34	45	32.4
Percent of Inventory Replaced	7.9%	9.4%	2.6%	1.8%	2.4%	31.8
New Vehicles purchased	-	-	4	37	20	(45.9)
Total Vehicles & Equipment purchased	-	-	55	71	65	(8.5)
Total percentage of fleet inventory purchased	-	-	3.0%	4.0%	4.0%	-
Number of Contracts Maintained	41	41	43	42	42	-
City Vehicle Auctions held	5	2	4	3	3	-
City Auction goal	-	-	3	3	3	-
Revenue from City Auctions	\$ 626,644	247,402	756,388	469,261	250,000	(46.7)
Preventative Maintenance (PM) service goal	-	-	-	600	600	-
Number of PM's performed (Class 4-9)	608	590	550	524	600	14.5
<b>Performance Metrics</b>						
PM's completed within 24 hours	-	-	-	85.0%	80.0%	(5.9)
Work orders completed within 24 hours	-	-	-	75.0%	75.0%	-
PM vs. corrective maintenance	-	-	-	30.0%	30.0%	-
Technician productivity	-	-	-	80.0%	75.0%	(6.3)
Fleet availability	-	-	-	95.0%	95.0%	-
Rework rate	-	-	-	1.0%	1.0%	-
Quality inspections of work performed	-	-	-	85.0%	85.0%	-



# Internal Service Fund - Fleet Services

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FULL-TIME POSITIONS	
Assistant Director of Fleet Services	1
Auction and Warranty Coordinator	1
Bookkeeper	1
Contract Compliance Specialist	1
Director of Fleet Services	1
Equipment Technician	5
Equipment Technician Assistant	1
Fleet Maintenance Supervisor	1
Fuel and Parts Inventory Coordinator	1
Lead Administrative Assistant	1
Lead Equipment Technician	3
Management Analyst	1
Service Advisor	1
Support & Acquisition Coordinator	1
TOTAL FULL-TIME POSITIONS	<u>20</u>

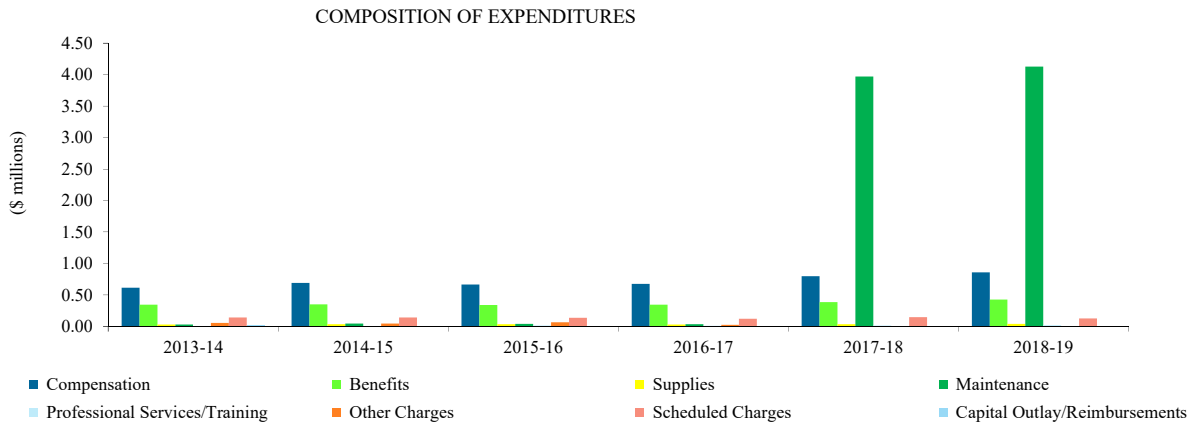
# Fleet Services - Fund Overview

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 5,385	5,850	6,360	-	-	-
Other	218	(2,397)	465	-	-	-
Junk Sales	8,295	6,065	24,735	-	-	-
Fleet Vehicle Sales	-	-	642,226	-	-	-
Maintenance Charges	-	-	-	3,938,017	4,110,230	4.4
Administrative Charges	1,510,285	1,585,533	1,536,792	1,455,528	1,537,361	5.6
Sales - Diesel Bobtail Loads	826,774	748,085	651,259	855,439	-	(100.0)
Sales - Diesel Transport Loads	2,030,924	1,753,295	1,485,101	2,097,633	2,691,896	28.3
Sales - Unleaded Bobtail Loads	181,730	132,151	132,551	161,269	-	(100.0)
Sales - Unleaded Transport Loads	2,609,375	2,028,253	1,667,151	2,201,013	2,053,396	(6.7)
Cost of Goods Sold - Diesel Bobtail Loads	(826,774)	(748,085)	(651,259)	(855,439)	-	(100.0)
Cost of Goods Sold - Diesel Transport Loads	(2,030,924)	(1,753,295)	(1,485,101)	(2,097,633)	(2,691,896)	28.3
Cost of Goods Sold - Unleaded Bobtail Loads	(181,730)	(132,151)	(132,551)	(161,269)	-	(100.0)
Cost of Goods Sold - Unleaded Transport Loads	(2,609,375)	(2,028,253)	(1,667,151)	(2,201,013)	(2,053,396)	(6.7)
Total Revenue Sources	1,524,183	1,595,051	2,210,579	5,393,544	5,647,591	4.7
Utilization of Net Assets	-	-	-	313,568	30,627	(90.2)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,524,183</b>	<b>1,595,051</b>	<b>2,210,579</b>	<b>5,707,112</b>	<b>5,678,217</b>	<b>(0.5)</b>

	Actual	Actual	Actual	Amended	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 686,491	663,927	674,686	794,630	853,487	7.4
Benefits	349,575	335,445	341,582	381,429	424,717	11.3
Supplies	33,849	31,291	28,499	30,816	36,504	18.5
Maintenance	43,851	35,001	29,792	3,968,281	4,124,630	3.9
Professional Services/Training	4,596	10,507	5,095	11,400	15,920	39.6
Other Charges	44,762	61,778	20,734	4,375	1,800	(58.9)
Scheduled Charges	140,359	135,388	120,798	145,699	122,435	(16.0)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL DEPARTMENT LEVEL EXPENSES</b>	<b>\$ 1,303,483</b>	<b>1,273,337</b>	<b>1,221,186</b>	<b>5,336,631</b>	<b>5,579,493</b>	<b>4.6</b>

FUND LEVEL EXPENSES	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Net Debt Service	\$ 38,915	38,908	272,799	38,924	38,913	(0.0)
Interest Expense	668	128	-	-	-	-
Tax Note	-	-	200	-	18,263	-
Transfer to Vehicle Replacement Fund	-	-	-	-	11,548	-
Vehicle/Equipment Debt	11,571	8,975	8,975	17,989	-	(100.0)
Transfer to Fleet Capital Project Fund	-	200,000	153,000	313,568	30,000	(90.4)
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 51,154</b>	<b>248,011</b>	<b>434,974</b>	<b>370,481</b>	<b>98,724</b>	<b>(73.4)</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,354,637</b>	<b>1,521,348</b>	<b>1,656,160</b>	<b>5,707,112</b>	<b>5,678,217</b>	<b>(0.5)</b>

# Fleet Services - Department Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 686,491	663,927	674,686	794,630	853,487	7.4
Benefits	349,575	335,445	341,582	381,429	424,717	11.3
Supplies	33,849	31,291	28,499	30,816	36,504	18.5
Maintenance	43,851	35,001	29,792	3,968,281	4,124,630	3.9
Professional Services/Training	4,596	10,507	5,095	11,400	15,920	39.6
Other Charges	44,762	61,778	20,734	4,375	1,800	(58.9)
Scheduled Charges	140,359	135,388	120,798	145,699	122,435	(16.0)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,303,483</b>	<b>1,273,337</b>	<b>1,221,186</b>	<b>5,336,631</b>	<b>5,579,493</b>	<b>4.6</b>

# Health Benefits Overview

## Mission and Services

Health Benefits provides a cost effective and efficient health benefits program to City employees, retirees and dependents. This is done to competitively recruit and retain quality employees, while maintaining sound fiduciary policies for the Health Plan.

## Overview

Health Benefits provides the following benefits to its members:

- Assists full-time employees and retirees with enrollment and provides education concerning the City's health and benefits program.
- Educates terminating employees concerning the Consolidated Omnibus Budget Reconciliation Act (COBRA) and pension plan options.
- Provides materials for enrollment in the Deferred Compensation Plan.
- Acts as advocate for members that face adverse decisions from benefit providers.

Health Benefits offers eleven different benefits for employees and dependents which includes health, dental, basic and supplemental life and dependent life, accidental death and dismemberment, long term disability, vision, flexible spending and dependent care accounts, along with a Health Reimbursement Account (HRA) for Medicare eligible retirees and their spouses. The City also offers a 457(b) deferred compensation plan to its employees. In addition, retiree benefits include health, dental, and life for pre-65 retirees and life for Medicare eligible retirees.

Health Benefits manages the health plan that includes deductibles of \$1,000/\$2,000; Primary Care Physician copayments of \$50 and Specialty Physician copayments of \$75; and maximum out-of-pocket limits of \$4,000/8,000. The additional benefit of providing mandated wellness benefits paid at 100 percent brings possible critical issues to the attention of a health plan member well before it becomes catastrophic. Prescription drug copayments remain unchanged, however a tier for specialty drugs has been added. Specialty drugs are paid at 20 percent coinsurance with \$300 out-of-pocket maximum per prescription annually. Out-of-network benefits are not provided by the City. Medicare primary retirees and spouses have been transferred to Medicare Advantage or similar plan. The City substitutes a stipend of \$150 per month to each eligible retiree and spouse. This helps alleviate the cost of the premium but the City does not collect premiums from Medicare primary retirees except for any life coverages that were in place. Transferring eligible Medicare primary retirees and spouses has reduced the City's Other Post Employment Benefit (OPEB) liability.

The FY 2018-19 per employee departmental cost allocation remains at \$781.27. Premium costs for all plan members for health and dental coverage did not increase. The plan

changes implemented January 2018 will produce estimated savings, January through December, of \$4.0 million. These estimated savings will be more fully recognized after a full calendar year of claims.

The UMC Physicians free clinic usage is anticipated to increase. The free clinic encourages a healthy workforce for the City to continue to provide this benefit to its plan members so those who would not normally see a physician may do so at a zero copayment.

Preventive care, per Affordable Care Act (ACA) regulations, is covered at 100 percent and at no cost to the member, including copayments, coinsurance or deductibles. Health and Human Services (HHS) has mandated 15 covered preventive services for adults, 22 covered preventive services for women, including pregnant women, and 26 covered preventive services for children. Examples of specialized preventive services include some cancer screenings and counseling for depression, smoking, weight loss, and alcohol use. ACA also mandates: 1) The right to participate in an approved clinical trial; a plan may not deny, limit or impose additional conditions on the coverage of routine costs for items and services furnished in connection with participation in an approved clinical trial and may not discriminate against any qualified individual who participates in an approved clinical trial; and 2) Out-of-pocket maximum may not exceed the combination of a plan's deductible, copayments, and coinsurance. The City's out-of-pocket limits for plan year 2019 are \$4,000/8,000. The City will continue to track copayments, coinsurance, deductible (physician copayments, prescription copayments, annual out-of-pocket maximum) paid by members.

The Patient Centered Outcomes Research Institute (PCORI) Fee is an annual fee that began in 2012. This annual fee was originally for six years; however, it is extended until 2020. The City will continue to pay PCORI until it is rescinded. The fee was \$2.17 for 2015, \$2.26 for 2016 or \$13,040.20, \$2.39 for 2017 or \$14,527.62, and is estimated to remain at \$2.39 for 2018. In 2019, the fee is estimated at \$2.45. PCORI is required in the Health Care Reform law and is paid out of the General Fund because it cannot be paid out of plan assets. The fee is calculated based on the average number of covered lives during the calendar year.

In 2022, an excise tax (Cadillac tax) becomes effective and will be paid on any plan values over \$10,200 for an individual or \$27,500 for family and includes any Flexible Spending Account (FSA) contributions. Monitoring of both sections, active and retiree, based on new plan design is required to determine the probability of the Cadillac tax being applied to the City's health plan.

Detailed recordkeeping is essential in order to avoid audits from several federal agencies which include the Internal Revenue Service and Health and Human Services. The City would not be subject to a Department of Labor audit as the

# Health Benefits Overview

City's health plan is not governed by ERISA (Employee Retirement Income Security Act).

ACA is still the law, therefore, the City must follow all mandated requirements. President Trump signed an Executive Order on January 20, 2017 minimizing the burden of the Patient Protection and Affordable Care Act pending appeal. The Order states: *To the maximum extent permitted by law, the Secretary of Health and Human Services (Secretary) and the heads of all other executive departments and agencies (agencies) with authorities and responsibilities under the Act shall exercise all authority and discretion available to them to waive, defer, grant exemptions from, or delay the implementation of any provision or requirement of the Act that would impose a fiscal burden on any State or a cost, fee, tax, penalty, or regulatory burden on individuals, families, healthcare providers, health insurers, patients, recipients of healthcare services, purchasers of health insurance or makers of medical devices, products or medications.* There is no way to know when or how this will affect the City. All the information provided regarding the ACA in this Overview is subject to change based on federal actions.

On December 22, 2017, President Trump signed what is known as the Tax Cuts and Jobs Act overhauling America's tax code for individuals and corporations. Notable changes includes the repeal of the Individual Mandate Penalty for 2019. This does not eliminate the employer mandate or reporting requirements under the ACA.

Health Benefits is continuing to work with Information Technology (IT), Human Resources, Accounting and Finance to secure a Human Resource Information System (HRIS) to include Employee Self-Service (ESS) Online Enrollment system for benefits. The benefit of HRIS provides Human Resources and Payroll with functions that include requesting leave, viewing leave balances, time entry, requesting paid time off, employee performance management and payroll.

## Goals and Objectives

- Explore cost containment alternatives for health benefits plans by annually reviewing plan design.
- Be innovative in approach to finding quality, affordable health benefits for the City, employees and retirees.
- Promote the employee medical clinic to encourage members to seek wellness and acute care.
- Conduct audits of vendor-managed plans.
- Encourage wellness in the workforce. Encourage utilization of Health Risk Assessments through the City's free clinic (UMC Physicians) and online through Blue Cross Blue Shield (BCBS).
- Continue to work with IT to finalize selection/development of Employee Self-Serve Module.
- Provide outstanding customer service to employees and retirees.

## Accomplishments for FY 2017-18

- Successfully transferred Medicare eligible retirees to Medicare Supplement or like plans.
- Implemented an HRA monthly stipend for Medicare eligible retirees and their eligible spouses.
- Implemented new health plan changes including a narrow network formulary to help lower costs for prescription drugs.
- Created a dashboard to more fully monitor monthly performance measures and metrics.

## Objectives for FY 2018-19

- Annually explore cost containment alternatives for health benefits plans.
- Be innovative in approach to finding quality, affordable health benefits for the City, employees, and retirees.
- Promote the employee medical clinic to encourage members to seek wellness and acute care.
- Digitize terminated employee benefit files.
- Encourage utilization of Health Risk Assessments through the City's free clinic (UMC Physicians) and online through Blue Cross Blue Shield (BCBS).
- Continue to work with IT to finalize selection/development of Employee Self-Serve Module.
- Provide outstanding customer service to employees and retirees.
- Conduct audits of vendor-managed plans.

## Revenue Overview

The Health Benefits Fund is an Internal Service Fund that operates and administers the City's health benefits program. Internal Service Funds are not self-funding and allocate the costs associated with benefit plans costs to other departments and funds, employees, and retirees.

The Health Benefits Fund charges every City cost center a medical premium allocation for each occupied, full-time position. For FY 2018-19, the rate remains the same at \$781.27 a month per employee. Employees with dependents and retirees covered by the plan also make a premium contribution into the fund. The Health Benefits Fund charges every City cost center a dental premium allocation for each occupied, full-time position. For FY 2018-19, there is no change to City cost centers with the rate remaining at \$33.69 a month per employee.

All Voluntary Benefits are 100 percent funded by employee contributions. These benefits include supplemental life, dependent life, accidental death and dismemberment, long term disability, vision, legal, flexible spending and dependent care accounts, and deferred compensation.

- Budgeted revenues increased \$429 thousand or 1.4 percent, for FY 2018-19.
- Revenues to cover medical claims increased \$350 thousand, or 1.3 percent for FY 2017-18.

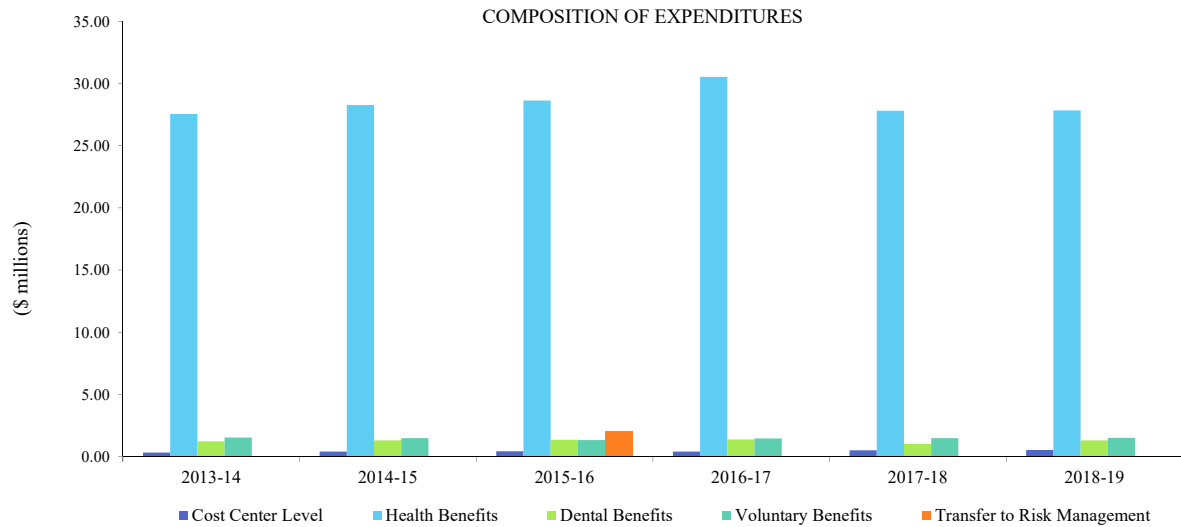
## Health Benefits Overview

- The City's contribution for medical premiums increased \$478 thousand, or 2.4 percent, based on current enrollment.
- Medical Premiums paid by employees increased \$191.7 thousand, or 3.6 percent based on current enrollment.
- Medical Premiums for retirees decreased \$291.7 thousand, or 12.9 percent based on current enrollment.
- Dental Benefits revenue increased \$53,492, or 3.4 percent for FY 2018-19. This is due to changes in enrollment.
- Voluntary Benefits revenues increased \$25,578, or 1.7 percent for FY 2018-19. The cost of these benefits rise and fall each year depending on contract negotiations for each benefit offered. All voluntary benefits are funded 100 percent by employee contributions. Revenue projections are based on current enrollment of each benefit.
- Utilization of Net Assets decreased \$7,961. Net assets will not be used due to revenues exceeding expenses in FY 2018-19.

## Expense Overview

- Budgeted expenses increased \$385.1 thousand, or 1.3 percent, when compared to the FY 2017-18 Operating Budget.
- Expenses for Health Administration increased \$41,419, or 8.5 percent for FY 2018-19, primarily due to funding increases in temporary salaries associated with transferring personnel files to Laserfiche, benefits consultant cost, and information technology scheduled charges.
- Health Benefits increased \$32,611 or 0.1 percent. Third party administration and reinsurance costs are expected to decrease \$1.2 million while claims and health clinic visits are increasing \$1.2 million.
- Dental Benefits increased \$285.5 thousand, or 28.3 percent, based on estimated claims for FY 2018-19.
- Voluntary Benefits increased \$25,578, or 1.7 percent, based on selections made by employees and retirees on various benefits. The cost of the benefits rise and fall each year depending on contract negotiations for each benefit offered. All voluntary benefits are funded 100 percent by employee contributions.
- Schedule A shows the history of employee and retiree premiums, with and without dependents.

# Internal Service Fund - Health Benefits



	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
<b>STAFFING</b>						
Self-Insurance Health Admin	3	3	4	4	4	-
<b>TOTAL STAFFING</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Service Metrics</b>						
Health and welfare awareness programs	13	10	10	11	11	-
Retirements	162	175	62	106	100	(5.7)
Exit interviews	-	-	76	122	125	2.5
Annual enrollment meetings held	16	10	5	18	10	(44.4)
Employee one-on-one consultations - Annual Enrollment only	451	204	640	650	650	-
Phone calls, new employee orientation, one-on-one meetings with employees/retirees other than above, monthly average	268	320	309	458	475	3.7
<b>Performance Metrics</b>						
Retirements processed before the end of the month 98%	-	-	100.0%	100.0%	100.0%	-
Exit interviews complete before employee leaves City 95%	-	-	100.0%	100.0%	95.0%	(5.0)
Annual Enrollment expected participation of 85% with the goal of reaching at least 95% of employees	-	-	97.0%	97.0%	95.0%	(2.1)
Problems/questions resolved within 3 days 92%	95.0%	92.0%	95.0%	95.0%	92.0%	(3.2)

## FULL-TIME POSITIONS

Benefits and Wellness Manager	1
Insurance Specialist	3
<b>TOTAL FULL-TIME POSITIONS</b>	<b>4</b>

# Health Benefits - Fund Overview

<b>Self Insurance - Health Admin.</b>	Actual	Actual	Actual	Amended	Budget	% Change
DEPARTMENT LEVEL EXPENSE:	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 154,989	164,393	188,209	252,279	272,306	7.9
Benefits	66,587	67,810	80,060	109,710	112,310	2.4
Supplies	7,415	9,180	9,300	7,273	7,299	0.4
Professional Services/Training	125,835	127,067	85,316	88,080	95,476	8.4
Other Charges	313	11,869	288	200	200	-
Premiums / Scheduled Charges	18,425	19,314	22,414	27,415	38,786	41.5
<b>TOTAL EXPENSES</b>	<b>\$ 373,564</b>	<b>399,632</b>	<b>385,587</b>	<b>484,958</b>	<b>526,378</b>	<b>8.5</b>

## Health Benefits

<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 78,186	69,781	70,025	-	72,000	-
Medicare Part D	408,256	441,382	360,868	138,645	30,000	(78.4)
Medical Premiums - Employees	4,242,528	4,318,405	4,720,281	5,293,047	5,484,712	3.6
Medical Premiums - City Contribut	20,290,246	19,642,062	22,165,343	19,969,324	20,447,617	2.4
Medical Premiums - Retirees	3,089,777	3,195,301	3,265,187	2,264,719	1,973,054	(12.9)
Basic Life - City Contribution	12,829	12,175	12,873	12,840	13,248	3.2
Retiree/COBRA Payments	27,957	13,743	35,787	26,300	34,513	31.2
Miscellaneous	22,942	(39,387)	(1,930)	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 28,172,721</b>	<b>27,653,462</b>	<b>30,628,434</b>	<b>27,704,875</b>	<b>28,055,144</b>	<b>1.3</b>

## EXPENSES

Employee Assistance Program	\$ 46,905	52,584	42,062	55,999	48,285	(13.8)
Supplies	-	1,348	-	-	-	-
Administration - TPA	1,150,832	(458,157)	286,767	1,288,623	338,386	(73.7)
Reinsurance	994,131	1,063,505	986,431	681,883	344,775	(49.4)
Basic Life	12,829	11,198	12,849	12,840	13,248	3.2
Medical Claims	25,115,978	27,193,743	28,349,325	24,857,379	25,927,168	4.3
Health Clinic	732,632	623,251	851,635	903,153	1,160,625	28.5
Reinsurance Tax	224,664	142,587	-	-	-	-
Miscellaneous Expense	-	6,699	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 28,277,972</b>	<b>28,636,758</b>	<b>30,529,069</b>	<b>27,799,877</b>	<b>27,832,487</b>	<b>0.1</b>

## Dental Benefits

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Dental Premium - Employee	\$ 289,813	290,947	315,230	549,497	642,810	17.0
Dental Premium - City	540	1,040,430	1,147,419	846,562	874,501	3.3
Retiree Dental - (includes COBRA)	211,355	225,572	236,470	185,112	117,352	(36.6)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 501,707</b>	<b>1,556,949</b>	<b>1,699,118</b>	<b>1,581,171</b>	<b>1,634,663</b>	<b>3.4</b>

## EXPENSES

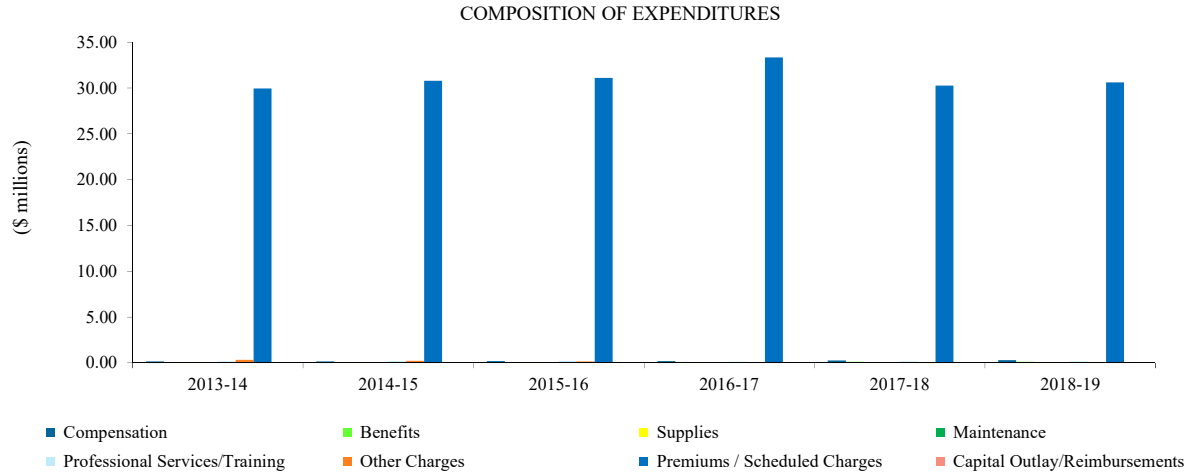
Administration - TPA	\$ 101,328	93,987	105,552	86,772	98,484	13.5
Claims	1,194,291	1,247,693	1,255,026	922,400	1,196,197	29.7
<b>TOTAL EXPENSES</b>	<b>\$ 1,295,619</b>	<b>1,341,680</b>	<b>1,360,578</b>	<b>1,009,172</b>	<b>1,294,681</b>	<b>28.3</b>



# Health Benefits - Fund Overview

<b>Voluntary Benefits</b>	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Accident Insurance	\$ 46,660	10,371	-	-	-	-
Cancer Insurance	44,954	34,384	31,128	36,131	28,661	(20.7)
Critical Illness Insurance	51,029	11,276	-	-	-	-
Dependent Life/Child Life Insuranc	85,764	86,807	93,983	94,358	91,845	(2.7)
Long Term Disability 180 Day	-	-	-	31,510	32,830	4.2
Long Term Disability 90 Day	215,836	218,810	231,627	197,391	203,601	3.1
Optional Life Insurance	524,966	500,108	542,730	556,423	570,753	2.6
Personal Accident	63,492	66,007	72,875	73,948	75,522	2.1
Philadelphia Life	7,587	6,855	6,068	6,628	5,294	(20.1)
Pre-paid Legal Insurance	33,528	35,372	38,268	38,656	37,518	(2.9)
Retiree Life	232,813	241,586	254,625	250,105	267,398	6.9
Vision Insurance	152,694	158,525	178,070	179,983	177,290	(1.5)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,459,322</b>	<b>1,370,101</b>	<b>1,449,372</b>	<b>1,465,134</b>	<b>1,490,712</b>	<b>1.7</b>
<b>EXPENSES</b>						
Accident Insurance	\$ 46,660	10,371	-	-	-	-
Cancer Insurance	44,954	34,384	31,128	36,131	28,661	(20.7)
Critical Illness Insurance	51,029	11,276	-	-	-	-
Dependent Life/Child Life Insuranc	85,764	99,455	91,183	94,358	91,846	(2.7)
Long Term Disability 180 Day	34,180	30,554	30,258	31,510	32,830	4.2
Long Term Disability 90 Day	181,655	170,638	200,945	197,391	203,601	3.1
Optional Life Insurance	530,812	446,036	548,800	556,423	570,753	2.6
Personal Accident	63,492	60,611	72,577	73,948	75,522	2.1
Philadelphia Life	7,587	6,322	6,186	6,628	5,294	(20.1)
Pre-paid Legal Insurance	33,528	35,372	38,268	38,656	37,518	(2.9)
Retiree Life	232,813	241,999	254,625	250,105	267,398	6.9
Vision Insurance	152,691	158,528	178,070	179,983	177,290	(1.5)
<b>TOTAL EXPENSES</b>	<b>\$ 1,465,165</b>	<b>1,305,545</b>	<b>1,452,039</b>	<b>1,465,134</b>	<b>1,490,712</b>	<b>1.7</b>
<b>TOTAL COST CENTER EXPENSE</b>	<b>\$ 31,412,320</b>	<b>31,683,616</b>	<b>33,727,273</b>	<b>30,759,141</b>	<b>31,144,258</b>	<b>1.3</b>
<b>FUND LEVEL EXPENSES</b>						
Transfer to Information Technology	\$ -	-	303,020	-	-	-
Transfer to Risk Management	-	2,000,000	-	-	-	-
Administration - TPA	1,764	11,911	16,332	-	-	-
Basic Life	-	-	-	-	-	-
Miscellaneous Expense	46,527	11,641	6,413	-	-	-
Reimbursement-Claims Liability	(252,999)	50,215	48,040	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ (204,708)</b>	<b>2,073,767</b>	<b>373,806</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total Revenue Sources	\$ 30,133,750	30,580,511	33,776,924	30,751,180	31,180,519	1.4
Utilization of Net Assets	1,073,862	3,176,871	324,154	7,961	-	(100.0)
<b>TOTAL FUNDINGS SOURCES</b>	<b>\$ 31,207,612</b>	<b>33,757,383</b>	<b>34,101,078</b>	<b>30,759,141</b>	<b>31,180,519</b>	<b>1.4</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$ 31,207,612</b>	<b>33,757,383</b>	<b>34,101,078</b>	<b>30,759,141</b>	<b>31,144,258</b>	<b>1.3</b>

# Health Benefits - Department Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 154,989	164,393	188,209	252,279	272,306	7.9
Benefits	66,587	67,810	80,060	109,710	112,310	2.4
Supplies	7,415	10,527	9,300	7,273	7,299	0.4
Professional Services/Training	172,740	179,651	127,378	144,079	143,761	(0.2)
Other Charges	224,977	161,155	288	200	200	-
Premiums / Scheduled Charges	30,785,611	31,100,080	33,322,038	30,245,599	30,608,382	1.2
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 31,412,320</b>	<b>31,683,616</b>	<b>33,727,273</b>	<b>30,759,141</b>	<b>31,144,258</b>	<b>1.3</b>

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Self-Insurance Health Admin	\$ 373,564	399,632	385,587	484,958	526,378	8.5
Self Insurance-Voluntary Products	1,465,165	1,305,545	1,452,039	1,465,133	1,490,712	1.7
Self Insurance-Health Benefits	28,277,972	28,636,758	30,529,069	27,799,877	27,832,487	0.1
Self Insurance-Dental Benefits	1,295,619	1,341,680	1,360,578	1,009,172	1,294,681	28.3
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 31,412,320</b>	<b>31,683,616</b>	<b>33,727,273</b>	<b>30,759,141</b>	<b>31,144,258</b>	<b>1.3</b>

# Health Benefits - Department Expenditures

<b>Self-Insurance Health Admin</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 154,989	164,393	188,209	252,279	272,306	7.9
Benefits	66,587	67,810	80,060	109,710	112,310	2.4
Supplies	7,415	9,180	9,300	7,273	7,299	0.4
Professional Services/Training	125,835	127,067	85,316	88,080	95,476	8.4
Other Charges	313	11,869	288	200	200	-
Premiums / Scheduled Charges	18,425	19,314	22,414	27,415	38,786	41.5
<b>TOTAL SELF-INSURANCE HEALTH ADMIN</b>	<b>\$ 373,564</b>	<b>399,632</b>	<b>385,587</b>	<b>484,958</b>	<b>526,378</b>	<b>8.5</b>

## Self Insurance-Voluntary Products

EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,465,165	1,305,545	1,452,039	1,465,133	1,490,712	1.7
<b>TOTAL SELF INSURANCE-VOLUNTARY PRODUCT</b>	<b>\$ 1,465,165</b>	<b>1,305,545</b>	<b>1,452,039</b>	<b>1,465,133</b>	<b>1,490,712</b>	<b>1.7</b>

## Self Insurance-Health Benefits

EXPENDITURES BY CATEGORY						
Supplies	\$ -	1,348	-	-	-	-
Professional Services/Training	46,905	52,584	42,062	55,999	48,285	(13.8)
Other Charges	224,664	149,286	-	-	-	-
Premiums / Scheduled Charges	28,006,402	28,433,540	30,487,007	27,743,878	27,784,202	0.1
<b>TOTAL SELF INSURANCE-HEALTH BENEFITS</b>	<b>\$ 28,277,972</b>	<b>28,636,758</b>	<b>30,529,069</b>	<b>27,799,877</b>	<b>27,832,487</b>	<b>0.1</b>

## Self Insurance-Dental Benefits

EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,295,619	1,341,680	1,360,578	1,009,172	1,294,681	28.3
<b>TOTAL SELF INSURANCE-DENTAL BENEFITS</b>	<b>\$ 1,295,619</b>	<b>1,341,680</b>	<b>1,360,578</b>	<b>1,009,172</b>	<b>1,294,681</b>	<b>28.3</b>

**City of Lubbock, TX**  
**Finance Department**  
**Schedule A**  
**Employee Benefits Contribution Rates**

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
<b>Active Employees - Health</b>					
Employee Only	-	-	-	20.00	20.00
Employee and Spouse	296.23	296.23	296.23	331.04	331.04
Employee and Children	228.05	228.05	228.05	259.45	259.45
Employee and Family	412.54	412.54	412.54	453.17	453.17
<b>Retirees - Health</b>					
Pre-65 Only	362.10	362.10	362.10	380.21	380.21
Pre-65 and Spouse	688.42	688.42	688.42	722.84	722.84
Pre-65 and Children	607.54	607.54	607.54	637.92	637.92
Pre-65 and Family	826.55	826.55	826.55	867.88	867.88
Post-65 Only	196.25	196.25	196.25	196.25	196.25
Post-65 and Spouse	403.19	403.19	403.19	403.19	403.19
Post-65 and Children	419.85	419.85	419.85	419.85	419.85
Post-65 and Family	586.59	586.59	586.59	586.59	586.59
<b>Active Employees - Dental</b>					
Employee Only	-	-	-	11.25	11.25
Employee and Spouse	15.07	15.07	15.07	27.07	27.07
Employee and Children	12.03	12.03	12.03	23.88	23.88
Employee and Family	26.51	26.51	26.51	39.03	39.03
<b>Retirees - Dental</b>					
Pre-65 Only	22.20	22.20	22.20	23.31	23.31
Pre-65 and Spouse	37.27	37.27	37.27	39.13	39.13
Pre-65 and Children	34.23	34.23	34.23	35.94	35.94
Pre-65 and Family	48.71	48.71	48.71	51.15	51.15



# Information Technology Overview

## Mission and Services

Provide secure, reliable, and responsive enterprise-level computing technology for citizens and City departments.

## Overview

- Delivers software and hardware solutions across a diverse high technology platform, including Service Desk immediate response, ongoing end-user training and support, and development of customized Web applications.
- Provides system and support engineering for the City's network, communication equipment, and servers.
- Provides access to City services for Lubbock citizens, vendors, and City employees through technology.

## Goals and Objectives

- Develop a five-year strategic plan focusing on safety, redundancy, and efficiency.
- Evaluate all software packages for opportunities to minimize ongoing licensing and other costs.
- Maintain end-user computer replacement program, implement new City website, and provide support to content managers to ensure interested parties have prompt access to a modern website that showcases the City.

## Accomplishments for FY 2017-18

- Deployed new Wi-Fi to several existing and one new location (new Emergency Operations Center, EOC).
- Obtained Internet address space and used it to provide redundant Internet access.
- Began City presence in the Microsoft Azure Cloud.
- Completed the rebuild of the public City website including a custom written Content Management System.
- Implemented an Alternative Data Center at the new EOC location.
- Provisioned City's first 100 Gb fiber optic network connecting the Alternative Data Center to the Primary Data Center.
- Upgraded one production Storage Area Network (SAN) and moved two SANs to new Alternative Data Center, implementing real time data replication between the SANs at two data center locations using the new 100 Gb fiber optic network.
- Implemented the Dell Compellent Live Volume technology between the SANs at the two Data Centers.
- Implemented a Software Defined Data Center using a VMware Verified Design across two physical data center locations. This is also a VMware cloud ready solution.
- Implemented a VMware NSX micro segmented network solution to provide automated redundancy between two Data Center sites and as a new, enhanced network security standard for the City's servers.

- Implemented a VMware Remote Office/Branch Office vSAN solution with vSphere replication to the Data Centers for redundancy.
- Provisioned a 300 Mb wireless link between Abernathy Landfill and West Radio Tower.
- Installed a 1 Gb wireless link for Silent Wings Museum.
- Provisioned an additional 12 new networks to new and existing City facilities using a mixture of wireless and fiber optics backhaul infrastructure, working together with Communications and Traffic Engineering.
- Provisioned Internet upgrades at four remote City sites.
- Implemented new inventory system for IT inventory.
- Deployed new Service Desk software. New features include searchable knowledge base, self-help password reset, and employee self-management of business related information.

## Objectives for FY 2018-19

- Fully implement the new Content Management System for City websites, and convert all existing sites into the new system.
- Assist in the implementation of a new asset management software system.
- Rebuild existing star topology Local Area Networks into ring topologies.
- Continue provisioning both fiber and wireless links to City facilities as physical infrastructure is provided by Communications and Traffic Engineering.
- Fully implement Office 365 cloud based services.
- Discover and design cloud based backups for City data.
- Discover and design a cloud based Data Center.

## Revenue Overview

The Information Technology Fund is an Internal Service Fund that operates and oversees the following City operations: Telecommunications, Radio Shop, and GIS & Data Services. Internal Service Funds are not self-funding and must allocate the costs associated with operations to other City funds.

The Information Technology Fund charges every City cost center that operates a computer an Information Technology services scheduled charge. Each departments' charge is determined by totaling the specific software and personnel charges related to the department, specific charges for wireless data cards, copier charges, an allocation of the vehicle/equipment debt payment, and a base charge which distributes the Information Technology and GIS budgets along with the projected deficit in policy level net assets. The copier charge, vehicle/equipment debt payment, and base charge are allocated based on the number of computers each cost center has.

- The Information Technology scheduled charge increased \$217.6 thousand, or 2.1 percent, due to the additional debt for the secondary data center.

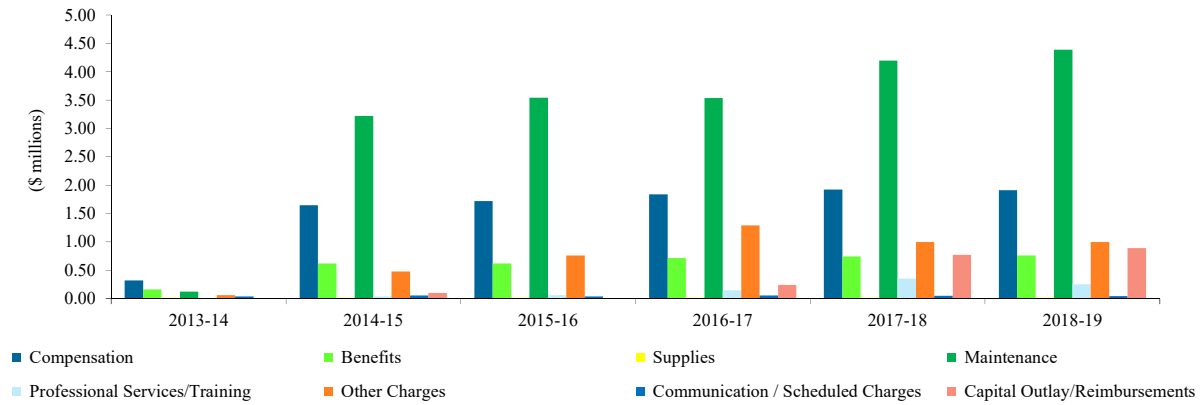
# Information Technology Overview

## Expense Overview

- Budgeted expenses increased \$1.6, or 16.2 percent, for FY 2018-19.
- Compensation decreased \$11,687, or 0.6 percent, due to the decrease in terminal pay and stability pay, offset slightly by the increase in full time salary for an additional position and the three percent merit increase.
- Benefits increased \$13,656, or 1.8 percent, due to the addition of one position and the three percent merit increase.
- Supplies decreased \$2,406, or 15.1 percent, due to lower costs for office supplies and fuel.
- Maintenance increased \$190.2 thousand, or 4.5 percent, due to increases in contracts for scheduled maintenance for computer equipment and software.
- Professional services/training decreased \$104.0 thousand, or 29.6 percent, due to the one-time expense for the website rebuild in the prior year and fewer consultant expenses expected, slightly offset by the increase in training costs.
- Other charges decreased \$4,252, or 0.4 percent, due to lower expected costs for computer equipment, offset by an increase in machine and equipment rental.
- Scheduled charges decreased \$5,763, or 11.9 percent, due to lower electric costs.
- Capital outlay/reimbursements increased \$113.9 thousand, or 14.8 percent, due to an increase in computer equipment replacement.
- Debt Service increased \$602 thousand due to debt issued in FY 2017-18 for the secondary data center.
- Transfer to Information Technology capital fund is budgeted at \$859.5 thousand for the new Enterprise Resource Program project.
- Vehicle/equipment debt decreased \$71,212, or 9.9 percent, due to lower vehicle equipment debt payments.

# Information Technology - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 4,064	8,490	16,671	-	-	-
Sale of Equipment	3,848	-	-	-	-	-
General Data Processing Scheduled Charge	7,082,824	7,951,934	8,267,719	10,264,891	10,482,485	2.1
Other Revenue	540	347	1,602	-	-	-
Total Revenue Sources	7,091,276	7,960,771	8,285,992	10,264,891	10,482,485	2.1
Utilization of Net Assets	294,323	-	546,269	-	859,481	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,385,599</b>	<b>7,960,771</b>	<b>8,832,261</b>	<b>10,264,891</b>	<b>11,341,966</b>	<b>10.5</b>

	Actual	Actual	Actual	Actual	Amended	Budget
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 1,645,697	1,715,622	1,835,314	1,921,932	1,910,245	(0.6)
Benefits	618,038	618,816	713,797	742,835	756,491	1.8
Supplies	12,862	14,520	12,404	15,923	13,517	(15.1)
Maintenance	3,216,806	3,540,087	3,534,172	4,195,793	4,386,031	4.5
Professional Services/Training	38,236	56,409	141,497	351,815	247,815	(29.6)
Other Charges	477,364	758,225	1,290,059	997,111	992,859	(0.4)
Communication / Scheduled Charges	51,004	35,532	52,122	48,509	42,746	(11.9)
Capital Outlay/Reimbursements	96,916	-	239,204	772,000	885,924	14.8
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 6,156,923</b>	<b>6,739,212</b>	<b>7,818,569</b>	<b>9,045,918</b>	<b>9,235,628</b>	<b>2.1</b>

FUND LEVEL EXPENSES						
Capital Outlay	\$ 695,004	552,068	10,003	-	-	-
Net Debt Service	-	-	-	-	601,989	-
Other Charges	52,389	31,377	5,111	-	-	-
Transfer to Information Technology CIP	-	-	87,500	-	859,480	-
Vehicle/Equipment Debt	481,283	576,344	911,078	716,081	644,869	(9.9)
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 1,228,676</b>	<b>1,159,789</b>	<b>1,013,692</b>	<b>716,081</b>	<b>2,106,338</b>	<b>194.1</b>

<b>TOTAL EXPENSES</b>	<b>\$ 7,385,599</b>	<b>7,899,000</b>	<b>8,832,261</b>	<b>9,761,999</b>	<b>11,341,966</b>	<b>16.2</b>
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	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Information Technology	26	26	28	28	29	1
<b>TOTAL STAFFING</b>	<b>26</b>	<b>26</b>	<b>28</b>	<b>28</b>	<b>29</b>	<b>1</b>



# Information Technology - Department Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>Service Metrics</b>						
Number of help desk problems closed in 4 hours or less elapsed time	80.0%	87.0%	88.0%	90.0%	90.0%	-
Number of unplanned infrastructure events creating downtime for multiple users during prime time operations per year	2	2	3	10 or <	10 or <	-
Number of hacker exploits, virus or malware incidents requiring reload of OS on server or end user device per year	4	5	-	5 or <	5 or <	-
<b>Performance Metrics</b>						
Percentage of IT department budget allocated to software and hardware maintenance	60.0%	55.0%	61.0%	47.0%	50.0%	6.4
<b>FULL-TIME POSITIONS</b>						
Administrative Asst	1		IT Project Manager			1
Applications Analyst	1		LAN Support Specialist			1
Asst Dir Info Technology	1		Lead Programmer Analyst			1
End User Support Specialist	3		Lead Software Developer			1
End User Support Tech	3		Network & Systems Manager			1
Enterprise Systems Manager	2		Sr Programmer Analyst			2
Information Security & Compliance Analyst	1		System Administrator			4
IT Automation Specialist	1		System Manager			1
IT Contract Compliance Specialist	1		Systems Analyst			2
Information Technology Director	1		TOTAL FULL-TIME POSITIONS			<u>29</u>

# Telecommunications Overview

## Mission and Services

Provide secure, reliable, and responsive enterprise-level technology, communications, and business solutions for citizens and City departments.

## Overview

- Provide an effective telecommunications network that supports efficient delivery of quality services.

## Goals and Objectives

- Develop a five-year strategic plan focusing on safety, redundancy, and efficiency.
- Evaluate all software packages for opportunities to minimize ongoing licensing and other costs.
- Evaluate telecommunication providers and services for efficiency and cost control opportunities.
- Maintain systems, end-user equipment, and provide support.

## Accomplishments for FY 2017-18

- Maintained telecommunication systems.
- Installed new system at Municipal Square for start of move to Citizens Tower.
- Maintained telecommunication system, including all moves and changes as needed.
- Planned for changing out of telecommunication systems.
- Installed data network and phone system in new Emergency Operations Center (EOC).
- Changed out Fire Administration, Airport, Water Treatment, and Water Reclamation phones.

## Objectives for FY 2018-19

- Maintain telecommunications system.
- Plan Citizens Tower telecommunications system.
- Price out new Interactive Voice Response (IVR) for LP&L and Water/Wastewater departments for Citizens Tower.
- Look at new ways to communicate between department and customers.

## Revenue Overview

The Information Technology Fund charges a telecommunications scheduled charge to City cost centers that operate a telephone, pager, or cell phone. The charge is determined by taking the total Telecommunications budget and allocating it based on the number of telephone units the cost center has. Some departments also have specific charges that are not utilized by all cost centers. In that instance, the cost of the specific charge is added to the normal scheduled charge for that department.

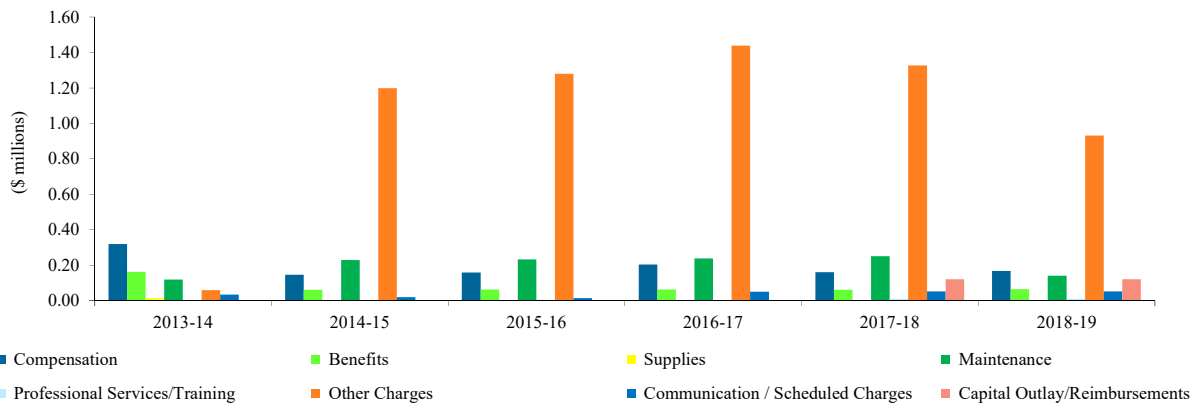
- The Communications scheduled charge decreased \$494.9 thousand, or 25.0 percent, due to significant decrease in system maintenance.

## Expense Overview

- Budgeted expenses decreased \$494.9 thousand or 25.0 percent, for FY 2018-19.
- Compensation increased \$7,287, or 4.6 percent, due to the three percent merit increase.
- Benefits increased \$2,210, or 3.6 percent, due to the change in compensation.
- Maintenance decreased \$110 thousand, or 44.0 percent, due to decreases in scheduled maintenance contracts for computer equipment and software.
- Other charges decreased \$394 thousand, or 29.7 percent, due to decreases in equipment leases, computer equipment, and telephone system costs.

# Telecommunications - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Telecommunications Scheduled Charge	\$ 1,699,694	1,883,035	1,939,509	1,977,800	1,482,892	(25.0)
Other Revenue	-	-	-	-	-	-
Total Revenue Sources	1,699,694	1,883,035	1,939,509	1,977,800	1,482,892	(25.0)
Utilization of Net Assets	-	-	53,129	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,699,694</b>	<b>1,883,035</b>	<b>1,992,638</b>	<b>1,977,800</b>	<b>1,482,892</b>	<b>(25.0)</b>

	Actual	Actual	Actual	Actual	Amended	Budget
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 145,295	158,019	202,085	159,271	166,558	4.6
Benefits	60,405	61,509	62,875	60,843	63,052	3.6
Supplies	1,370	2,010	891	1,119	1,030	(8.0)
Maintenance	229,004	232,079	237,229	250,000	140,000	(44.0)
Professional Services/Training	400	4,548	3,052	10,000	10,000	-
Other Charges	1,197,190	1,278,460	1,437,261	1,324,992	930,992	(29.7)
Communication / Scheduled Charges	18,444	13,564	49,244	51,575	51,259	(0.6)
Capital Outlay/Reimbursements	-	-	-	120,000	120,000	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,652,106</b>	<b>1,750,190</b>	<b>1,992,638</b>	<b>1,977,800</b>	<b>1,482,892</b>	<b>(25.0)</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Telecommunications	2	2	2	2	2	-
<b>TOTAL STAFFING</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Performance Metrics</b>						
Moves Add and Changes Request Closed in 5 business days	53%	58%	60%	82%	82%	-
Requested installs completed within 5 business days	59%	61%	68%	80%	80%	-
Requested repairs completed within 24 hours	77%	69%	78%	86%	86%	-
System Repairs within 24 hours	82%	83%	81%	93%	93%	-

<b>FULL-TIME POSITIONS</b>	
Communications Manager	1
Telecommunication Technician	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>2</b>

# GIS and Data Services Department Overview

## Mission and Services

Provide quality Geographic Information System (GIS) services by maintaining and creating GIS data, and expanding the ways in which the Department provides information to departments and citizens.

## Overview

- Create and maintain accurate, up-to-date base map, engineering, right-of-way, storm water billing, geocoded centerline, demographic, and parcel data for use by City departments, Lubbock Metropolitan Planning Organization (LMPO), U.S. Census Bureau, other agencies, and citizens.
- Provide specialized GIS data creation and mapping services for City departments and the public.
- Create and maintain online mapping and data for citizen access and City departments.
- Maintain the official City map.
- Provide demographic information and assistance for City departments and citizens.
- Manage the business process of EnerGov, the City's permit and license system.

## Goals and Objectives

- Maintain the quality and data integrity of all GIS data sets with constant and consistent editing and updating.
- Keep up with current GIS technology by providing training and educational opportunities for employees.
- Use GIS technology to provide specialized maps and applications to meet departmental and citizen needs.

## Accomplishments for FY 2017-18

- Completed GIS data and map updates due to the platting process and annexations, including base map, parcel and address creation, and CAD data creation for the Police Department, Fire Department, and engineering data.
- Provided support for annexations, including mapping for the Annexation Study Committee, City Council and voting precinct boundary realignment, address changes, and CAD data coordination between Building Safety, Fire Department, Police Department, and Lubbock Emergency Communication District (LECD).
- Implemented ArcGIS Online and other mapping and apps to provide GIS based information for the public (Examples: Mayor's Marathon public map, Police Crime Map).
- Initiated implementation of Esri Portal to provide GIS data and web services for departments.
- Developed a field application for collection of fire hydrant flow rate data for the Fire Department. The data collected will improve the water system GIS data as well.
- Created a field data collection application for Vector Control.

- Assumed mapping functions for the Planning Department, including preparation of zoning and Zoning Board of Adjustment case maps.
- Coordinated EnerGov implementation for Purchasing Department and other plan, inspection, and permit types across the organization.
- Continued a major overhaul of water and sewer data to facilitate water and sewer system modeling and asset management.
- Made 2017 Light Detection and Ranging (LiDAR) and 2018 digital orthophotography available for external and internal users.
- Provided demographic and GIS support to LMPO, including updates to the Travel Demand Model.

## Objectives for FY 2018-19

- Create an Esri Data Hub using Esri Portal to provide data, maps, and web services for internal users.
- Use ArcGIS Online to publish an Open GIS Data site to provide GIS data downloads, map information, and web services that will be available to the public.
- Integrate ArcGIS Online maps within the City website to provide up-to-date data and coordinate within the new website design.
- Deploy additional Esri GIS solutions for City departments, including Public Safety and Emergency Management.
- Add and improve business processes in the EnerGov permit and license system.
- Continue to improve and refine GIS databases and feature data sets, including support for asset management efforts.
- Update GIS data sharing agreement with Lubbock Central Appraisal District, LECD, LMPO, and Lubbock County.

## Revenue Overview

The Information Technology Fund charges GIS by allocating the total GIS budget including vehicle/equipment debt and debt service. The total budget is distributed to the cost centers by totaling the specific software and personnel charges related to the department.

- The GIS & Database Services scheduled charge increased \$126.4 thousand, or 16.9 percent.

## Expense Overview

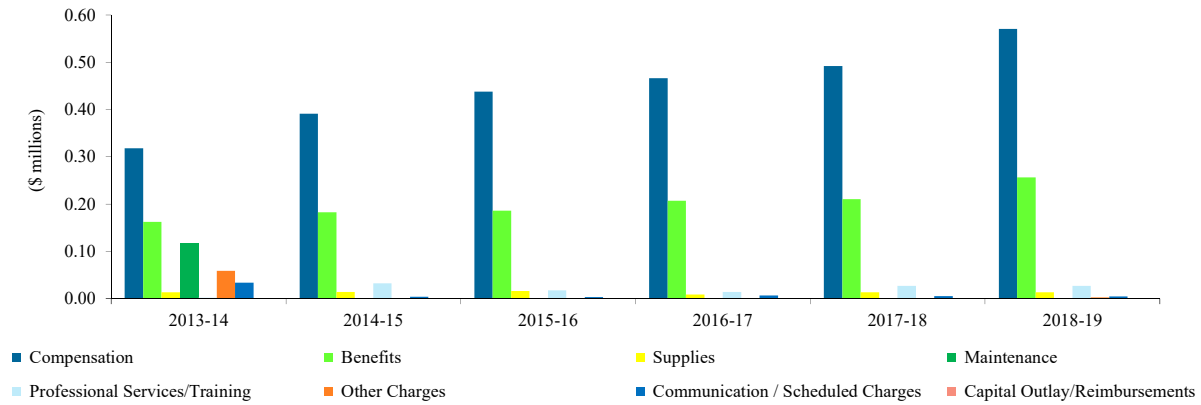
- Budgeted expenses increased \$126.4 thousand, or 16.9 percent, for FY 2018-19.
- Compensation increased \$78,855, or 16.0 percent, due to the addition of one GIS Data Analyst in FY 2018-19.
- Benefits increased \$45,900, or 21.8 percent, due to the increase in staff.

## GIS and Data Services Department Overview

- Other charges increased \$2,413, due to increases in computer equipment and furniture needed for additional staff.
- Scheduled charges decreased \$733, or 15.3 percent, due to decrease in liability insurance costs.

# GIS & Data Services - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
GIS & Database Services Scheduled Charge	\$ 648,664	676,355	756,071	746,618	872,974	16.9
Other Revenue	-	-	-	-	-	-
Total Revenue Sources	648,664	676,355	756,071	746,618	872,974	16.9
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 648,664</b>	<b>676,355</b>	<b>756,071</b>	<b>746,618</b>	<b>872,974</b>	<b>16.9</b>

	Actual	Actual	Actual	Actual	Amended	Budget
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 390,921	437,654	466,161	491,538	570,393	16.0
Benefits	182,063	185,750	206,976	210,348	256,248	21.8
Supplies	13,443	15,535	8,588	13,134	13,105	(0.2)
Maintenance	-	-	-	-	-	-
Professional Services/Training	32,078	17,481	13,523	26,800	26,750	(0.2)
Other Charges	103	147	142	-	2,413	-
Communication / Scheduled Charges	3,495	2,711	6,613	4,799	4,066	(15.3)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 622,104</b>	<b>659,279</b>	<b>702,004</b>	<b>746,618</b>	<b>872,974</b>	<b>16.9</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
GIS & Data Services	8	8	9	10	11	1
<b>TOTAL STAFFING</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>1</b>

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
Percent Address Change Requests processed in 7 days	39.3%	44.6%	60.0%	83.0%	90.0%	8.4
Percent Recorded Plats added to Base Map within 3 days	-	-	-	96.0%	90.0%	(6.2)
Percent New Plat Addresses added within 4 days	-	-	-	96.0%	90.0%	(6.2)
Percent Water Plans added within 2 weeks of receipt	-	-	-	75.3%	90.0%	19.5
Percent Sewer Plans added within 2 weeks of receipt	-	-	-	68.6%	90.0%	31.2

## FULL-TIME POSITIONS

Dir GIS and Data Services	1
GIS Coordinator	2
GIS Data Analyst	6
GIS Database Administrator	1
GIS Manager	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>11</b>

# Radio Shop Overview

## Mission and Services

Provide secure, reliable, and responsive enterprise-level technology, communications, and business solutions for citizens and City departments.

## Overview

Maintain interoperable and compliant radio systems and communication sites for the City, Lubbock County, and other agencies. Maintain and install emergency lighting, video systems, docking stations, and sirens.

## Goals and Objectives

- Develop a five-year strategic plan focusing on safety, redundancy, and efficiency.
- Evaluate all radio needs, software packages, and hardware for effective use for City departments.
- Maintain end-user radio equipment to avoid major downtimes.

## Accomplishments for FY 2017-18

- Installed Voice and Data on Control (VDOC) sites at Ransom Canyon and Idalou Independent School District.
- Installed radios in vehicles for different departments.
- Installed 60' Radio Tower for Emergency Operations Center (EOC).
- Reprogrammed all radios for statewide LID plan, Site Priority, Link Layer Authentication, and up-to-date Flash code.
- Installed docks for tablets.
- Installed new UPS at main tower sites.
- Closed capital project for 800 MHz Radio System.
- Installed new microwave system for 800 MHz System, Muleshoe Water Fields, and the new Water Reclamation Plant.
- Turned off the old Enhanced Digital Access Communications System (EDACS).

## Objectives for FY 2018-19

- Train technicians on new system and the next part of the Radio System.
- Install equipment in new vehicles.
- Replace Fire Department Paging System.

## Revenue Overview

The Radio Shop Fund charges for radio maintenance by allocating the total Radio Shop budget including vehicle/equipment debt and debt service. The total budget is distributed to the cost centers and outside entities based on the number of radio units the cost center and outside entity has.

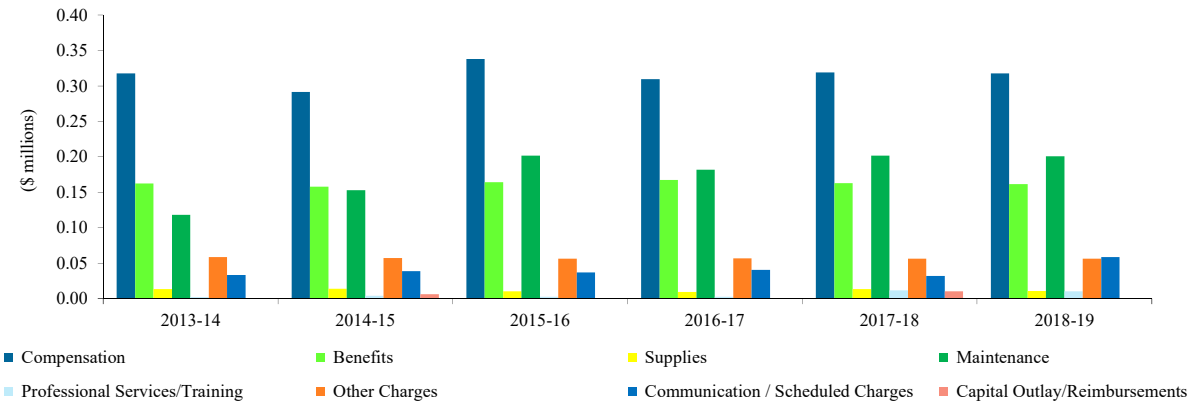
- The Radio Shop scheduled charge increased \$72,134, or 3.2 percent.

## Expense Overview

- Budgeted expenses decreased \$2,038, or 0.1 percent, for FY 2018-19.
- Compensation decreased \$1,483, or 0.5 percent, due to an adjustment in salaries.
- Benefits decreased \$1,262, or 0.8 percent, due to an adjustment in salaries.
- Supplies decreased \$3,052, or 22.7 percent, due to a decrease in fuel costs.
- Maintenance decreased \$1,108, or 0.5 percent, due to a decrease in equipment maintenance.
- Professional services/training decreased \$1,157, or 10.3 percent, due to a decrease in professional services.
- Scheduled charges increased \$26,639, or 83.4 percent, due to an increase in property insurance.
- Debt Service decreased \$1,450, or 0.1 percent, due to a decrease in the bond debt payment.
- Vehicle/equipment debt payments decreased \$9,163, or 41.2 percent, due to a decrease in the tax note payment.

# Radio Shop - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 25,750	54,591	71,729	-	-	-
Department Sales Labor & Parts	268,243	319,850	316,507	-	-	-
Radio Maintenance Scheduled Charge	1,412,835	2,142,260	2,214,147	2,266,098	2,338,232	3.2
COGS - Radio Parts	(51,560)	(86,981)	(54,569)	-	-	-
Other Revenue	2,998	958	180	-	-	-
Total Revenue Sources	1,658,266	2,430,678	2,547,994	2,266,098	2,338,232	3.2
Utilization of Net Assets	24,503	-	-	4,304	-	(100.0)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,682,769</b>	<b>2,430,678</b>	<b>2,547,994</b>	<b>2,270,402</b>	<b>2,338,232</b>	<b>3.0</b>

	Actual	Actual	Actual	Actual	Amended	Budget
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 291,284	337,602	309,292	318,990	317,507	(0.5)
Benefits	157,624	163,966	166,993	162,782	161,519	(0.8)
Supplies	13,814	10,036	9,175	13,439	10,387	(22.7)
Maintenance	152,895	201,451	181,770	201,669	200,561	(0.5)
Professional Services/Training	3,832	2,277	2,301	11,257	10,100	(10.3)
Other Charges	56,822	56,228	56,612	56,350	56,350	-
Communication / Scheduled Charges	38,593	36,558	40,289	31,931	58,570	83.4
Capital Outlay/Reimbursements	5,965	-	-	10,000	-	(100.0)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 720,828</b>	<b>808,120</b>	<b>766,433</b>	<b>806,418</b>	<b>814,994</b>	<b>1.1</b>

FUND LEVEL EXPENSES						
	Actual	Actual	Actual	Actual	Budget	Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Net Debt Service	\$ 699,381	1,077,508	1,438,750	1,441,750	1,440,300	(0.1)
Other Charges	52,389	31,377	72	-	-	-
Vehicle/Equipment Debt	210,171	189,548	149,090	22,233	13,070	(41.2)
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 961,941</b>	<b>1,298,433</b>	<b>1,587,912</b>	<b>1,463,983</b>	<b>1,453,370</b>	<b>(0.7)</b>

<b>TOTAL EXPENSES</b>	<b>\$ 1,682,769</b>	<b>2,106,552</b>	<b>2,354,345</b>	<b>2,270,402</b>	<b>2,268,364</b>	<b>(0.1)</b>
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	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Radio Shop	8	8	8	8	8	-
<b>TOTAL STAFFING</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
Performance Metrics						
Shop Repairs (i.e., Installed Equipment by						
Radio Shop) within 2 hours	84.0%	84.0%	88.0%	97.0%	95.0%	(2.1)
Bench Repairs within 4 hours	79.0%	88.0%	87.0%	96.0%	96.0%	-
Shop Vehicles within 3 days	79.0%	81.0%	85.0%	95.0%	95.0%	-
Radio System Repair within 24 hours	71.0%	72.0%	72.0%	92.0%	90.0%	(2.2)



# Radio Shop - Department Overview

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FULL-TIME POSITIONS	
Acquisition & Technical Coord	1
Contract Compliance Specialist	1
Lead Radio Communications Tech	1
Radio Communications Tech I	3
Radio Communications Tech II	1
Sr Technician	1
TOTAL FULL-TIME POSITIONS	<hr/> 8 <hr/>

# Investment Pool Overview

## Mission and Services

Invest to the City's operating and bond funds in a manner that emphasize safety, liquidity, diversity to meet daily cash flow needs, while obtaining the highest investment return possible. The Investment Pool Fund provides the following services:

- Conforms to all state and local statutes governing the investment of public funds.
- Maintains preservation of capital and protection of investment principal.
- Maintains diversification in market sector and maturity to minimize market risk.
- Provides liquidity of funds in a timely manner to meet City obligations.

## Goals and Objectives

- Invest City funds according to the Public Funds Investment Act (PFIA).
- Provide return on investment by exceeding the average rate of return of assigned benchmarks with maturity levels comparable to the City's weighted average maturity in days.
- Implement strategies and objectives of the Audit and Investment Committee.

## Accomplishments for FY 2017-18

- Exceeded the return on investments when compared to the benchmark for the Bond Funds.
- Began the process of levelling the investment maturity schedule to ensure an average of \$2 million of investments mature through December 2022.
- Increased overall portfolio return through effective investment strategies and portfolio allocation.

## Objectives for FY 2018-19

- Increase diversification of investments by reallocating the City's portfolio to multiple security types and increase the number of authorized brokers in order to ensure the City receives the best possible price offerings.
- Evaluate and assign appropriate investment benchmarks to reflect the City's updated investment allocation strategy.
- Implement strategies and objectives of the Audit and Investment Committee.

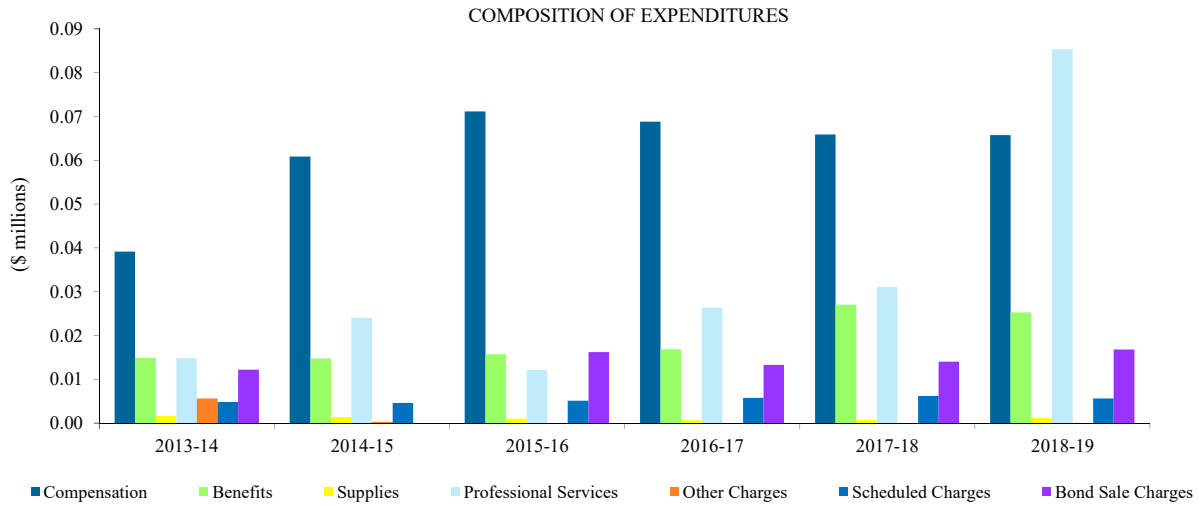
## Revenue Overview

- Interest earnings for both operating and bond funds increased \$1 million due to increased portfolio value as well as an upward trend in interest rates.

## Expense Overview

- Budgeted expenditures increased \$54,832, or 37.8 percent when compared with the FY 2017-18 Operating budget.
- Compensation decreased \$150, or 0.2 percent, due to a reorganization in the Finance Department. The Debt and Investment Analyst position and a Senior Financial Analyst position are combined into a Capital Program Finance Manager in Financial Planning & Analysis. Investment Pool covers a portion of the salary of the Capital Program Finance Manager.
- Benefits decreased \$1,785, or 6.6 percent, due to the reorganization in the Finance Department.
- Supplies increased \$411, or 57.1 percent.
- Professional services/training increased \$56,976, due to increased bank service charges and an increase in training and travel.
- Scheduled charges decreased \$620, or 10 percent, due to lower telecommunication and liability allocations.

# Internal Service Fund - Investment Pool



	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Investment Pool	1	1	1	1	-	(1)
<b>TOTAL STAFFING</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>(1)</b>

METRICS/ERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
100% Available funds invested	100%	100%	100%	100%	100%	-
Operating yield = or > than benchmark	20 bps	13 bps	4 bps	0 bps	20 bps	-
Bond yield = or > than benchmark	6 bps	33 bps	12 bps	20 bps	20 bps	-
Segregated yield = or > than benchmark	-2 bps	-19 bps	-64 bps	-175 bps	-200 bps	-

# Investment Pool - Fund Overview

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings - Consolidated	\$ 1,001,967	1,551,150	2,601,612	2,000,000	2,600,000	30.0
Interest Earnings - Bond Funds	132,730	776,066	1,663,686	1,200,000	1,600,000	33.3
Interest Earnings - Allocation	(960,049)	(2,183,358)	(4,113,419)	(3,055,108)	(4,000,275)	30.9
Total Revenue Sources	174,648	143,858	151,879	144,892	199,725	37.8
TOTAL FUNDING SOURCES	\$ 174,648	143,858	151,879	144,892	199,725	37.8

FUND LEVEL EXPENSES						
Compensation	\$ 60,810	71,118	68,789	65,854	65,704	(0.2)
Benefits	14,762	15,676	16,865	27,011	25,226	(6.6)
Supplies	1,370	1,008	607	719	1,130	57.1
Professional Services/Training	24,018	28,303	39,674	45,080	102,056	126.4
Other Charges	264	-	-	-	-	-
Scheduled Charges	4,554	5,080	5,783	6,228	5,608	(10.0)
TOTAL FUND LEVEL EXPENSES	\$ 105,777	121,630	131,719	144,892	199,725	37.8
TOTAL EXPENSES	\$ 105,777	121,630	131,719	144,892	199,725	37.8





# Print Shop Overview

## Mission and Services

The Print Shop supports departmental objectives by delivering high quality, cost effective material, quality publications, and timely mailings to City departments and governmental agencies.

## Overview

The Print Shop provides the following services:

- Provides printing, copying, and design services for internal departments and other governmental entities, including Lubbock County, and South Plains Association of Governments.
- Processes and sorts mail.

## Goals and Objectives

- Improve and update the printing production and cost-saving processes to increase sales and encourage departments and governmental entities to use services.
- Receive and process daily mail; prepare outgoing mail and packages.

## Accomplishments for FY 2017-18

- Provided professional quality print jobs at cost effective pricing to departments and governmental agencies.
- Managed all incoming and outgoing mail for the City departments in a timely and efficient manner.

## Objectives for FY 2018-19

- Provide professional quality print jobs at cost effective pricing to City departments and governmental agencies in a reasonable time frame.
- Manage all incoming and outgoing mail for City departments in a timely and effective manner.

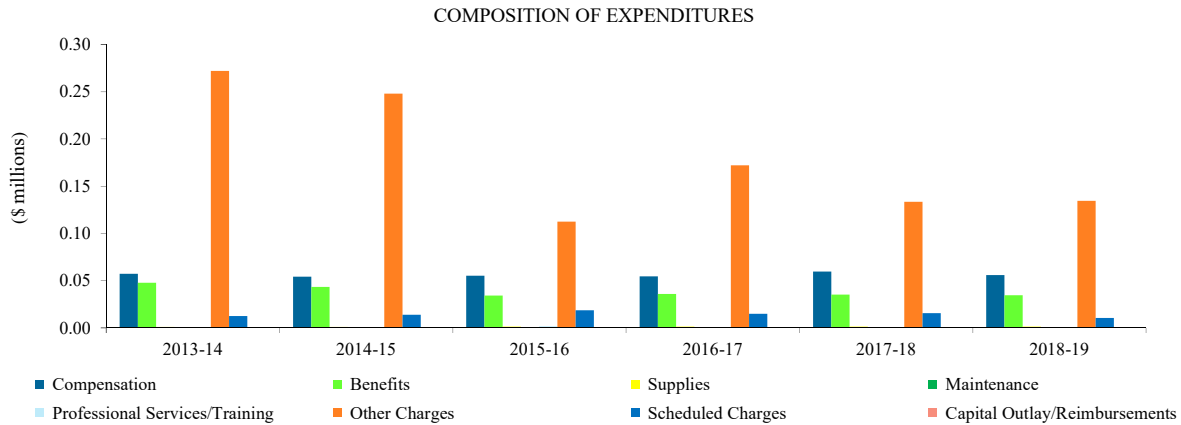
## Revenue Overview

- The Print Shop is an Internal Service Fund that provides cost effective printing solutions to City departments and outside governmental agencies as well as mail handling service to City departments. Internal Service Funds are not self-funding and must allocate the costs associated with operations to other departments.
- Revenue is collected from individual Print Shop jobs for departments and outside governmental agencies. Charges to departments for print jobs are based on the type and size of the job and are adjusted to account for changes in the cost of goods used.
- The cost of postage is a pass-through to City departments so it does not generate additional revenue.
- Print Shop total revenue is expected to increase \$22,551 or 16.3 percent due to new department efficiency standards.
- Print Shop will be utilizing net assets of \$75,624 in FY 2018-19.

## Expense Overview

- Total expenditures decreased \$8,428 or 3.4 percent for FY 2018-19.
- Compensation decreased \$3,735, or 6.3 percent, due to a decrease in full-time salary and stability pay offset by an increase in overtime pay.
- Benefits decreased \$899, or 2.6 percent due to a decrease in salary offset by an increase in workers compensation.
- Other Charges increased \$1,000, or 0.8 percent, due to the addition of the cost of the billing software.
- Scheduled Charges decreased \$5,094, or 33 percent, due to lower information technology and telecommunications allocations.

# Print Shop - Department Overview



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 2,061	2,136	2,392	-	4,597	-
Department Sales Xerox	171,580	178,137	277,570	175,000	221,044	26.3
Department Sales Mailroom Handling Fee	118,298	101,646	34,897	45,665	35,291	(22.7)
Department Sales Postage Fee	220,140	-	-	-	-	-
COGS Printing Supplies	(89,996)	(75,175)	(88,417)	(82,700)	(100,416)	21.4
Total Revenue Sources	422,081	206,745	226,442	137,965	160,516	16.3
Utilization of Net Assets	-	15,309	52,067	106,603	75,624	(29.1)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 422,081</b>	<b>222,054</b>	<b>278,509</b>	<b>244,568</b>	<b>236,140</b>	<b>(3.4)</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 54,006	54,994	54,246	59,454	55,719	(6.3)
Benefits	43,078	33,892	35,859	35,157	34,258	(2.6)
Supplies	691	1,134	1,113	1,180	1,180	-
Maintenance	8	-	-	-	300	-
Professional Services/Training	89	1,412	514	-	-	-
Other Charges	247,906	112,242	172,017	133,332	134,332	0.8
Scheduled Charges	13,605	18,380	14,761	15,444	10,350	(33.0)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 359,383</b>	<b>222,054</b>	<b>278,509</b>	<b>244,568</b>	<b>236,140</b>	<b>(3.4)</b>

FUND LEVEL EXPENSES						
Other Charges	\$ -	-	-	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>\$ 359,383</b>	<b>222,054</b>	<b>278,509</b>	<b>244,568</b>	<b>236,140</b>	<b>(3.4)</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Print Shop	2	2	2	2	2	-
<b>TOTAL STAFFING</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Print Jobs Completed	1,109	2,004	1,050	1,204	1,500	24.6
Print Jobs Outsourced	90	85	80	40	40	-
Total Mail Pieces	223,535	342,974	318,472	182,387	183,000	0.3
B/W Copies	1,855,947	1,968,425	1,724,778	1,160,630	1,700,000	46.5
Color Copies	169,404	359,651	992,583	549,961	620,000	12.7
<b>Performance Metrics</b>						
Average Project Turnaround Time (days)	-	3	3	3	3	-
Billable Jobs Completed	-	-	-	1,244	1,540	23.8
Percent of Rework	-	-	-	2.0%	2.0%	-
Out-Sourced Work to In-House Work	-	-	-	75.0%	75.0%	-



# Print Shop - Department Overview

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FULL-TIME POSITIONS	
Reprographics Technician	1
Senior Reprographics Technician	<u>1</u>
TOTAL FULL-TIME POSITIONS	<u>2</u>

# Warehouse Overview

## Mission and Services

The City warehouse supports departmental objectives by delivering high quality, cost effective material to City departments and governmental agencies.

## Overview

The Warehouse provides the following services:

- Provides storage, dispensing, and other related services.
- Maintains inventory of critical items used in performing repairs to minimize LP&L, water, and wastewater service interruptions.
- Provides Material Safety Data Sheets for purchased warehouse items.

## Goals and Objectives

- Reduce Warehouse inventory by eliminating obsolete items.
- Stock bins for departments to obtain frequently used materials to increase workflow and assist in monthly reconciliation reports.

## Accomplishments for FY 2017-18

- Efficiently unloaded and stocked items, and received items in the inventory system ready for invoicing within a three-hour window.
- Labeled department stock bins for accurate material handling in restocking Water Department and LP&L items.
- Created new item numbers and entered LP&L specifications for new LP&L materials requested by engineers.
- Appropriately used funds to acquire and distribute safety gear and equipment for various departments City-wide.

## Objectives for FY 2018-19

- Minimize inventory adjustments by reinforcing accurate order printing and order selection.
- Ensure all incoming items are accurately inspected and put in their proper locations within the three-hour window while maintaining appropriate safety standards to have another zero accident year.

- Clean and maintain the warehouse and yard area. This promotes a clean, safe, and professional environment for all customers and vendors to use this resource appropriately and efficiently.

## Revenue Overview

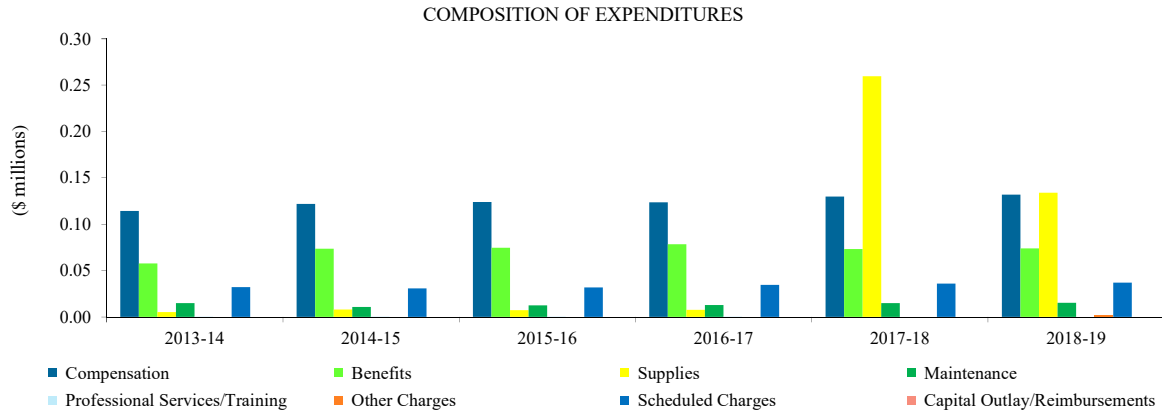
Warehouse is an Internal Service Fund that provides materials to City departments. Internal Service Funds are not self-funding and must allocate the costs associated with operations to other departments.

- Warehouse receives revenue equal to 5.0 percent of its cost of goods sold. Sales are expected to increase in FY 2018-19.
- Warehouse total revenue is expected to increase \$90,680, or 72.9 percent.

## Expense Overview

- Total expenditures decreased \$120.1 thousand or 23.3 percent for FY 2018-19.
- Compensation increased \$2,085, or 1.6 percent, due to a slight increase in full-time salary and terminal pay, offset by decreases in overtime and stability pay
- Benefits increased \$719, or 1 percent, due to changes in compensation.
- Supplies decreased \$125.5 thousand, or 48.4 percent, due to additional safety supplies purchased for departments in FY 2017-18.
- Scheduled charges increased \$986, or 2.8 percent, due to increases in property insurance offset by a decrease in telecommunications

# Warehouse - Department Overview



	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 4,402	7,881	9,929	4,000	20,000	400.0
Department Sales General Stores	3,306,365	3,472,298	3,551,862	3,228,320	3,445,000	6.7
COGS General Stores	(3,061,306)	(3,209,333)	(3,282,506)	(3,108,000)	(3,250,000)	4.6
Total Revenue Sources	249,461	270,845	279,286	124,320	215,000	72.9
Utilization of Net Assets	-	-	-	391,675	180,936	(53.8)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 249,461</b>	<b>270,845</b>	<b>279,286</b>	<b>515,995</b>	<b>395,936</b>	<b>(23.3)</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
<b>EXPENDITURES BY CATEGORY</b>						
Compensation	\$ 121,652	123,979	123,610	129,852	131,937	1.6
Benefits	73,559	74,541	78,397	73,074	73,793	1.0
Supplies	7,852	7,156	7,678	259,331	133,847	(48.4)
Maintenance	10,787	12,226	12,560	14,945	15,206	1.7
Professional Services/Training	290	160	15	-	-	-
Other Charges	-	-	-	-	1,373	-
Scheduled Charges	30,780	31,744	34,627	35,756	36,742	2.8
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 244,919</b>	<b>249,806</b>	<b>256,888</b>	<b>512,957</b>	<b>392,898</b>	<b>(23.4)</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
<b>FUND LEVEL EXPENSES</b>						
Other Charges	\$ -	-	-	-	-	-
Vehicle/Equipment Debt	-	-	3,038	3,038	3,038	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ -</b>	<b>-</b>	<b>3,038</b>	<b>3,038</b>	<b>3,038</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>\$ 244,919</b>	<b>249,806</b>	<b>259,926</b>	<b>515,995</b>	<b>395,936</b>	<b>(23.3)</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
<b>STAFFING</b>						
Central Warehouse	4	4	4	4	4	-
<b>TOTAL STAFFING</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>METRICS/PERFORMANCE MEASURES</b>						
<b>Service Metrics</b>						
Inventory Turnover	2.1	2.1	2.1	2.1	1.2	(45.0)
Inventory Items	1,370	1,350	1,370	1,380	1,435	4.0
Stock Item Value	\$ 2,133,057	1,956,565	2,100,000	2,200,000	2,365,233	7.5
Stock Issues	2,346,308	2,596,108	2,700,000	2,800,000	2,547,770	(9.0)
Material Tickets issued at counter	6,341	6,325	6,400	6,500	5,308	(18.3)
Material Tickets issued by Work Order	31	43	43	45	30	(33.3)
Average Value per Ticket	\$ 370.0	410.5	421.9	425.0	435.0	2.4
<b>Performance Metrics</b>						
Percentage of Tickets filled upon request	97.0%	97.0%	97.0%	97.0%	100.0%	3.1
Average Backorder Fill Rate (days)	-	3	3	3	3	-

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>FULL-TIME POSITIONS</b>						
Bookkeeper	1				1	
Inventory Control Specialist	1				1	
Warehouse Supervisor					1	
Warehouse Worker					1	
<b>TOTAL FULL-TIME POSITIONS</b>					<b>4</b>	

# Risk Management Overview

## Mission and Purpose

Risk Management protects and serves City employees, citizens, and visitors by creating, identifying, and coordinating programs and policies that promote a safe and healthy environment.

## Overview

The Risk Management Department provides the following services:

- Ensures adequate coverage, through a self-insurance program, or commercial insurance, to compensate employees and citizens against accidental loss.
- Manages property, casualty, and workers' compensation coverages on an insured or self-insured basis.
- Provides safety inspections, training consultations, and recommendations on City operations and activities.
- Develops organizational and departmental risk assessments regarding facilities and contracts.
- Creates trend information on organizational and departmental work related injuries, motor vehicle collisions, and liability claims.
- Ensures fair and impartial treatment of citizens and employees who file claims with the City.
- Assists departments with cost of repairing and replacing wrecked automobiles.
- Administers prompt and personal claim service to citizens who file claims with the City through the addition of an in-house liability claims adjuster.
- Provides organizational development to managers, supervisors, and employees, in order to manage risks associated with employment claims. Training encompasses laws relating to human resources, including, but not limited to, Fair Labor Standards Act, Family Medical Leave Act, Americans with Disability Act as Amended, discrimination, workplace harassment, and workplace violence.

## Goals and Objectives

- Audit and evaluate work sites and public areas to reduce safety and health hazards.
- Monitor the financial stability of the self-insurance risk fund.
- Encourage reduction of work related injuries and lost days through education and assistance to departments.
- Investigate all claims presented.
- Educate and conduct job specific safety seminars for City employees.
- Enable supervisors to become better leaders through organizational development training, thus reducing employment risk.
- Develop Succession Management Training.
- Transfer risk by requiring vendors and contractors to have adequate insurance coverage.

- Furnish department directors and City Manager with monthly trending data reports.

## Accomplishments for FY 2017-18

- Implemented a claims management system to enable better reporting, investigation, and tracking of incidents, which allows Risk Management to better maintain information for coverage purposes.
- Expanded training curriculum to include online training for Ethics, and Harassment and Discrimination Prevention.
- Developed Lubbock 101 to enrich the public's knowledge of the mechanics of municipal government.
- Established an Insurance Committee to review and make recommendations for resolution of larger claims.
- Revised the City's Self-Insurance Resolution to include updated processes.
- Audited compensation codes resulting in the recovery of \$57,915 in workers compensation premium.
- Eliminated the need for a third party claims administrator by bringing liability claims adjusting in-house.

## Objectives for FY 2018-19

- Complete the revision and publication of an organizational Safety/Loss Prevention Plan.
- Continue to assess and revise current Internal Control Policies.
- Create a mentor program to promote advancement within the organization.
- Consider integrating Insurance Certificate Management into the claims management system to assist the Purchasing Department with the task of tracking vendor certificates.

## Revenue Overview

The Risk Management Fund is an Internal Service Fund that exists to reduce risk within the organization and to oversee the City's property, workers' compensation, and liability exposures. The claims and excess premiums for the respective exposures mentioned above are paid by the Risk Management Fund. The Risk Management Fund allocates the costs to other departments and funds based upon type of coverage, loss history, and property values.

The cost for property insurance is allocated to each department based on the percentage of property that it maintains. Some departments have property insurance costs that are specific to that department and that amount is charged only to the affected department. The total revenue for Property Insurance premiums is \$2.4 million for FY 2018-19.

The Liability Insurance Internal Service Charge is calculated by the City's actuary, Glicksman Consulting, LLC. The premium for liability insurance covers general and automobile liability. The actuary uses prior loss history by

# Risk Management Overview

cost center to determine the appropriate charge as well as prior year payroll costs. The total revenue for Liability Insurance premiums is \$1.9 million for FY 2018-19.

The Workers' Compensation Internal Service Charge is also calculated by the City's actuary, Glicksman Consulting, LLC. The premium for workers' compensation covers no fault insurance for work-related injuries. The actuary uses prior loss history by cost center to determine the appropriate charge as well as prior year payroll costs. The total revenue for Workers' Compensation is approximately \$2.1 million for FY 2018-19.

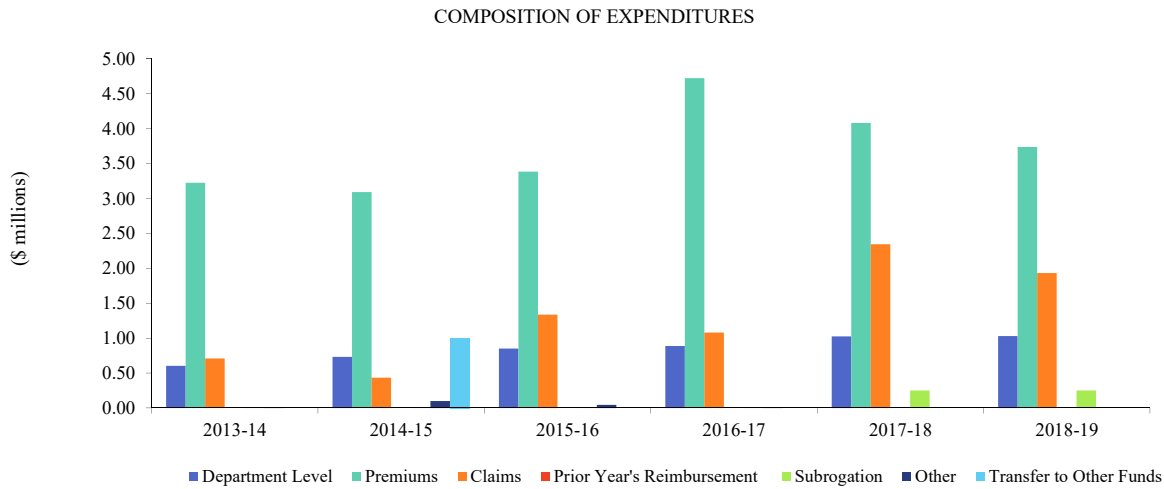
- Budgeted revenues increased \$1.3 million, or 25.8 percent, for FY 2018-19.
- Premiums collected from the departments for property, liability and worker's compensation all exceed expenses for each of the individual functions.
- Utilization of net assets for FY 2018-19 is 535.6 thousand, a decrease of \$2.1 million from the prior year.

## Expense Overview

- Budgeted expenses decreased \$751.2 thousand, or 9.8 percent, when compared to the FY 2017-18 Operating Budget.

- Administration operating expenses increased \$4,848 or 0.5 percent. Increases were made to salary to compensate for mid-year salary adjustments, temporary salaries needed for preparing workers compensation files to permanent storage, and IT services. These increases were offset with decreases to broker/agent fees in Professional Services, telephone charges, and IT and other equipment associated with hiring an additional person in the prior year.
- Property decreased by \$62,732, or 2.7 percent, due to increase to property premium offset with not budgeting for property buyback option based on Broker recommendation.
- Liability decreased by \$802 thousand, or 30.9 percent, due to decrease in projected general liability claims as well as funding Department of Justice settlement in regards to police department hiring practices in the prior year.
- Workers' Compensation increased \$108.8 thousand, or 6.4 percent due to increased medical costs driving up the reserves for these claims.
- A vehicle/equipment debt payment of \$3,688 is budgeted again this year.

# Internal Service Fund - Risk Management



	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Self Insurance-Risk Admin	6	6	8	9	9	-
<b>TOTAL STAFFING</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Projected
<b>Service Metrics</b>						
Major Work Site/Facility Inspections	29	24	11	25	21	(16.0)
Job Site Inspections	1,592	1,590	112	1,600	1,575	(1.6)
On-the-job injuries	331	340	300	326	300	(8.0)
Lost time injuries	31	47	30	22	18	(18.2)
Days lost to injuries	858	1,142	850	306	300	(2.0)
Preventable vehicle collisions	71	67	60	105	100	(4.8)
Liability claims processed	307	284	285	228	225	(1.3)
Subrogation claims processed	280	223	265	224	275	22.8
<b>Performance Metrics</b>						
1st contact for liability claims - within 24 business hours	-	-	-	-	100%	-
Investigation period to determine root cause within 7 business days	-	-	-	-	95%	-
Bringing injured employees back to light duty w/o surgery, 1 week; w/surgery, 60 days	-	-	-	-	95%	-
Percent population trained	-	-	-	-	95%	-
Percent population who felt training was beneficial	-	-	-	-	90%	-

<b>FULL-TIME POSITIONS</b>	
Administrative Assistant	1
Claims Adjuster	1
Insurance Specialist	2
Organizational Development Coordinator	1
Risk Manager	1
Safety/Loss Prevention Specialist	2
Trainer	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>9</b>

# Risk Management - Fund Overview

## Self Insurance - Risk Admin.

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Defensive Driving Training	\$ 1,647	633	1,069	850	850	-
Transfer from Health Insurance	-	2,000,000	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,647</b>	<b>2,000,633</b>	<b>1,069</b>	<b>850</b>	<b>850</b>	<b>-</b>
<b>EXPENSES</b>						
Compensation	\$ 417,268	474,334	476,594	534,370	567,872	6.3
Benefits	171,152	196,176	199,643	219,177	224,611	2.5
Supplies	6,149	8,946	6,669	30,698	26,453	(13.8)
Maintenance	3,691	1,928	1,946	2,573	2,468	(4.1)
Professional Services/Training	104,123	108,273	165,493	184,916	159,579	(13.7)
Other Charges	3,352	4,488	3,075	21,983	2,830	(87.1)
Premiums / Scheduled Charges	24,338	55,039	28,212	30,397	45,151	48.5
<b>TOTAL EXPENSES</b>	<b>\$ 730,074</b>	<b>849,184</b>	<b>883,194</b>	<b>1,024,115</b>	<b>1,028,963</b>	<b>0.5</b>

## Self Insurance - Property

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 10,559	10,209	16,307	-	12,000	-
Property Premiums	1,523,245	1,570,283	1,691,396	2,039,186	2,377,480	16.6
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,533,804</b>	<b>1,580,492</b>	<b>1,707,702</b>	<b>2,039,186</b>	<b>2,389,480</b>	<b>17.2</b>
<b>EXPENSES</b>						
Premiums	\$ 1,083,734	1,220,809	1,844,203	1,731,664	1,668,932	(3.6)
Claims	113,304	-	74,944	631,252	631,252	-
Building Repair	96,101	44,298	5,878	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 1,293,139</b>	<b>1,265,107</b>	<b>1,925,025</b>	<b>2,362,916</b>	<b>2,300,184</b>	<b>(2.7)</b>

## Self Insurance - Liability

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 21,117	20,419	32,613	-	24,000	-
Liability Premiums	2,308,782	2,112,389	2,538,979	1,737,759	1,888,218	8.7
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,329,899</b>	<b>2,132,808</b>	<b>2,571,592</b>	<b>1,737,759</b>	<b>1,912,218</b>	<b>10.0</b>
<b>EXPENSES</b>						
Premiums	\$ 523,021	542,944	1,201,938	698,099	510,377	(26.9)
Claims	251,474	1,254,607	915,518	1,648,826	1,034,426	(37.3)
Subrogation Collection	5,744	2,258	659	250,000	250,000	-
Miscellaneous	366	(79)	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 780,604</b>	<b>1,799,730</b>	<b>2,118,115</b>	<b>2,596,925</b>	<b>1,794,803</b>	<b>(30.9)</b>

## Self Insurance - Workers' Comp.

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 21,117	20,419	32,613	-	24,000	-
Miscellaneous Recoveries	315,950	29,246	3,895	-	-	-
Workers' Compensation	2,196,417	2,056,770	1,725,738	1,315,390	2,082,945	58.4
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,533,485</b>	<b>2,106,435</b>	<b>1,762,246</b>	<b>1,315,390</b>	<b>2,106,945</b>	<b>60.2</b>
<b>EXPENSES</b>						
Premiums	\$ 1,482,686	1,615,377	1,673,687	1,645,582	1,555,415	(5.5)
Claims	68,405	78,312	86,705	63,020	262,006	315.8
<b>TOTAL EXPENSES</b>	<b>\$ 1,551,091</b>	<b>1,693,690</b>	<b>1,760,393</b>	<b>1,708,602</b>	<b>1,817,421</b>	<b>6.4</b>
<b>TOTAL COST CENTER EXPENSES</b>	<b>\$ 4,354,908</b>	<b>5,607,711</b>	<b>6,686,727</b>	<b>7,692,558</b>	<b>6,941,371</b>	<b>(9.8)</b>

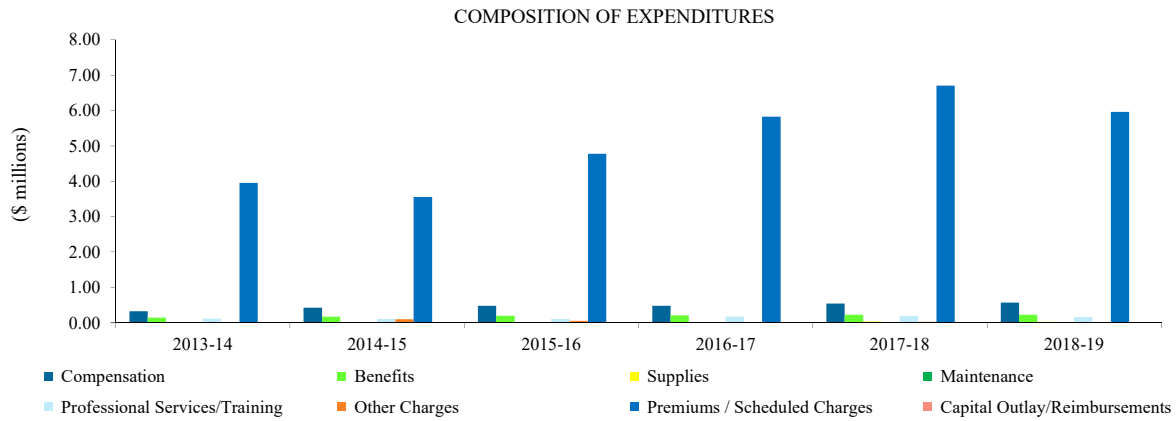
# Risk Management - Fund Overview

## Self Insurance - Other

FUND LEVEL EXPENSES						
Transfer to General Fund Capital Project Fund	\$ 1,000,000	-	-	-	-	-
Transfer to Fleet CIP Fund	-	-	-	-	-	-
Vehicle/Equipment Debt	-	3,688	3,688	3,688	3,688	(0.0)
Bene-Auto Actuary Adjustment	138,004	(129,667)	198,066	-	-	-
Bene-Gen Liability Actuary Adjustment	(600,059)	(632,784)	315,906	-	-	-
Bene-Workers Comp Actuary Adjustment	(481,338)	(100,959)	1,088,866	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 56,607</b>	<b>(859,722)</b>	<b>1,606,526</b>	<b>3,688</b>	<b>3,688</b>	<b>(0.0)</b>
Total Revenue Sources	\$ 6,398,835	7,820,368	6,042,609	5,093,185	6,409,493	25.8
Utilization of Net Assets	-	-	2,250,644	2,603,061	535,566	(79.4)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 6,398,835</b>	<b>7,820,368</b>	<b>8,293,253</b>	<b>7,696,246</b>	<b>6,945,059</b>	<b>(9.8)</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$ 4,411,515</b>	<b>4,747,989</b>	<b>8,293,253</b>	<b>7,696,246</b>	<b>6,945,059</b>	<b>(9.8)</b>



# Risk Management - Department Overview



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 417,268	474,334	476,594	534,370	567,872	6.3
Benefits	171,152	196,176	199,643	219,177	224,611	2.5
Supplies	6,149	8,946	6,669	30,698	26,453	(13.8)
Maintenance	3,691	1,928	1,946	2,573	2,468	(4.1)
Professional Services/Training	104,489	108,194	165,493	184,916	159,579	(13.7)
Other Charges	99,453	48,786	8,953	21,983	2,830	(87.1)
Premiums / Scheduled Charges	3,552,705	4,769,347	5,825,867	6,698,840	5,957,559	(11.1)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 4,354,908</b>	<b>5,607,711</b>	<b>6,686,727</b>	<b>7,692,558</b>	<b>6,941,371</b>	<b>(9.8)</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Self Insurance-Risk Admin	\$ 730,074	849,184	883,194	1,024,115	1,028,963	0.5
Self Insurance-Property	1,293,139	1,265,107	1,925,025	2,362,916	2,300,184	(2.7)
Self Insurance-Liability	780,604	1,799,730	2,118,115	2,596,925	1,794,803	(30.9)
Self Insurance-Workers' Comp	1,551,091	1,693,690	1,760,393	1,708,602	1,817,421	6.4
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 4,354,908</b>	<b>5,607,711</b>	<b>6,686,727</b>	<b>7,692,558</b>	<b>6,941,371</b>	<b>(9.8)</b>

## Risk Management - Department Expenditures

<b>Self Insurance-Risk Admin</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 417,268	474,334	476,594	534,370	567,872	6.3
Benefits	171,152	196,176	199,643	219,177	224,611	2.5
Supplies	6,149	8,946	6,669	30,698	26,453	(13.8)
Maintenance	3,691	1,928	1,946	2,573	2,468	(4.1)
Professional Services/Training	104,123	108,273	165,493	184,916	159,579	(13.7)
Other Charges	3,352	4,488	3,075	21,983	2,830	(87.1)
Premiums / Scheduled Charges	24,338	55,039	28,212	30,397	45,151	48.5
<b>TOTAL SELF INSURANCE-RISK ADMIN</b>	<b>\$ 730,074</b>	<b>849,184</b>	<b>883,194</b>	<b>1,024,115</b>	<b>1,028,963</b>	<b>0.5</b>

### Self Insurance-Property

EXPENDITURES BY CATEGORY						
Other Charges	\$ 96,101	44,298	5,878	-	-	-
Premiums / Scheduled Charges	1,197,038	1,220,809	1,919,147	2,362,916	2,300,184	(2.7)
<b>TOTAL SELF INSURANCE-PROPERTY</b>	<b>\$ 1,293,139</b>	<b>1,265,107</b>	<b>1,925,025</b>	<b>2,362,916</b>	<b>2,300,184</b>	<b>(2.7)</b>

### Self Insurance-Liability

EXPENDITURES BY CATEGORY						
Professional Services/Training	\$ 366	(79)	-	-	-	-
Premiums / Scheduled Charges	780,238	1,799,809	2,118,115	2,596,925	1,794,803	(30.9)
<b>TOTAL SELF INSURANCE-LIABILITY</b>	<b>\$ 780,604</b>	<b>1,799,730</b>	<b>2,118,115</b>	<b>2,596,925</b>	<b>1,794,803</b>	<b>(30.9)</b>

### Self Insurance-Workers' Comp

EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,551,091	1,693,690	1,760,393	1,708,602	1,817,421	6.4
<b>TOTAL SELF INSURANCE-WORKERS' COMP</b>	<b>\$ 1,551,091</b>	<b>1,693,690</b>	<b>1,760,393</b>	<b>1,708,602</b>	<b>1,817,421</b>	<b>6.4</b>



# Special Revenue Funds Overview

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. The FY 2018-19 Operating Budget and Capital Program includes the following departments in the Special Revenue Funds Section:

- Abandoned Vehicles
- Animal Assistance Program
- Bell Farms Public Improvement District
- Cable Services
- Central Business District Tax Increment Financing Reinvestment Zone (Central Business District TIF)
- Community Development
- Criminal Investigation Fund
- Department of Justice Asset Sharing
- Economic Development
- Gateway Streets
- Hotel Occupancy Tax
- Juvenile Case Manager
- Lubbock Business Park Tax Increment Financing Reinvestment Zone (Lubbock Business Park TIF)
- Lubbock Economic Development Alliance, Inc.
- Municipal Court
- North and East Lubbock Neighborhood and Infrastructure Fund
- North Overton Public Improvement District
- North Overton Tax Increment Financing Reinvestment Zone (North Overton TIF)
- North Point Public Improvement District
- Quincy Park Public Improvement District
- Valencia Public Improvement District
- Vintage Township Public Improvement District
- Grants

## Funding Source Summary by Fund

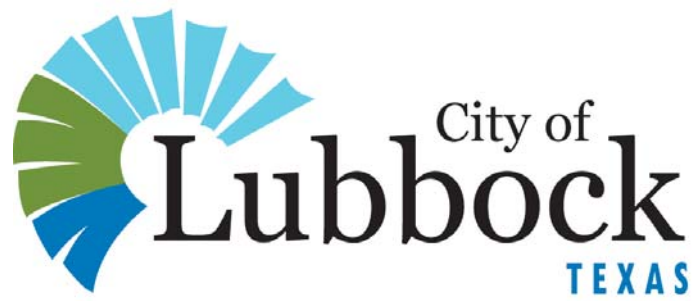
	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
SPECIAL REVENUE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Forecast
Abandoned Vehicles	822,577	828,109	987,544	811,400	843,000	3.9
Animal Assistance Program	121,641	134,150	140,855	125,000	270,700	116.6
Bell Farms Public Improvement District	-	-	-	-	28,532	-
Cable Services Fund	631,344	617,676	575,841	701,677	602,515	(14.1)
Central Business District TIF	977,340	1,071,369	1,077,055	1,488,614	1,279,034	(14.1)
Community Development	4,323,733	4,578,751	4,310,409	5,484,130	5,976,169	9.0
Criminal Investigation Fund	553,490	514,890	454,517	547,179	426,590	(22.0)
Department of Justice Asset Sharing	562	53,863	24,994	-	60,000	-
Economic Development	3,098,763	3,256,280	3,443,010	3,610,889	3,778,490	4.6
Emergency Management	458,598	503,696	428,666	-	-	-
Gateway Streets	8,429,183	8,402,503	8,285,110	8,222,555	8,548,331	4.0
Hotel Occupancy Tax	6,823,165	6,878,342	7,025,827	7,211,829	7,286,537	1.0
Juvenile Case Manager	34,800	30,028	28,596	-	159,275	-
Lubbock Business Park TIF	360,806	477,727	537,489	512,853	614,864	19.9
Lubbock Economic Development Alliance	5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
Municipal Court	275,875	221,540	213,116	219,816	214,825	(2.3)
North and East Lubbock N & I Fund	523,617	472,037	282,456	354,900	354,000	(0.3)
North Overton Public Improvement District	586,441	573,392	762,032	777,804	853,837	9.8
North Overton TIF	4,062,224	4,165,518	5,334,156	4,934,850	5,247,387	6.3
North Point Public Improvement District	95,354	112,844	302,711	190,884	216,717	13.5
Quincy Park Public Improvement District	73,082	99,234	119,063	233,094	226,898	(2.7)
Valencia Public Improvement District	8,580	12,489	14,148	19,468	27,156	39.5
Vintage Township Public Improvement Dist.	186,432	181,748	183,801	192,778	193,937	0.6
Grants	-	-	-	-	1,470,420	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>38,117,386</b>	<b>38,851,031</b>	<b>40,399,563</b>	<b>41,576,065</b>	<b>44,910,524</b>	<b>8.0</b>

## Appropriation Summary by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
SPECIAL REVENUE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Forecast
Abandoned Vehicles	822,577	714,364	970,057	741,668	811,100	9.4
Animal Assistance Program	72,713	81,360	140,855	97,339	94,681	(2.7)
Bell Farms Public Improvement District	-	-	-	-	-	-
Cable Services Fund	36,186	72,520	76,744	500,000	500,000	-
Central Business District TIF	582,682	953,873	841,315	1,488,614	1,279,034	(14.1)
Community Development	4,323,733	4,578,751	4,310,409	5,484,130	5,976,169	9.0
Criminal Investigation Fund	243,186	514,890	454,517	547,179	426,590	(22.0)
Department of Justice Asset Sharing	-	53,863	24,994	-	60,000	-
Economic Development	3,094,790	3,256,280	3,441,439	3,610,889	3,778,490	4.6
Emergency Management	458,598	503,696	428,666	-	-	-
Gateway Streets	8,353,469	8,402,503	8,285,110	8,222,555	8,548,331	4.0
Hotel Occupancy Tax	6,823,165	6,878,342	7,017,628	7,211,829	7,286,537	1.0
Juvenile Case Manager Fund	-	-	-	-	72,876	-
Lubbock Business Park TIF	13,909	12,568	12,673	512,853	16,160	(96.8)
Lubbock Economic Development Alliance	5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
Municipal Court	275,875	221,540	213,116	207,362	108,480	(47.7)
North and East Lubbock N & I Fund	523,617	472,037	41,225	354,900	354,000	(0.3)
North Overton Public Improvement District	480,895	434,034	544,087	774,925	853,837	10.2
North Overton TIF	3,217,169	3,044,490	3,360,836	4,934,850	4,022,663	(18.5)
North Point Public Improvement District	20,231	34,270	302,711	190,884	216,717	13.5
Quincy Park Public Improvement District	6,913	26,623	63,992	233,094	226,898	(2.7)
Valencia Public Improvement District	3,342	3,697	4,270	4,925	5,100	3.6
Vintage Township Public Improvement Dist.	178,144	173,097	173,831	192,778	193,937	0.6
Grants	-	-	-	-	1,470,420	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>35,200,974</b>	<b>36,097,643</b>	<b>36,576,642</b>	<b>41,247,119</b>	<b>42,533,329</b>	<b>3.1</b>

# Position History by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	Change
SPECIAL REVENUE FUNDS	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Abandoned Vehicles	-	-	-	-	-	-
Animal Assistance Program	-	-	-	-	-	-
Bell Farms Public Improvement District	-	-	-	-	-	-
Cable Services Fund	-	-	-	-	-	-
Central Business District TIF	-	-	-	-	-	-
Community Development	14	14	13	13	12	(1)
Criminal Investigation Fund	-	-	-	-	-	-
Department of Justice Asset Sharing	-	-	-	-	-	-
Economic Development	-	-	-	1	1	-
Emergency Management	5	2	2	-	-	-
Gateway Streets	-	-	-	-	-	-
Hotel Occupancy Tax	-	-	-	-	-	-
Juvenile Case Manager Fund	-	-	-	-	1	1
Lubbock Business Park TIF	-	-	-	-	-	-
Lubbock Economic Development Alliance, Inc.	-	-	-	-	-	-
Municipal Court	2	2	2	2	-	(2)
North and East Lubbock N & I Fund	-	-	-	-	-	-
North Overton Public Improvement District	-	-	-	-	-	-
North Overton TIF	-	-	-	-	-	-
North Point Public Improvement District	-	-	-	-	-	-
Quincy Park Public Improvement District	-	-	-	-	-	-
Valencia Public Improvement District	-	-	-	-	-	-
Vintage Township Public Improvement District	-	-	-	-	-	-
Grants	-	-	-	-	-	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>21</b>	<b>18</b>	<b>17</b>	<b>16</b>	<b>14</b>	<b>(2)</b>



# Abandoned Vehicle Fund Overview

## Mission and Purpose

Protect the community from vandalism and provide a clean, well-maintained appearance by removing abandoned vehicles from streets, private property, and public property. Revenues from the sale of vehicles provide funding for necessary equipment in the Police Department.

## Goals and Objectives

- Comply with provisions set forth in the Texas Transportation Code, Chapter 683, for law enforcement purposes.
- Remove abandoned vehicles from streets, private property, and public property.

## Accomplishments for FY 2017-18

- Stickered over 2,200 vehicles for abandonment.
- Abated over 560 abandoned vehicles from streets, private property, and public property.
- Auctioned over 1,800 vehicles, generating over \$140,000 in revenue for law enforcement purposes.
- Renewed the contract for towing of abandoned motor vehicles.

## Objectives for FY 2018-19

- Beautify streets and neighborhoods by removing abandoned vehicles throughout the city limits.
- Purchase Abandoned Vehicle Towing/Auction software for better organization and efficiency of current methods.
- Pay second year of Taser Replacement Contract to outfit entire department with new Tasers.

## Revenue Overview

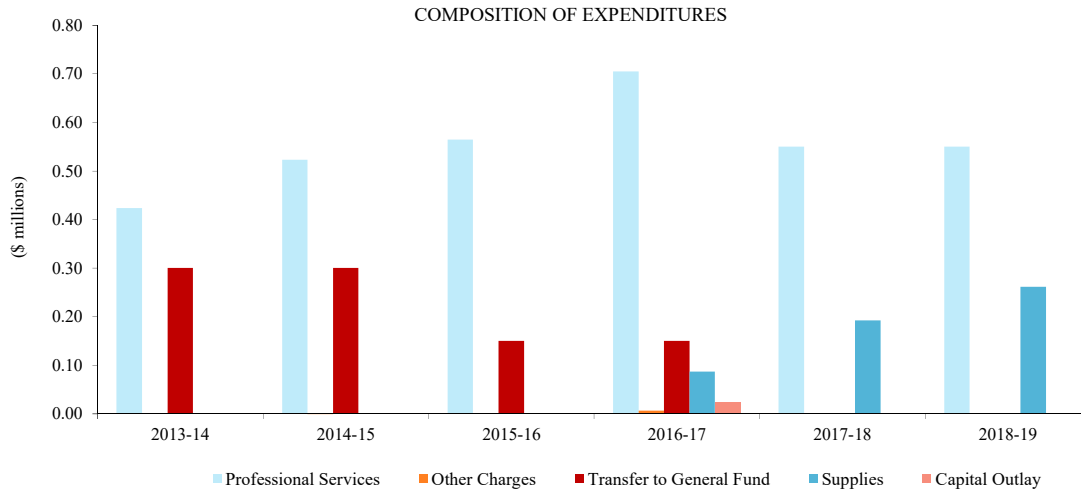
- Budgeted revenues increased \$31,600, or 3.9 percent, for FY 2018-19.
- Revenue from sales of vehicles increased \$30,000, or 3.7 percent, for FY 2018-19. This is based on current abandoned vehicles sales activity.

## Expenditure Overview

- Total expenditures increased \$69,432, or 9.4 percent.
- Supplies increased \$69,432, or 36.2 percent, due to funding the new Taser replacement program.
- Professional services remained the same at \$550,000.



# Abandoned Vehicle



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 1,475	1,488	2,411	1,400	3,000	114.3
Sale of Vehicles	795,742	826,621	985,134	810,000	840,000	3.7
Total Revenue Sources	797,217	828,109	987,544	811,400	843,000	3.9
Utilization of Net Assets	25,360	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 822,577</b>	<b>828,109</b>	<b>987,544</b>	<b>811,400</b>	<b>843,000</b>	<b>3.9</b>

EXPENDITURES						
Supplies	\$ -	-	86,582	191,668	261,100	36.2
Professional Services	522,907	564,504	704,680	550,000	550,000	-
Other Charges	(50)	-	6,003	-	-	-
Capital Outlay	-	-	22,932	-	-	-
Transfer to General Fund	299,720	149,860	149,860	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 822,577</b>	<b>714,364</b>	<b>970,057</b>	<b>741,668</b>	<b>811,100</b>	<b>9.4</b>

# Animal Assistance Program Overview

## Mission and Services

Provide funding to qualifying low income pet owners to assist with the cost of spaying or neutering their companion dogs and cats.

## Goals and Objectives

- Reduce the number of animals surrendered and euthanized annually.

## Accomplishments for FY 2017-18

- Increased non-qualifying spay/neuter certificates at events and shelter.
  - Processed 100 percent spay/neuter applications monthly.
  - Extended dates for expired certificates to encourage pet owners to sterilize their animal.
- Increased media coverage for Lubbock Animal Services.

## Objectives for FY 2018-19

- Increase spay/neuter events in problem areas of the city.
- Extend certificate expiration dates to accommodate owners and veterinary clinic schedules.
- Expedite approval process of applications.
- Hold additional non-qualifying spay/neuter promotions.
- Lower the eligibility requirements and restrictions for low income/spay neuter certificates.

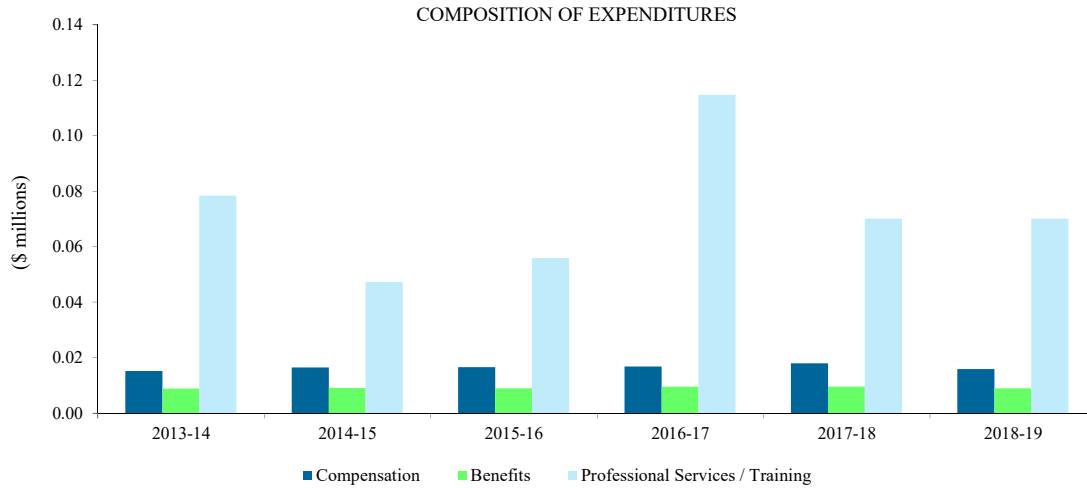
## Revenue Overview

- Revenues are projected to increase \$145.7 thousand, or 116.6 percent, due to fee changes.

## Expenditure Overview

- Total expenditures decreased \$2,658, or 2.7 percent, compared to FY 2017-18 Operating Budget.
- Compensation decreased \$2,087, or 11.7 percent, due to staff turnover.
- Benefits decreased \$571, or 6.0 percent, due to the change in compensation.

# Animal Assistance Program



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 1,699	1,895	2,751	-	2,700	-
Animal Licensing and Registration	119,942	132,255	133,684	125,000	268,000	114.4
Total Revenue Sources	121,641	134,150	136,435	125,000	270,700	116.6
Utilization of Net Assets	-	-	4,421	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 121,641</b>	<b>134,150</b>	<b>140,855</b>	<b>125,000</b>	<b>270,700</b>	<b>116.6</b>

EXPENDITURES						
Compensation	\$ 16,428	16,525	16,804	17,861	15,774	(11.7)
Benefits	9,078	8,947	9,438	9,478	8,907	(6.0)
Professional Services / Training	47,207	55,888	114,614	70,000	70,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 72,713</b>	<b>81,360</b>	<b>140,855</b>	<b>97,339</b>	<b>94,681</b>	<b>(2.7)</b>

# Bell Farms Public Improvement District Overview

## Mission and Services

Maintain six neighborhood parks, construct and maintain a walking path to connect the parks, and maintain neighborhood entry signs in the Bell Farms Public Improvement District (PID).

## History and Overview

A PID is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance of a given public area.

The Bell Farms PID was created by resolution of the City Council on May 24, 2018, after the property owners petitioned for the creation of the Bell Farms PID. Each year, a public hearing is held, and the assessment rate for the Bell Farms PID is set by the City Council.

The Bell Farms PID generally covers a 472.16 acre area bounded by 133<sup>rd</sup> Street on the north, University Avenue on the west, 146<sup>th</sup> Street on the south, and Avenue P on the east.

## Goals and Objectives

- Supervise collection and safekeeping of the assessments.

## Accomplishments for FY 2017-18

- Creation of the Bell Farms PID.

## Objectives for FY 2018-19

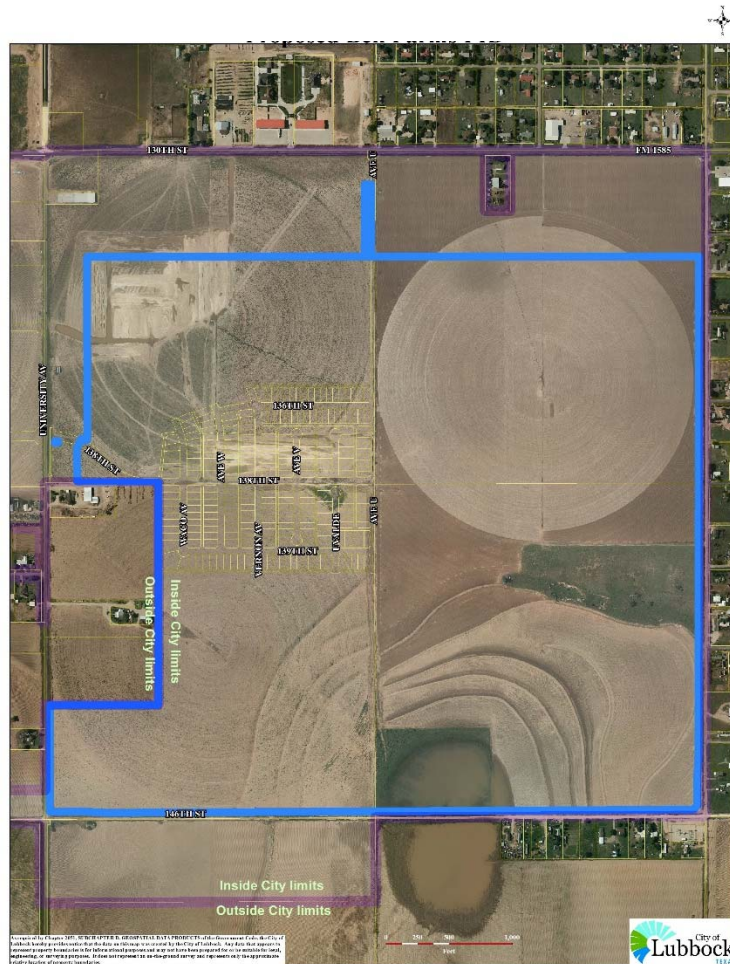
- Organize a meeting of the property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by government statute.

## Revenue Overview

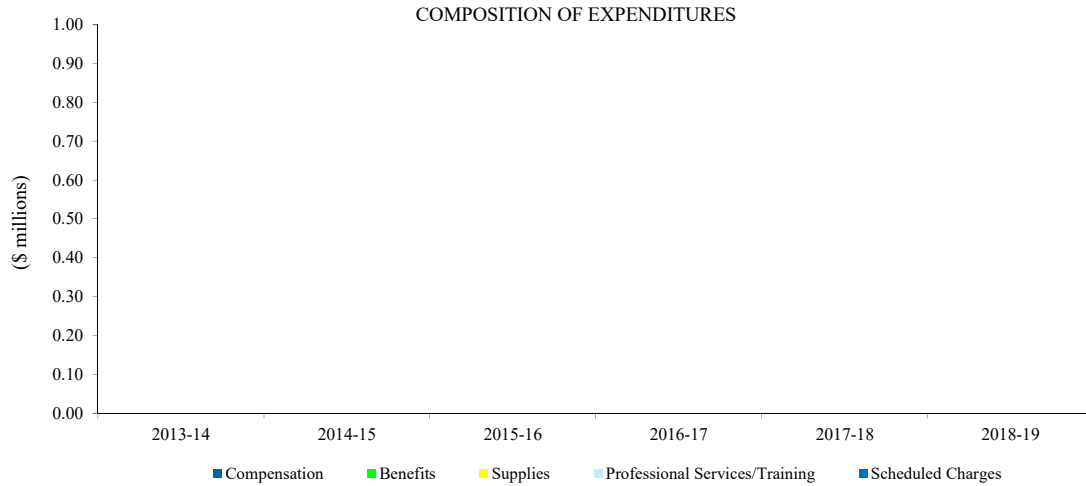
- Estimated revenues are projected to total \$28,532.
- The FY 2018-19 estimate is based on an assessment rate of \$0.12 per \$100 valuation and estimated total property values of \$23.8 million.

## Expenditure Overview

- No expenditures are budgeted for FY 2018-19.



# Bell Farms PID



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Assessments	\$ -	-	-	-	28,532	-
Interest	-	-	-	-	-	-
Total Revenue Sources	-	-	-	-	28,532	-
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,532</b>	<b>-</b>

EXPENDITURES						
Compensation	\$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	-	-	-	-	-
Professional Services/Training	-	-	-	-	-	-
Scheduled Charges	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Cable Services Fund Overview

## **Mission and Purpose**

Provide funding for specialized equipment and technology for the City's government access channel. State law specifies that the money can only be used for Public, Education, and Government (PEG) access channel capital expenditures.

## **Goals and Objectives**

- Use funds according to the provisions of Texas Utility Code Section 66.006 and related federal statutes.
- Provide ongoing, updated information about City government services and activities, and to provide other programs for informational and educational purposes.
- Increase citizen access to and awareness, understanding, and participation in city government.

## **Accomplishments for FY 2017-18**

- City News Channel is now better quality. Upgrade to HD signal scheduled to be completed soon.
- Increased Public Service Announcements (PSAs) used on the channel to provide preparedness, education, City program, and other information to citizens.

## **Objectives for FY 2018-19**

- Increase programming on channel to educate citizens on City projects, programs, events, and offer preparedness information for hazards and other events.

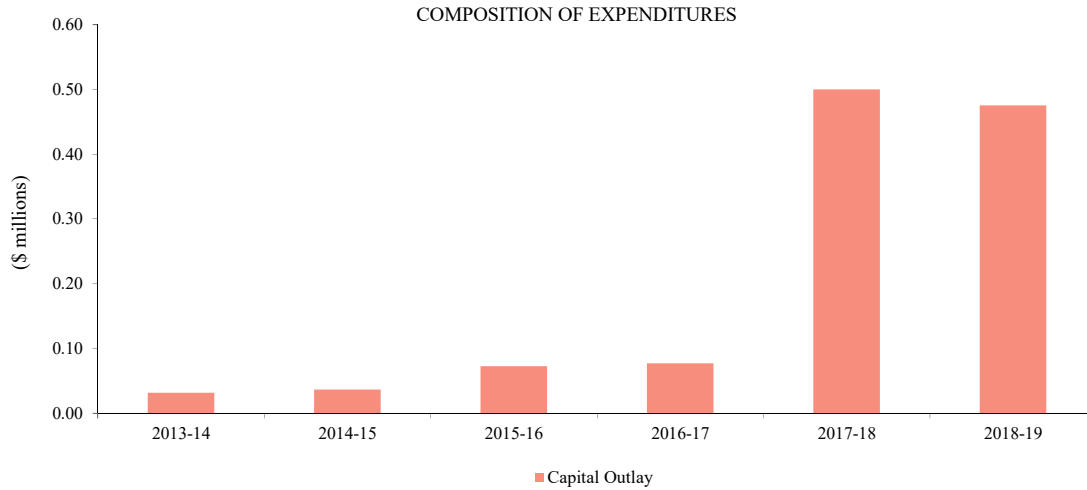
## **Revenue Overview**

- Revenue sources for the Cable Services fund include AT&T, NTS, and Suddenlink.
- Budgeted revenues are projected to be \$602.5 thousand for FY 2018-19.

## **Expenditure Overview**

- Total expenditures remain the same at \$500 thousand for FY 2018-19 to fund video and other equipment related to the government access channel in preparation for the move to Citizens Tower.

# Cable Services Fund



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Cable Services Fee	\$ 624,162	607,440	559,051	680,404	569,315	(16.3)
Interest Earnings	7,182	10,235	16,790	21,273	33,200	56.1
Total Revenue Sources	631,344	617,676	575,841	701,677	602,515	(14.1)
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 631,344</b>	<b>617,676</b>	<b>575,841</b>	<b>701,677</b>	<b>602,515</b>	<b>(14.1)</b>

EXPENDITURES						
Other Charges	\$ -	-	-	-	25,000	-
Capital Outlay	\$ 36,186	72,520	76,744	500,000	475,000	(5.0)
<b>TOTAL EXPENDITURES</b>	<b>\$ 36,186</b>	<b>72,520</b>	<b>76,744</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>

# Central Business District TIF Overview

## Mission and Purpose

Promote the economic growth and revitalization of the Central Business District. The Central Business District (CBD) Tax Increment Financing Reinvestment Zone (TIF) supports downtown development.

## History and Overview

The CBD has been developed for office, retail, and governmental agency uses. As in many cities, retail shopping and dining has relocated to areas outside the CBD and office development has consequently stagnated. To reverse that trend and stimulate further development downtown, in December 2001, the City established the CBD TIF. Participating taxing jurisdictions include the City of Lubbock, Lubbock County, High Plains Underground Water District, and Lubbock County Hospital District.

The CBD TIF Board of Directors created a project and finance plan to assist redevelopment. As the project has progressed, the Project and Finance Plans have been updated with actual values and the projections revised to reflect expected development. The CBD TIF Board of Directors adopted the Fifth Amended Project and Finance Plan (Plan) on April 27, 2017. The total projected assessment value shown in the Plan at the end of the 40-year CBD TIF term is \$361.5 million, and the total increment value is projected at \$255.7 million. The termination date of the CBD TIF is December 31, 2040. Historical appraised values of the CBD TIF are:

	Market Value	Net Taxable Value
2009	171,428,178	166,824,005
2010	171,041,421	167,743,779
2011	171,587,238	168,274,091
2012	171,822,804	172,262,889
2013	181,690,584	181,154,656
2014	191,145,323	190,577,695
2015	202,885,256	202,359,028
2016	211,538,988	210,285,569
2017	206,096,705	205,642,967
2018	213,977,163	211,770,127

The Revitalization Action Plan (Action Plan) for Downtown Lubbock was completed in FY 2007-08 by the Downtown Redevelopment Commission. The Action Plan was approved by the CBD TIF Board of Directors and the City Council. The Action Plan created seven broad land-

use districts in the downtown area and dispersed catalytic projects and supporting elements throughout these districts in a manner that best complemented existing key structures. The districts included: Arts and Convention District, CBD, Depot Entertainment District, Residential District, Gateway Retail District, Destination Retail District, and Transition District. The Action Plan addressed implementation of the plan, economic development, policy and land use, urban design, and transportation and utilities.

In December 2008, the City executed a master development agreement with McDougal Companies for the redevelopment of Downtown. The agreement was extended another five years in 2013. The Master Developer is responsible for coordination and implementation of the Action Plan.

The City Council has rezoned the Central Business District into five districts: CB-2 for downtown business uses such as commercial, office, and residential mixed use; CB-3 allows commercial but includes the ability to have a residential component; CB-4 supports the entertainment industry with a larger area and needed flexibility; CB-5 is the new Civic Center District; and CB-6 is the Arts District area.

## Goals and Objectives

- Develop increased private investment within the CBD TIF to fund future public improvements.
- Increase residential and commercial development in areas in and around the CBD.
- Assist the master developer in the implementation of the Downtown Revitalization initiative.

## Accomplishments for FY 2017-18

- Coordinated with the downtown master developer on possible projects and assisted in the removal of roadblocks to those projects.
- Began the Downtown Police Program which funds more Police Officers in the downtown area during the day and evening.
- Completed the design of the Downtown website and made it available to the public in March 2018.
- Continued working on the design of the Tornado Memorial.
- Participated in the cost of a Development Director to coordinate downtown redevelopment.



# Central Business District TIF Overview

## Objectives for FY 2018-19

- Continue improvements to the downtown website.
- Engage an engineer to do utility planning for downtown.
- Complete the design and engineering of the tornado memorial gateway.
- Continue the effort on obtaining donations from the private sector and foundations to help fund the tornado memorial gateway.
- Continue the Downtown Police Program with the assistance of Lubbock Economic Development Alliance.

## Financial Condition

Adjusting for accounts payable and other current liabilities at September 30, 2017, \$1.4 million is available for appropriation. Bringing that amount forward, the amount available for appropriation at September 30, 2018, is expected to be \$1 million. The CBD TIF with its stable property tax revenue does not require a fund balance cushion.

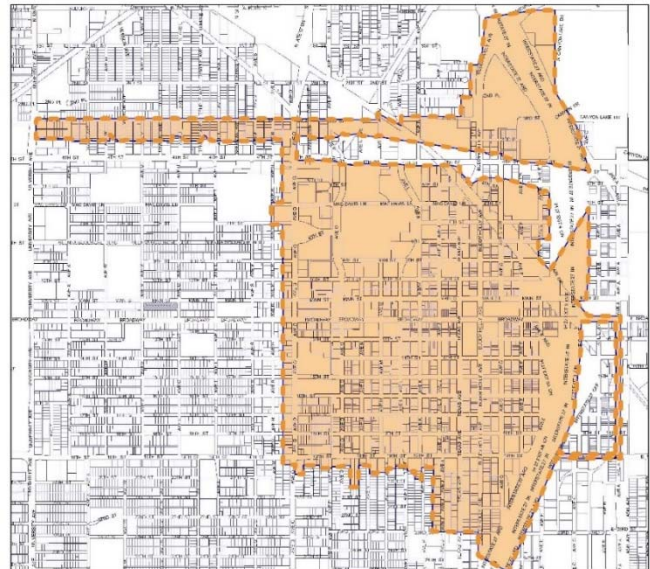
Current Assets at September 30, 2017	\$ 1,708,429
Less: Accounts Payable and Accrued Liabilities	(591,230)
<b>Total Net Current Assets</b>	<b>1,117,199</b>
<b>Cashflow Calculations</b>	
Current Assets Less Current Liabilities	1,117,199
Add: Restricted Cash Reserved for Debt Service	310,117
<b>Total Available Cash at September 30, 2017</b>	<b>\$ 1,427,316</b>
<b>FY 2017-18 Budget Reforecast:</b>	
Operating Revenues	\$ 963,288
Non-Operating Revenues	166,655
Less: Expenses	(1,488,614)
<b>Forecast Addition to Net Current Assets</b>	<b>(358,671)</b>
<b>Available for Appropriation at September 30, 2018</b>	<b>\$ 1,068,645</b>

## Revenue Overview

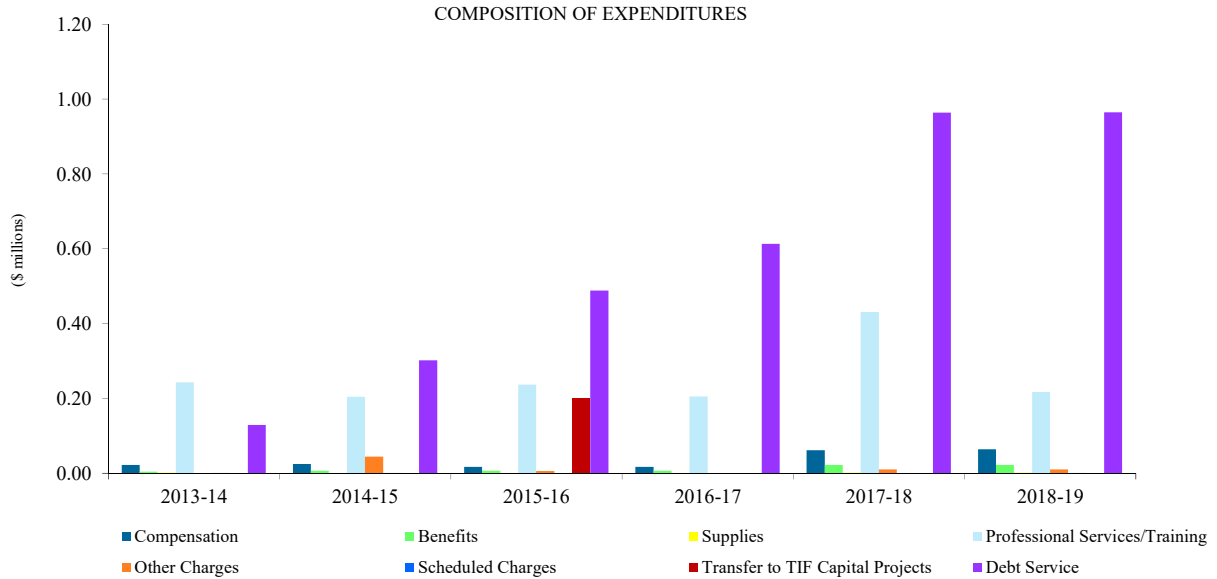
- Revenues are projected to increase \$25,372, or 2.2 percent, compared to re-forecasted FY 2017-18
- A utilization of net assets in the amount of \$123.7 thousand is planned in FY 2018-19, a decrease of \$235 thousand from the prior fiscal year.

## Expenditure Overview

- Budgeted expenditures decreased \$209.6 or 14.1 percent, when compared to the FY 2017-18 Budget.
- Compensation increased \$2,576, or 4.2 percent, due to the three percent merit increase and a change in the allocation of staff.
- Benefits increased \$478, or 2.2 percent, due to the change in compensation.
- Professional Services/Training decreased \$213.0 thousand, or 49.5 percent, due to a decrease in the amount budgeted for the master development services in FY 2018-19.



# Central Business District TIF



## Operating Fund

	Actual	Actual	Actual	Re-forecasted	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Property Tax	\$ 792,325	957,180	1,027,123	963,288	1,070,015	11.1
Transfer N&E Lubbock Neighborhood & Infr Fund	181,132	108,490	41,225	-	-	-
Transfer from General Fund	-	-	-	55,000	69,300	26.0
Interest Earnings	3,883	5,699	8,707	111,655	16,000	(85.7)
Total Revenue Sources	977,340	1,071,369	1,077,055	1,129,943	1,155,315	2.2
Utilization of Net Assets	-	-	-	358,671	123,719	(65.5)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 977,340</b>	<b>1,071,369</b>	<b>1,077,055</b>	<b>1,488,614</b>	<b>1,279,034</b>	<b>(14.1)</b>

## EXPENDITURES

Compensation	\$ 24,721	16,511	16,725	61,181	63,757	4.2
Benefits	6,651	6,756	7,022	21,909	22,387	2.2
Supplies	1,047	900	320	1,719	1,330	(22.6)
Professional Services/Training	204,294	236,196	204,892	430,350	217,350	(49.5)
Other Charges	44,061	5,625	-	10,000	10,000	-
Scheduled Charges	581	-	-	-	50	-
Transfer to TIF Capital Projects	-	200,000	-	-	-	-
Debt Service	301,328	487,886	612,356	963,455	964,160	0.1
Less Interest Earnings on Bond Funds	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 582,682</b>	<b>953,873</b>	<b>841,315</b>	<b>1,488,614</b>	<b>1,279,034</b>	<b>(14.1)</b>



# Community Development Overview

## Mission and Purpose

To promote self-sufficiency, economic opportunities, and suitable living environments, including but not limited to decent, safe, sanitary, and affordable housing for low-to-moderate income individuals and families. Community Development (CD) provides the following services:

- Administer federal grant programs including Community Development Block Grant (CDBG), Home Investment Partnership Program (HOME), and Emergency Solutions Grant (ESG).
- Administer state grant programs including the Community Services Block Grant (CSBG) and the Comprehensive Energy Assistance Program (CEAP).
- Implement affordable housing programs.

## Goals and Objectives

- Educate citizens, neighborhoods, and agencies concerning available programs, and encourage active participation in these programs.
- Develop and implement strategic planning to deal with the use of federal, state, and local resources.
- Ensure safe, decent, accessible, and affordable housing for Lubbock citizens.
- Ensure revenue by managing and servicing out housing loan portfolios.

## Accomplishments for FY 2017-18

- Received approval of the FY 2017-18 Action Plan and FY 2016-17 Consolidated Annual Performance and Evaluation Report by U.S Department of Housing and Urban Development (HUD).
- Expect to meet HUD's requirements for expenditure ratios for CDBG by assisting 10 non-profit agencies with funds for childcare, youth services, health services, and abused and neglected children. In-house program will assist approximately 70 households with minor home repairs.
- Expect to meet HUD's requirements for HOME commitments by constructing two new homes and assisting approximately 25 households with home rehabilitation projects.
- Expect to finish 22 Home Rehabilitation projects with the North & East Lubbock Neighborhood Infrastructure Fund.
- Conducted annual technical assistance workshop and received 22 proposals for FY 2018-19.

## Objectives for FY 2018-19

- Provide decent, accessible, affordable housing for Lubbock citizens.
- Educate and inform the public concerning services and programs offered in order to encourage participation.

- Work with the Community Development and Services Board, City Management, and City Council to address housing and community needs.
- Spend funds in a timely fashion.

## Revenue Overview

- Federal grant entitlement amounts increased \$400,451, or 14.4 percent.
  - Funding from the CDBG increased \$142,036, or 7.5 percent.
  - Funding from the HOME program increased \$261,810, or 36.7 percent.
  - Funding from the ESG decreased \$3,395, or 2.0 percent.
- State funding decreased \$408,412, or 22 percent.
  - Funding from the CSBG increased \$4,446, or 1.1 percent.
  - Funding from the CEAP decreased \$412,858, or 28.2 percent.
- Program income increased \$500,000, or 58.8 percent, when compared with FY 2017-18 amended budget.

## Expenditure Overview

- Total expenditures increased \$492,039, or 9.0 percent, for FY 2018-19.
- Department level expenditures increased \$39,484, or 3.8 percent.
- The CDSB recommends funding of the CDBG, HOME, and ESG. The following recommendations of the CDSB were published and a public hearing was held in August, 2018, to allow citizens to directly participate in the funding process:

### Community Development Block Grant

Two programs are receiving funding for the first time in FY 2018-19. Guadalupe Parkway will receive \$94,000 for sidewalk improvements and the YWCA will receive \$350,000 for an indoor playground. The CDBG funding will have a direct impact on the General Fund in the following areas:

- The City of Lubbock Codes Department will not receive funding for the purpose of demolishing substandard structures.
- Citibus Paratransit Services will not receive funding in FY 2018-19.
- The City of Lubbock Parks Department Summer Satellite Program will not receive funding.
- The City of Lubbock Streets Department will receive funding to continue a project to improve streets in North and East Lubbock.
- Indirect Costs will remain unchanged at \$41,000 for FY 2018-19.

# Community Development Overview

## HOME Investment Partnership Program

Funding increased in amount for almost all programs, while the Community Housing Resource program for new construction will not receive funding in FY 2018-19.

Funding has increased for FY 2018-19 in the following areas:

- The City of Lubbock Community Development will receive \$675,878 for its Major Rehabs program and administrative costs.
- The Community Housing Resource Board will receive \$223,500 for the Affordable Rental Housing program and operations.
- Other community housing programs will receive \$450,000 from program income.

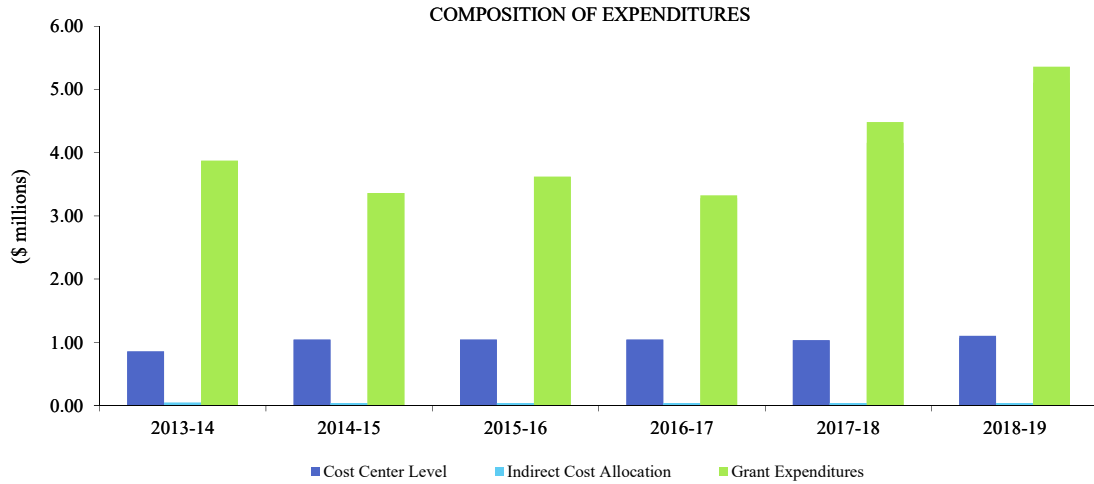
## Emergency Solutions Grant

Overall funding decreased in FY 2018-19. However, the following programs will receive additional funding for Emergency Shelter Operations and Services and Rapid Rehousing programs:

- Family Promise will receive \$51,000.
- The Salvation Army will receive \$51,000.
- Women's Protective Services will receive \$51,287.

The City of Lubbock Community Development also receives funding from the Texas Department of Housing and Community Affairs. The Community Services Block Grant will primarily be used to support community self-sufficiency programs while the Comprehensive Energy Assistance Program will assist agencies that help elderly and low-income individuals with utility costs.

# Community Development



	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
<b>STAFFING</b>						
CDBG - Administration	6	6	13	13	12	(1)
CDBG - Field Services	8	8	-	-	-	-
<b>TOTAL STAFFING</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>(1)</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
<b>METRICS/PERFORMANCE MEASURES</b>						
<b>New Construction Affordable Housing</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>(33.3)</b>
Build Affordable houses for 1st time low mod homebuyers complete construction and sell within 9 months after completion of construction. Commitment and expending grant funding by deadlines.	-	-	-	100%	100%	-
<b>Housing Rehabilitation</b>	<b>208</b>	<b>120</b>	<b>98</b>	<b>70</b>	<b>80</b>	<b>14.3</b>
Rehab of low to moderate owner occupied homes. Below market rate loan for major rehabs and grant for minor rehabs. Expending grant funding by deadlines.	-	-	-	100%	100%	-
<b>Special Events/Promotions</b>	<b>5</b>	<b>5</b>	<b>12</b>	<b>4</b>	<b>24</b>	<b>500.0</b>
Community Development (CD) Week-showcase CD project and public awareness; CD staff attends monthly community meetings and active with organizations such as Lubbock Neighborhood Connection, South Plains Homeless Consortium (Homelessness), Lubbock Housing Consortium (1st time homebuyer education and homeownership).	-	-	-	100%	100%	-
<b>Monitoring Subrecipients of Federal Grants</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>19</b>	<b>20</b>	<b>5.3</b>
Monitoring and compliance assurance of contracted subrecipients on monthly desk review and biannual onsite visits.	-	-	-	100%	100%	-

# Community Development

METRICS/PERFORMANCE MEASURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Projected FY 2017-18	Target FY 2018-19	% Change from Projected
Annual and Planning reports data input	-	-	2	3	3	-
Creating, compiling, and verifying demographic data for Annual Action Plan, Year end, and 5 year con plan.	-	-	-	100%	100%	-
Completion of Rehab Projects	-	-	70	120	100	(16.7)
Rehab project completed within 6 months from intake of client to completion of scope of work.	-	-	-	100%	100%	-
<b>FULL-TIME POSITIONS</b>						
CD Contract & Compliance Mgr	1					
CD Inspection Manager	1					
Community Development Director	1					
Construction Inspection Specialist	2					
Financial/Project Manager	1					
Management Assistant	1					
Office Assistant	1					
Project Specialist	4					
<b>TOTAL FULL-TIME POSITIONS</b>	<b>12</b>					

# Community Development - Fund Overview

## U. S. Department of Housing and Urban Development (HUD) Grants

<b>CD Block Grant (CDBG)</b>	Actual*	Actual*	Actual*	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Entitlement	\$ 1,926,030	1,935,068	1,925,875	1,888,268	2,030,304	7.5
Program Income	-	-	-	850,000	850,000	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,926,030</b>	<b>1,935,068</b>	<b>1,925,875</b>	<b>2,738,268</b>	<b>2,880,304</b>	<b>5.2</b>
<b>DEPARTMENT LEVEL EXPENDITURES</b>						
Compensation	\$ 460,816	434,405	439,124	415,948	334,386	(19.6)
Benefits	198,814	222,638	214,438	197,476	154,943	(21.5)
Supplies	30,463	26,450	20,248	11,441	18,443	61.2
Maintenance	13,697	13,824	13,342	14,752	23,026	56.1
Professional Services/Training	51,450	51,450	52,450	39,200	45,540	16.2
Other Charges	18,485	18,235	18,235	44,080	43,000	(2.5)
Scheduled Charges	120,481	127,999	136,338	133,757	100,690	(24.7)
Capital Outlay/Reimbursements	-	-	-	30,000	3,703	(87.7)
<b>TOTAL DEPARTMENT LEVEL EXPENDITURES</b>	<b>\$ 894,206</b>	<b>895,000</b>	<b>894,175</b>	<b>886,653</b>	<b>723,731</b>	<b>(18.4)</b>
<b>FUND LEVEL EXPENDITURES</b>						
Boys & Girls Club - D-League Summer Program	\$ 11,137	32,000	28,000	28,000	22,000	(21.4)
Children's Advocacy Center - Forensics	-	-	-	12,000	12,000	-
Big Brothers & Big Sisters - Mentoring At Risk Youth	-	-	26,000	26,000	22,000	(15.4)
CASA of the South Plains	-	35,000	28,000	28,000	33,500	19.6
Citibus - Paratransit Services	148,392	-	-	-	-	-
City of Lubbock Codes - Substandard Structure Demo	-	-	-	50,000	-	(100.0)
City of Lubbock ComDev - Indirect Cost	41,000	41,000	41,000	41,000	41,000	-
City of Lubbock ComDev Housing - Minor Rehabs	701,920	708,808	676,820	587,375	563,699	(4.0)
City of Lubbock Parks - Summer Satellite	28,672	32,000	-	-	-	-
Communities in Schools - Champions CIS Model	15,000	34,500	30,000	30,000	22,000	(26.7)
Community Health Center of LBK - Dental Services	20,000	40,000	35,000	35,000	33,000	(5.7)
Community Improvement Projects	-	-	-	850,000	791,329	(6.9)
First Progressive Baptist Church - SWAG	-	-	-	28,000	33,000	17.9
Guadalupe Parkway - Sidewalk	-	-	-	-	94,000	-
Louise Hopkins Underwood for the Arts - Shade Structures	-	-	25,000	-	-	-
Lubbock Children's Health Clinic	-	-	8,000	25,000	15,500	(38.0)
Lubbock Family Outreach - Parenting Center	-	-	-	5,000	-	(100.0)
Parenting Cottage - Parenting Toolkit	-	-	-	5,000	5,000	-
WorkSource - Direct Child Care Assistance	-	-	30,000	-	28,500	-
YWCA - Child Care Services	36,470	66,000	54,880	52,240	44,545	(14.7)
YWCA - Special Needs Challenger ED	14,233	30,000	30,000	30,000	30,000	-
YWCA - Youth Services	15,000	20,760	19,000	19,000	15,500	(18.4)
YWCA - Indoor Playground	-	-	-	-	350,000	-
<b>TOTAL FUND LEVEL EXPENDITURES</b>	<b>\$ 1,031,824</b>	<b>1,040,068</b>	<b>1,031,700</b>	<b>1,851,615</b>	<b>2,156,573</b>	<b>16.5</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,926,030</b>	<b>1,935,068</b>	<b>1,925,875</b>	<b>2,738,268</b>	<b>2,880,304</b>	<b>5.2</b>



# Community Development - Fund Overview

<b>HOME</b>	Actual*	Actual*	Actual*	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Entitlement	\$ 726,758	679,643	702,470	714,068	975,878	36.7
Program Income	-	350,000	-	-	500,000	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 726,758</b>	<b>1,029,643</b>	<b>702,470</b>	<b>714,068</b>	<b>1,475,878</b>	<b>106.7</b>

<b>EXPENDITURES</b>						
Community Housing Resource - Affordable Rental Housing	\$ -	-	-	-	200,000	-
Community Housing Resource - CHDO Operations	27,545	27,000	26,500	50,000	50,000	-
Community Housing Resource - Elderly/Handicapped Rental	109,014	101,946	-	-	-	-
Community Housing Resource - New Construction	-	-	106,000	150,000	-	(100.0)
City of Lubbock ComDev Housing - Major Rehabs	517,524	612,733	329,723	442,662	528,291	19.3
Guadalupe Economic Service - Mahon Revitalization	-	85,000	-	-	-	-
Guadalupe Economic Service - New Construction Homebuyer	-	-	170,000	-	-	-
Habitat for Humanity - New Construction	-	-	-	-	100,000	-
N&E Lubbock CDC - Residential Construction	-	100,000	-	-	-	-
Other Housing Projects	-	-	-	-	450,000	-
Administrative Costs - Program Funds	-	35,000	-	-	-	-
Admin./Direct Delivery (10%) - Housing Section	72,676	67,964	70,247	71,406	147,587	106.7
<b>TOTAL EXPENDITURES</b>	<b>\$ 726,758</b>	<b>1,029,643</b>	<b>702,470</b>	<b>714,068</b>	<b>1,475,878</b>	<b>106.7</b>

## Emergency Solutions Grant (ESG)

<b>FUNDING SOURCES</b>						
Entitlement	\$ 168,098	171,680	174,195	173,382	169,987	(2.0)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 168,098</b>	<b>171,680</b>	<b>174,195</b>	<b>173,382</b>	<b>169,987</b>	<b>(2.0)</b>

<b>EXPENDITURES</b>						
Alcoholic Recovery Center - Operations	\$ 18,000	18,000	18,000	19,880	-	(100.0)
BCFS Homeless Prevention	-	5,000	-	-	-	-
Family Promise - Operations	-	16,000	-	20,500	28,000	36.6
Family Promise - Rapid Rehousing	-	21,000	37,000	25,000	23,000	(8.0)
Salvation Army - Operations	-	15,804	-	35,500	31,500	(11.3)
Salvation Army - Essential Services	-	14,000	-	-	-	-
Salvation Army - Rapid Rehousing	38,100	10,000	52,131	10,000	19,500	95.0
Salvation Army - Homeless Prevention	57,849	10,000	-	-	-	-
Women's Protective Services - Essential Services	-	15,000	-	-	-	-
Women's Protective Services - Rapid Rehousing	41,542	26,000	50,000	25,000	28,200	12.8
Women's Protective Services - Emergency Shelter Operations	-	5,000	-	20,500	23,087	12.6
Administration (7.5%) - Daily Operations	12,607	12,876	13,064	13,002	12,700	(2.3)
HMIS Continuum of Care Reporting Software	-	3,000	4,000	4,000	4,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 168,098</b>	<b>171,680</b>	<b>174,195</b>	<b>173,382</b>	<b>169,987</b>	<b>(2.0)</b>

## Texas Department of Housing and Community Affairs (TDHCA) Grants

### Community Services Block Grant

	Actual*	Actual*	Actual*	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Entitlement	\$ 369,785	391,964	388,790	395,554	400,000	1.1
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 369,785</b>	<b>391,964</b>	<b>388,790</b>	<b>395,554</b>	<b>400,000</b>	<b>1.1</b>

<b>DEPARTMENT LEVEL EXPENDITURES</b>						
Compensation	\$ 63,558	65,000	53,401	32,450	41,406	27.6
Benefits	30,000	27,179	26,000	11,000	19,344	75.9
Supplies	10,500	2,000	2,000	1,250	1,250	-
Professional Services/Training	3,000	3,000	5,000	3,000	3,000	-
Other Charges	5,500	1,100	1,100	5,000	5,000	-
Scheduled Charges	10,000	10,000	10,000	10,000	10,000	-
<b>TOTAL DEPARTMENT LEVEL EXPENDITURES</b>	<b>\$ 122,558</b>	<b>108,279</b>	<b>97,501</b>	<b>62,700</b>	<b>80,000</b>	<b>27.6</b>

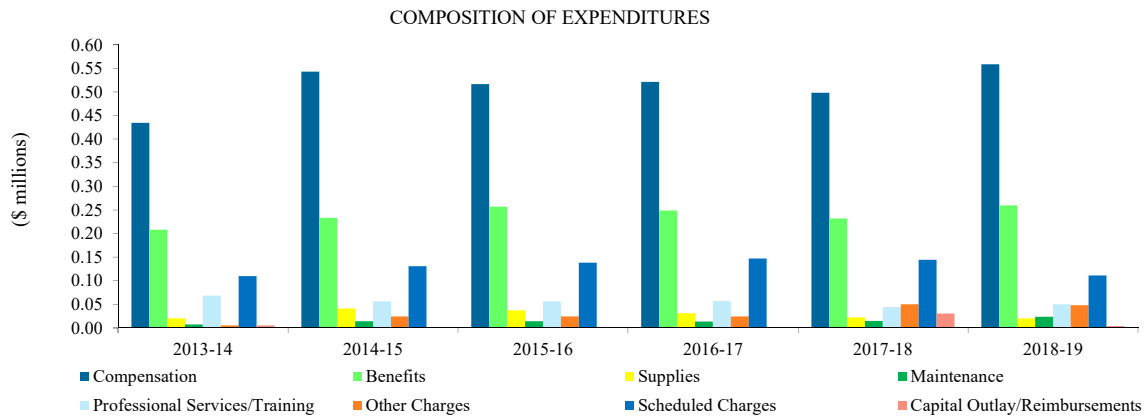
<b>FUND LEVEL EXPENDITURES</b>						
Community Self-Sufficiency Programs	\$ 247,227	283,685	291,289	332,854	320,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 369,785</b>	<b>391,964</b>	<b>388,790</b>	<b>395,554</b>	<b>400,000</b>	<b>27.6</b>

# Community Development - Fund Overview

<b>Comprehensive Energy Assistance Program</b>	Actual*	Actual*	Actual*	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Entitlement	\$ 1,133,062	1,050,396	1,119,079	1,462,858	1,050,000	(28.2)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,133,062</b>	<b>1,050,396</b>	<b>1,119,079</b>	<b>1,462,858</b>	<b>1,050,000</b>	<b>(28.2)</b>
<b>DEPARTMENT LEVEL EXPENDITURES</b>						
Compensation	\$ 18,526	16,382	31,205	45,492	72,997	60.5
Benefits	8,188	6,717	20,000	25,518	34,103	33.6
Professional Services/Training	1,200	1,200	328	1,200	1,200	-
<b>TOTAL DEPARTMENT LEVEL EXPENDITURES</b>	<b>\$ 27,914</b>	<b>24,299</b>	<b>51,533</b>	<b>72,210</b>	<b>108,300</b>	<b>94.1</b>
<b>FUND LEVEL EXPENDITURES</b>						
Community Energy Assistance Programs	\$ 1,105,148	1,026,097	1,067,546	1,390,648	941,700	
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,133,062</b>	<b>1,050,396</b>	<b>1,119,079</b>	<b>1,462,858</b>	<b>1,050,000</b>	<b>94.1</b>
Total Revenue Sources	\$ 4,323,733	4,578,751	4,310,409	5,484,130	5,976,169	9.0
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,323,733</b>	<b>4,578,751</b>	<b>4,310,409</b>	<b>5,484,130</b>	<b>5,976,169</b>	<b>9.0</b>
<b>GRAND TOTAL EXPENDITURES</b>	<b>\$ 4,323,733</b>	<b>4,578,751</b>	<b>4,310,409</b>	<b>5,484,130</b>	<b>5,976,169</b>	<b>9.0</b>

\* Due to grant funding extending beyond the fiscal year, budgeted amounts are provided

# Community Development - Department Overview



EXPENDITURES BY CATEGORY	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 542,900	516,489	521,208	498,032	558,028	12.0
Benefits	232,710	256,534	248,334	231,372	259,437	12.1
Supplies	40,963	36,950	30,748	21,941	19,693	(10.2)
Maintenance	13,697	13,824	13,342	14,752	23,026	56.1
Professional Services/Training	55,650	55,650	56,650	43,400	49,740	14.6
Other Charges	23,985	23,735	23,735	49,580	48,000	(3.2)
Scheduled Charges	130,481	137,999	146,338	143,757	110,690	(23.0)
Capital Outlay/Reimbursements	-	-	-	30,000	3,703	(87.7)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,040,386</b>	<b>1,041,180</b>	<b>1,040,355</b>	<b>1,032,833</b>	<b>1,072,317</b>	<b>3.8</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
CD Administration	\$ 490,386	491,180	1,040,355	1,032,833	1,072,317	3.8
CD Field	550,000	550,000	-	-	-	-
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 1,040,386</b>	<b>1,041,180</b>	<b>1,040,355</b>	<b>1,032,833</b>	<b>1,072,317</b>	<b>3.8</b>

# Community Development - Department Expenditures

<b>CD Administration</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 261,500	253,659	521,208	498,032	558,028	12.0
Benefits	115,152	114,484	248,334	231,372	259,437	12.1
Supplies	21,036	20,889	30,748	21,941	19,693	(10.2)
Maintenance	451	451	13,342	14,752	23,026	56.1
Professional Services/Training	32,400	38,400	56,650	43,400	49,740	14.6
Other Charges	10,750	10,500	23,735	49,580	48,000	(3.2)
Scheduled Charges	49,097	52,798	146,338	143,757	110,690	(23.0)
Capital Outlay/Reimbursements	-	-	-	30,000	3,703	(87.7)
<b>TOTAL CD ADMINISTRATION</b>	<b>\$ 490,386</b>	<b>491,180</b>	<b>1,040,355</b>	<b>1,032,833</b>	<b>1,072,317</b>	<b>3.8</b>

## CD Field

EXPENDITURES BY CATEGORY						
Compensation	\$ 281,400	262,830	-	-	-	-
Benefits	117,558	142,050	-	-	-	-
Supplies	19,927	16,062	-	-	-	-
Maintenance	13,246	13,373	-	-	-	-
Professional Services/Training	23,250	17,250	-	-	-	-
Other Charges	13,235	13,235	-	-	-	-
Scheduled Charges	81,384	85,201	-	-	-	-
<b>TOTAL CD FIELD</b>	<b>\$ 550,000</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Criminal Investigation Fund Overview

## **Mission and Purpose**

Provide funding for specialized equipment, technology, and payments to confidential informants to aid in the investigation of certain criminal cases through the use of seized assets resulting from local police investigations.

## **Goals and Objectives**

- Use funds according to the provisions of Texas Code of Criminal Procedure Chapter 59 and related federal statutes.
- Investigate criminal offenses, arrest offenders, and assist in the criminal prosecution of the offenders in a court of competent jurisdiction.

## **Accomplishments for FY 2017-18**

- Purchased Tasers through new Taser Replacement Program.
- Purchased Digital Video Recording Systems for Patrol Vehicles.

## **Objectives for FY 2018-19**

- Purchase Vigilant's License Plate Recognition (LPR) parking control program.
- Purchase 10 night vision units for Special Weapons and Tactics (SWAT).

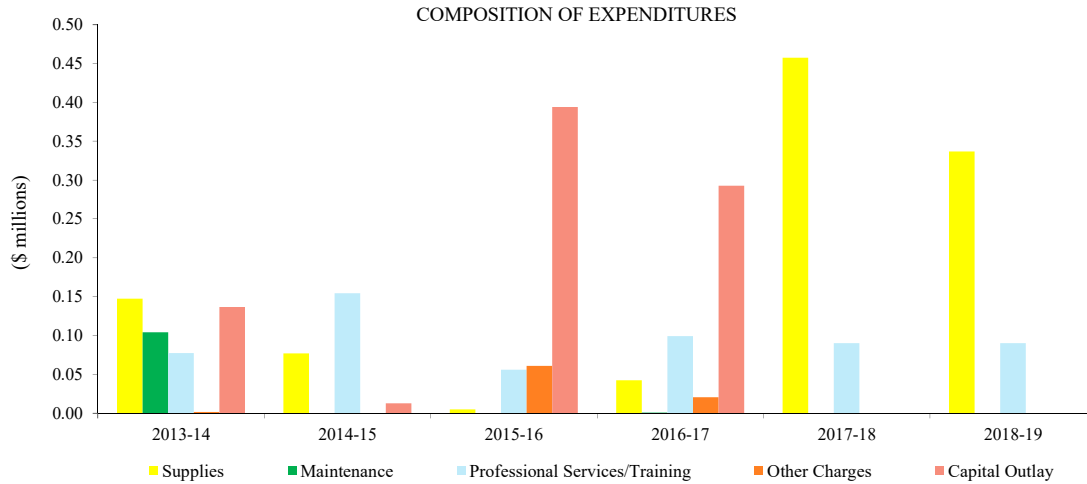
## **Revenue Overview**

- Revenue from the sale of vehicles/equipment is budgeted at \$22,000; while confiscation funds remain at \$250.0 thousand.
- A utilization of net assets of \$149.1 thousand is planned in FY 2018-19.

## **Expenditure Overview**

- Total expenditures decreased \$120.6 thousand, or 22 percent
- Supplies decreased \$120.6 thousand, or 26.4 percent, due to the purchase of Tasers through the Abandoned Motor Vehicle Fund.

# Criminal Investigation Fund



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Revenue from Sale of Equipment/Vehicles	\$ 80,968	-	59,393	22,000	22,000	-
Confiscation Funds	467,921	194,870	275,010	250,000	250,000	-
Interest Earnings	4,602	5,202	5,263	5,000	5,500	10.0
Total Revenue Sources	553,490	200,072	339,666	277,000	277,500	0.2
Utilization of Net Assets	-	314,818	114,851	270,179	149,090	(44.8)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 553,490</b>	<b>514,890</b>	<b>454,517</b>	<b>547,179</b>	<b>426,590</b>	<b>(22.0)</b>
<b>EXPENDITURES</b>						
Supplies	\$ 76,751	4,545	42,304	457,179	336,590	(26.4)
Maintenance	-	-	541	-	-	-
Professional Services/Training	153,946	55,768	98,830	90,000	90,000	-
Other Charges	-	60,810	20,351	-	-	-
Capital Outlay	12,488	393,768	292,490	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 243,186</b>	<b>514,890</b>	<b>454,517</b>	<b>547,179</b>	<b>426,590</b>	<b>(22.0)</b>

# Department of Justice Asset Sharing Overview

## **Mission and Purpose**

Provide funding for specialized equipment, technology, and other needs of the Police Department through the use of seized assets resulting from Federal investigations.

## **Goals and Objectives**

- Expend funds according to the provisions of Texas Code of Criminal Procedure Chapter 59 and related federal statutes.

## **Accomplishments for FY 2017-18**

- For FY 2017-18, there was no activity.

## **Objectives for FY 2018-19**

- Receive confiscated funds through court awards that will allow for funding of equipment and other needs for law enforcement.
- Purchase technology aids and tools for Investigation.

## **Revenue Overview**

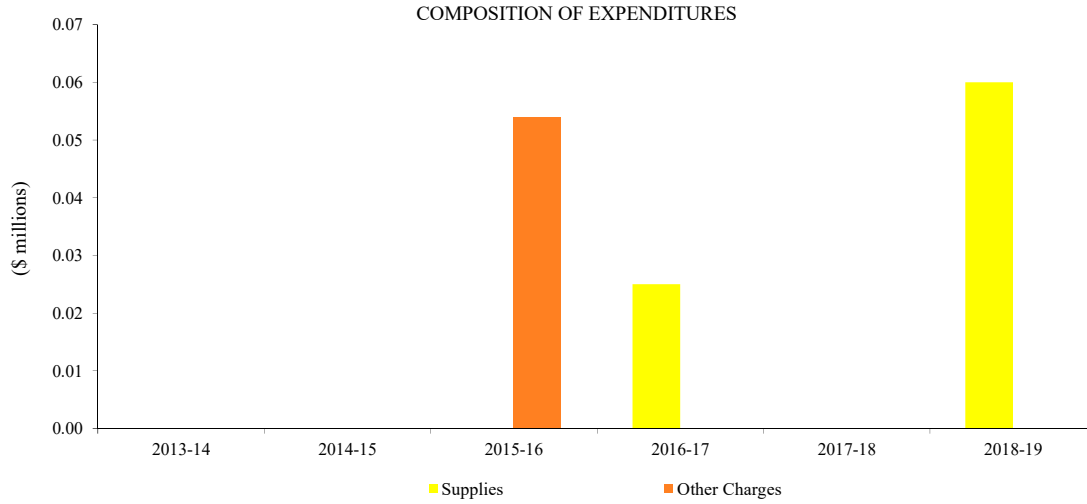
- Operating revenues are not budgeted as funds are not known until received through court awards after the Police Department has confiscated funds during criminal investigations. The account balance in this fund at the end of FY 2017-18 is projected to be \$64,101.

## **Expenditure Overview**

- Equipment supply increased by \$60,000, due to the purchase of technology aids and tools for Investigation.



# Department of Justice Asset Sharing



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Court Awards	\$ -	14,716	171	-	-	-
Interest Earnings	562	711	913	-	-	-
Total Revenue Sources	562	15,426	1,084	-	-	-
Utilization of Net Assets	-	38,436	23,910	-	60,000	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 562</b>	<b>53,863</b>	<b>24,994</b>	<b>-</b>	<b>60,000</b>	<b>-</b>

EXPENDITURES						
Supplies	\$ -	-	24,994	-	60,000	-
Other Charges	-	53,863	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>53,863</b>	<b>24,994</b>	<b>-</b>	<b>60,000</b>	<b>-</b>

# Economic Development Overview

## Mission and Purpose

Enhance and encourage economic development, job creation, and facilitate the development of new industries. The Economic Development Fund provides the following services:

- Assist Lubbock Economic Development Alliance (LEDA) in its economic development activities by providing a single point of contact for city related issues.
- Coordinate and monitor special projects such as the Downtown Redevelopment Plan.
- The majority of property tax revenues in this Fund are transferred to Market Lubbock, Inc. (MLI).

## Goals and Objectives

- Assist MLI and LEDA in recruiting efforts.
- Administer and coordinate implementation of the Downtown Revitalization Action Plan.
- Provide a single point of contact for businesses as it relates to City issues.

## Accomplishments for FY 2017-18

- Provided assistance to LEDA as it relates to tax abatement.
- Worked with local businesses on tax abatements.
- Audited tax abatement contracts for compliance.
- Provided funding to Citibus to support the best transit system possible to assist citizens with their transportation needs, whether it be to go to work, shopping, medical visits, or other normal day-to-day transportation requirements.

## Objectives for FY 2018-19

- Fund a portion of a Development Director position to facilitate business and economic development in the Tax Increment Finance Districts and to serve as the direct liaison with LEDA and other economic development initiatives.
- Work with LEDA and the Board of Directors of Central Business District TIF to facilitate development in downtown Lubbock and city-wide.

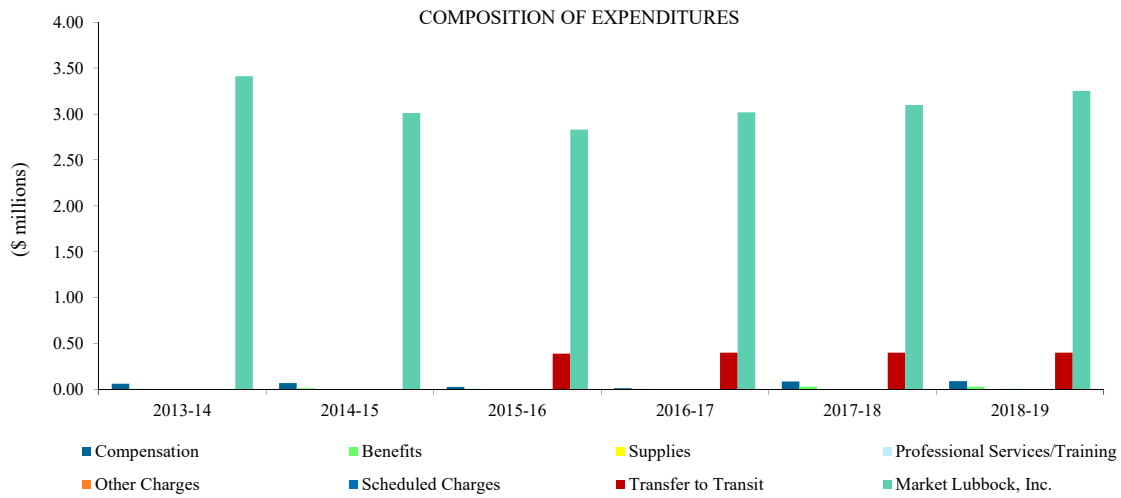
## Revenue Overview

- Revenues are based on a 2.315 cent property tax allocation, net of city economic development expenses, estimated at \$3.8 million.
- Estimated revenues, including delinquent, penalties, and interest, increased \$167.6 thousand, or 4.6 percent, for FY 2018-19.

## Expenditure Overview

- Total expenditures increased \$167.6 thousand, or 4.6 percent, compared to FY 2017-18 Operating Budget.
- Compensation increased by \$3,207, or 3.7 percent, due to a three percent merit increase.
- Benefits increased by \$293, or 1.0 percent, due to higher retirement and social security costs, offset slightly by lower workers compensation insurance.
- Professional Services/Training increased \$9,070 due to increased travel expenses.
- MLI's transfer is \$3.3 million for FY 2018-19, an increase of \$155.3 thousand, or 5.0 percent, from the prior year.
- Included in the FY 2018-19 budget is a transfer to Transit of \$400 thousand for Citibus operations. Citibus plays an important role in the City by providing transportation for employees to get to their jobs each day.

# Economic Development



	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
<b>FUNDING SOURCES</b>						
Property Tax	\$ 3,047,208	3,211,522	3,397,781	3,566,884	3,733,490	4.7
Delinquent Property Tax	30,061	23,424	20,178	23,000	20,000	(13.0)
Penalty & Interest - Delinquent Property Tax	21,494	20,809	25,051	21,005	25,000	19.0
Total Revenue Sources	3,098,763	3,255,755	3,443,010	3,610,889	3,778,490	4.6
Utilization of Net Assets	-	525	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 3,098,763</b>	<b>3,256,280</b>	<b>3,443,010</b>	<b>3,610,889</b>	<b>3,778,490</b>	<b>4.6</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
<b>EXPENDITURES</b>						
Compensation	\$ 71,042	28,327	15,192	85,607	88,814	3.7
Benefits	13,123	8,275	7,630	29,745	30,038	1.0
Supplies	-	-	-	-	-	-
Professional Services/Training	4	-	-	-	9,070	-
Scheduled Charges	1,457	640	1,160	263	6	(97.8)
Transfer to Transit	-	390,880	400,000	400,000	400,000	-
Market Lubbock, Inc.	3,009,165	2,828,158	3,017,457	3,095,273	3,250,562	5.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,094,790</b>	<b>3,256,280</b>	<b>3,441,439</b>	<b>3,610,889</b>	<b>3,778,490</b>	<b>4.6</b>

	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	Change from Amended
<b>STAFFING</b>						
Economic Development	-	-	-	1	1	-
<b>TOTAL STAFFING</b>						

# Gateway Streets Overview

## **Mission and Services**

In 2004, the City Council established the Gateway Streets Program. The program, funded with 40 percent of franchise fees, opens areas of the City for development through thoroughfare construction.

## **Accomplishments for FY 2017-18**

- Completed Design and Construction of 98<sup>th</sup> Street from Milwaukee to Upland Avenue.
- Completed Design of West 50<sup>th</sup> Street Paving Improvements.

## **Objectives for FY 2018-19**

- Complete construction of West 50<sup>th</sup> Street Paving Improvements.

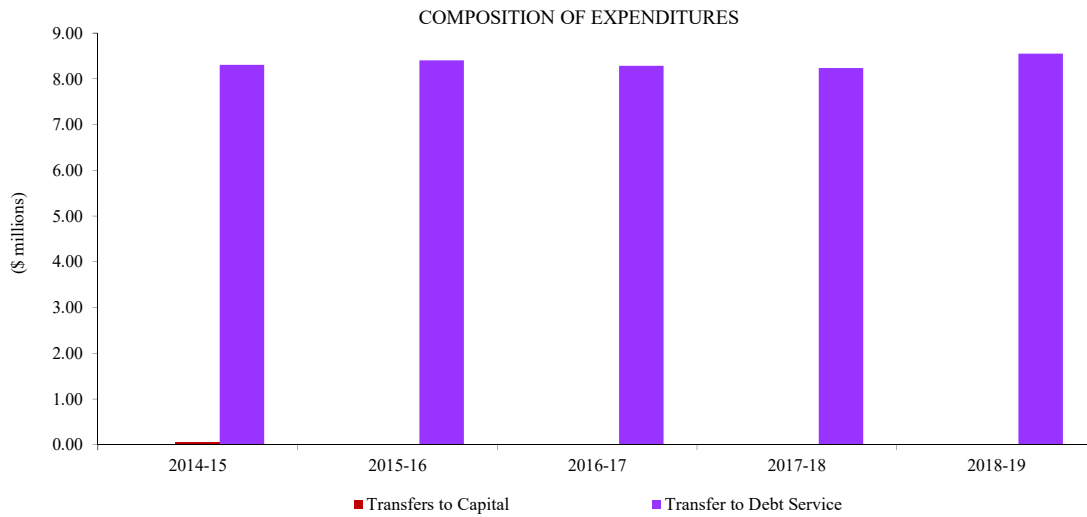
## **Revenue Overview**

- Budgeted revenues increased \$268.1 thousand, or 3.3 percent, compared to the FY 2018-19 Operating Budget.
- The use of net assets increased \$57,672, or 46.7 percent.

## **Expenditure Overview**

- Total expenditures increased \$325.8 thousand, or 4.0 percent, due to increase in debt service.
- A transfer to debt service in the amount of \$8.5 million is planned for FY 2018-19.

# Gateway Streets



FUNDING SOURCES	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest	\$ 50,988	45,942	56,489	-	-	-
Xcel Energy	2,950	33,760	18,712	-	-	-
Suddenlink	798,425	796,191	799,870	-	-	-
Telecom	1,555,908	1,326,900	1,087,149	-	-	-
West Texas Gas	4,839	5,297	7,695	-	-	-
NTS	-	-	-	-	-	-
South Plains Electric Cooperative	499,550	431,901	479,277	-	-	-
Transfer from LP&L	4,291,295	4,127,264	4,504,108	-	-	-
Atmos	1,225,228	874,604	1,013,010	-	-	-
Transfer from General Fund	-	-	-	8,099,018	8,367,122	3.3
<b>Total Revenue Sources</b>	<b>\$ 8,429,183</b>	<b>7,641,859</b>	<b>7,966,310</b>	<b>8,099,018</b>	<b>8,367,122</b>	<b>3.3</b>
Utilization of Net Assets	-	760,644	318,801	123,537	181,209	46.7
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 8,429,183</b>	<b>8,402,503</b>	<b>8,285,110</b>	<b>8,222,555</b>	<b>8,548,331</b>	<b>4.0</b>

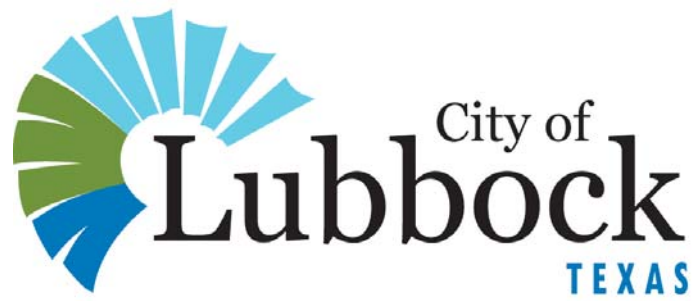
EXPENDITURES						
Transfers to Capital	\$ 50,000	-	-	-	-	-
Transfer to Debt Service	8,303,469	8,402,503	8,285,110	8,232,548	8,548,331	3.8
Less Interest Earnings on Bond Funds	-	-	-	(9,993)	-	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,353,469</b>	<b>8,402,503</b>	<b>8,285,110</b>	<b>8,222,555</b>	<b>8,548,331</b>	<b>4.0</b>

# Gateway Streets - Financial Model

Fiscal Year	Funding Sources	Revenue	Annual Debt	Total	Funding	Cumulative	Net Asset	Net Assets
		Discount	Service	Expenditures	Over/(Under) Expenditures	Appropriable Net Assets	Policy Level	Over/(Under) Policy
2019	8,367,122		8,548,331	8,548,331	(181,209)	12,819,400	8,781,687	4,037,713
2020	8,492,629	(396,833)	8,781,687	8,781,687	(685,891)	12,133,509	8,728,626	3,404,883
2021	8,620,018	(396,833)	8,728,626	8,728,626	(505,440)	11,628,068	8,728,708	2,899,360
2022	8,749,319	(396,833)	8,728,708	8,728,708	(376,223)	11,251,846	8,688,546	2,563,299
2023	8,880,558	(396,833)	8,688,546	8,688,546	(204,821)	11,047,025	8,636,457	2,410,568
2024	9,013,767	(396,833)	8,636,457	8,636,457	(19,523)	11,027,502	8,689,043	2,338,459
2025	9,148,973	(396,833)	8,689,043	8,689,043	63,098	11,090,599	7,584,509	3,506,091
2026	9,286,208	(396,833)	7,584,509	7,584,509	1,304,866	12,395,466	7,371,713	5,023,752
2027	9,425,501	(396,833)	7,371,713	7,371,713	1,656,955	14,052,420	7,314,580	6,737,840
2028	9,566,883	(396,833)	7,314,580	7,314,580	1,855,470	15,907,890	5,982,945	9,924,945
2029	9,710,387	(396,833)	5,982,945	5,982,945	3,330,609	19,238,499	3,713,529	15,524,970
2030	9,856,042	(396,833)	3,713,529	3,713,529	5,745,681	24,984,180	3,061,393	21,922,787
2031	10,003,883	(396,833)	3,061,393	3,061,393	6,545,657	31,529,837	953,295	30,576,542
2032	10,153,941	(396,833)	953,295	953,295	8,803,814	40,333,651	955,020	39,378,631
2033	10,306,250	(396,833)	955,020	955,020	8,954,398	49,288,049	955,695	48,332,354
2034	10,460,844	(396,833)	955,695	955,695	9,108,317	58,396,365	843,170	57,553,196
2035	10,617,757	(396,833)	843,170	843,170	9,377,754	67,774,120	-	67,774,120

*Assumptions*

1. Franchise fees from LP&L, Suddenlink, South Plains Electric Cooperative, and Atmos are 2% of the 5% fee.
2. Telecom ROW is estimated at a slight increase.
3. Future Bond Issuance is based on 20 year debt, with a 5% interest rate.



# Hotel Occupancy Tax Fund Overview

## Mission and Services

This fund accounts for hotel occupancy tax (HOT) receipts and distributes those receipts as authorized in Chapter 351 of the Texas Tax Code and as directed by the City Council.

The FY 2018-19 Operating Budget includes the following changes to the FY 2017-18 allocation:

- Civic Center Operations and Marketing allocation decreased from 26.6 percent to 23.1 percent.
- The allocation, Transfer to TIF – Conference Center decreased from 7.3 percent to 6.6 percent.
- The allocation, Transfer to CIP – Civic Center Exterior Improvements, will increase from 2.8 percent to 6.9 percent.

## Revenue Overview

- Budgeted HOT receipts increased \$74,708, or 1.0 percent. The projected receipts are based on recent trends in actual HOT receipts.

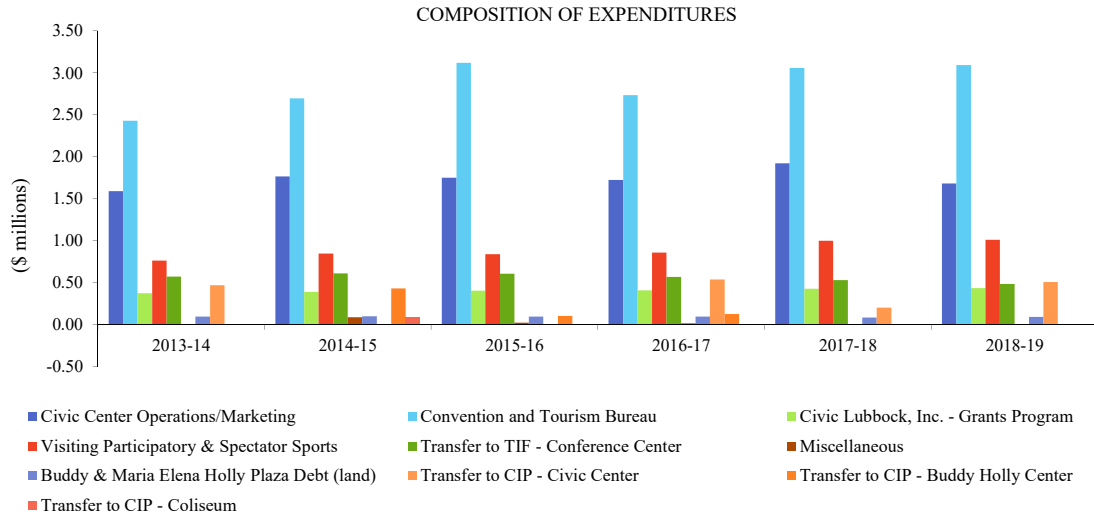
## Expenditure Overview

- Budgeted expenditures have increased \$74,708 or 1.0 percent, for FY 2018-19.
- Civic Center Operations/Marketing – 23.05041 percent: Funds are used for marketing and operating costs at the City's Civic Centers. The allocation is \$1.7 million for FY 2018-19.
- Convention and Tourism Bureau – 42.3834 percent: Funds are used by Visit Lubbock to plan and implement an effective marketing program. The program promotes a positive image of the City to attract conventions, group tours, and tourism travel. The allocation is \$3.1 million for FY 2018-19.

- Visiting Participatory and Spectator Sports Marketing – 13.81600 percent: Funds are used by the Lubbock Sports Authority to market Lubbock as the Sports Capital of West Texas and Eastern New Mexico. Its goal is to maintain existing events and aggressively solicit new sports conventions, tournaments, events, and organizations that have a positive economic impact on the City. The allocation increased \$10,322, or 1.0 percent, for FY 2018-19.
- Buddy and Maria Elena Holly Plaza Debt Service – 1.24888 percent: Funds are used to pay debt service on the property acquired for the Buddy and Maria Elena Holly Plaza. The allocation increased \$7,250, or 8.7 percent, for FY 2018-19.
- North Overton TIF Conference Center – 6.63654 percent: The funds are a portion of the total projected hotel occupancy tax receipts collected from the Overton Hotel and Conference Center that will be used to pay debt service on the Conference Center portion of the development. The allocation is \$483.6 thousand for FY 2018-19. The total debt on the conference center is \$7.5 million, with 9 years of debt service remaining.
- Civic Lubbock, Inc. – 5.92120 percent: Funds are used to underwrite local visual and performing arts programs. The allocation is \$431.5 thousand for FY 2018-19.
- Transfer to CIP – Civic Center CIP – 6.94357 percent: Funds will be used for improvements to the exterior of the Lubbock Memorial Civic Center, replacement/upgrade of the camera/access control system, and other future improvements. The allocation is \$505.9 thousand for FY 2018-19.



# Hotel Occupancy Tax



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Hotel/Motel Tax	\$ 6,769,286	6,852,082	7,025,004	7,211,829	7,286,537	1.0
Interest Earnings	(618)	642	823	-	-	-
Total Revenue Sources	6,768,668	6,852,724	7,025,827	7,211,829	7,286,537	1.0
Utilization of Net Assets	54,496	25,618	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 6,823,165</b>	<b>6,878,342</b>	<b>7,025,827</b>	<b>7,211,829</b>	<b>7,286,537</b>	<b>1.0</b>

EXPENDITURES						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	% Change
Civic Center Operations/Marketing	\$ 1,761,300	1,746,502	1,721,640	1,919,289	1,679,577	(12.5)
Convention and Tourism Bureau	2,692,434	3,116,972	2,729,107	3,056,618	3,088,282	1.0
Civic Lubbock, Inc. - Grants Program	386,062	402,642	407,345	427,027	431,450	1.0
Visiting Participatory & Spectator Sports	843,512	836,425	855,001	996,386	1,006,708	1.0
Transfer to TIF - Conference Center	608,820	603,705	564,916	528,759	483,574	(8.5)
Buddy & Maria Elena Holly Plaza Debt (land)	97,328	94,109	93,688	83,750	91,000	8.7
Transfer to CIP - Civic Center	-	-	534,696	200,000	505,946	152.97
Transfer to CIP - Buddy Holly Center	428,189	100,000	126,000	-	-	-
Transfer to CIP - Coliseum	91,141	-	-	-	-	-
Miscellaneous	(85,621)	(22,012)	(14,764)	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,823,165</b>	<b>6,878,342</b>	<b>7,017,628</b>	<b>7,211,829</b>	<b>7,286,537</b>	<b>1.0</b>

# Juvenile Case Manager Fund Overview

## **Mission and Purpose**

The Juvenile Case Manager Fund was created in FY 2009-10 to fund the salary and benefits of two full-time Juvenile Case Managers as part of the Lubbock County area's criminal justice system. One Juvenile Case Manager position has been approved for FY 2018-19.

## **Goals and Objectives**

- Assist the Court in administering the Court's juvenile docket.
- Supervise court orders in juvenile cases.
- Coordinate with other local jurisdictions, including Lubbock County's Dispute Resolution office.

## **Objectives for FY 2018-19**

- Hire one full-time Juvenile Case Manager to oversee the Municipal Court's juvenile cases.

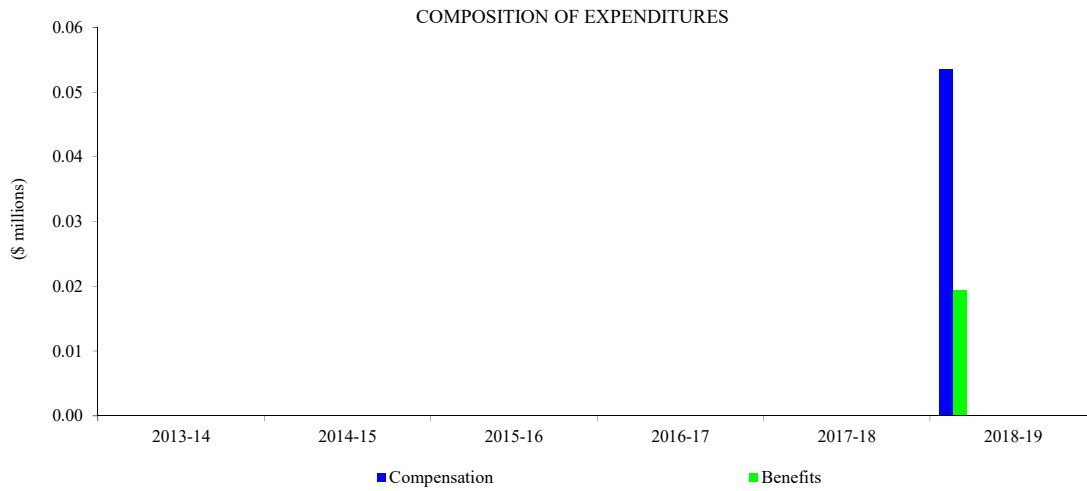
## **Revenue Overview**

- Municipal Court will impose an assessment of \$5 for each applicable citation. The projected revenue amount of \$131,275 for FY 2018-19 is based upon FY 2017-18 actual cases with a collection rate of 50 percent.

## **Expenditure Overview**

- Total expenditures for FY 2018-19 are projected to be \$72,876, and are based upon one full-time case manager position.

# Juvenile Case Manager Fund



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Juvenile Case Manager Fee	\$ 13,384	2,666	1,423	-	131,275	-
Truancy Prevention Fee	19,615	25,435	24,499	-	25,000	-
Interest Earnings	1,801	1,928	2,674	-	3,000	-
Total Revenue Sources	34,800	30,028	28,596	-	159,275	-
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 34,800</b>	<b>30,028</b>	<b>28,596</b>	<b>-</b>	<b>159,275</b>	<b>-</b>

EXPENDITURES						
Compensation	\$ -	-	-	-	53,560	-
Benefits	-	-	-	-	19,316	-
Supplies	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-
Other Charges	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,876</b>	<b>-</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Juvenile Case Manager	-	-	-	-	1	1
<b>TOTAL STAFFING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>

# Lubbock Business Park TIF

## Mission and Purpose

Promote economic growth of the Lubbock Business Park Tax Increment Financing Reinvestment Zone (TIF).

## History and Overview

Lubbock Economic Development Alliance (LEDA) continues to develop a 586 acre business park adjacent to Interstate 27 and between East Kent Street and East Ursuline Street. To further develop the business park, the City partnered with LEDA to create a TIF to assist in funding the public improvements needed to develop the park. The TIF was created on December 16, 2009, Ordinance No. 2009-00113. Following is the market value of the TIF each year.

Year	Market Value	Taxable Value
2009	\$ 410,486	410,486
2010	15,219,253	2,498,920
2011	37,053,082	25,888,196
2012	44,041,389	27,441,841
2013	45,879,585	38,390,344
2014	48,212,761	36,319,587
2015	56,301,941	46,489,432
2016	56,863,331	53,329,114
2017	56,499,323	54,561,371
2018	57,810,727	56,671,380

## Goals and Objectives

- Install public infrastructure to support the development of the Lubbock Business Park.

## Accomplishments for FY 2017-18

- Completed and submitted the Lubbock Business Park TIF annual report to the Comptroller of Public Accounts and the other participating taxing jurisdictions.

## Objectives for FY 2018-19

- Complete N. King Street project.

## Financial Condition

Adjusting for accounts payable and other current liabilities at September 30, 2017, \$2.2 million is available for appropriation. Bringing that amount forward, the amount available for appropriation at September 30, 2018, is expected to be \$2.2 million. The Lubbock Business Park TIF with its stable property tax revenue does not require a fund balance cushion.

The Lubbock Business Park TIF is building a fund balance until new infrastructure is needed in Lubbock Business Park. At that time, the money in fund balance will be utilized for new public infrastructure. The Lubbock Business Park TIF has no outstanding debt.

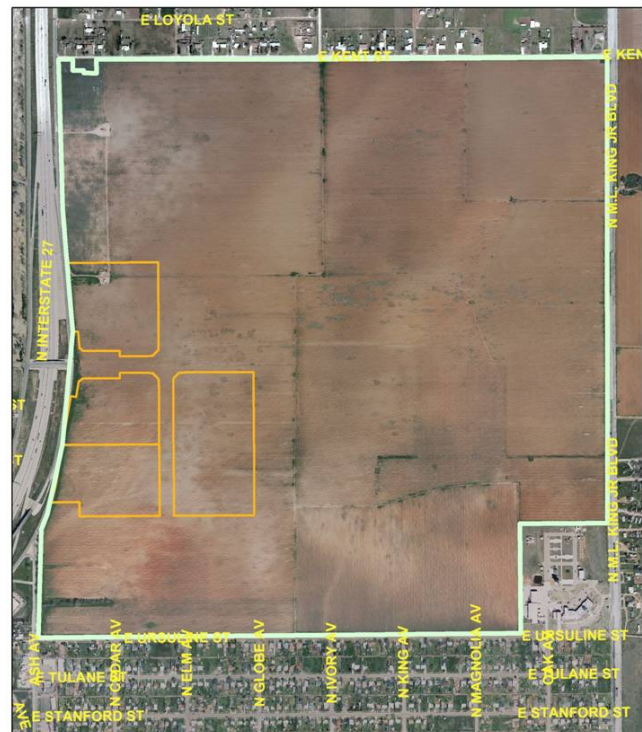
Current Assets at September 30, 2017	\$ 2,198,122
Less: Accounts Payable and Accrued Liabilities	(357)
Net Current Assets	2,197,765
FY 2017-18 Re-forecasted Budget	
Operating Revenues	499,320
Less: Expenses	(512,853)
Net Operating	(13,533)
<b>Available for Appropriation at September 30, 2018</b>	<b>\$ 2,184,232</b>

## Revenue Overview

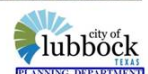
- Total revenues increased \$115.5 thousand, or 23.1 percent.
- Property tax revenues are projected to increase \$117.5 thousand, or 25.1 percent, due to increased property taxable values.

## Expenditure Overview

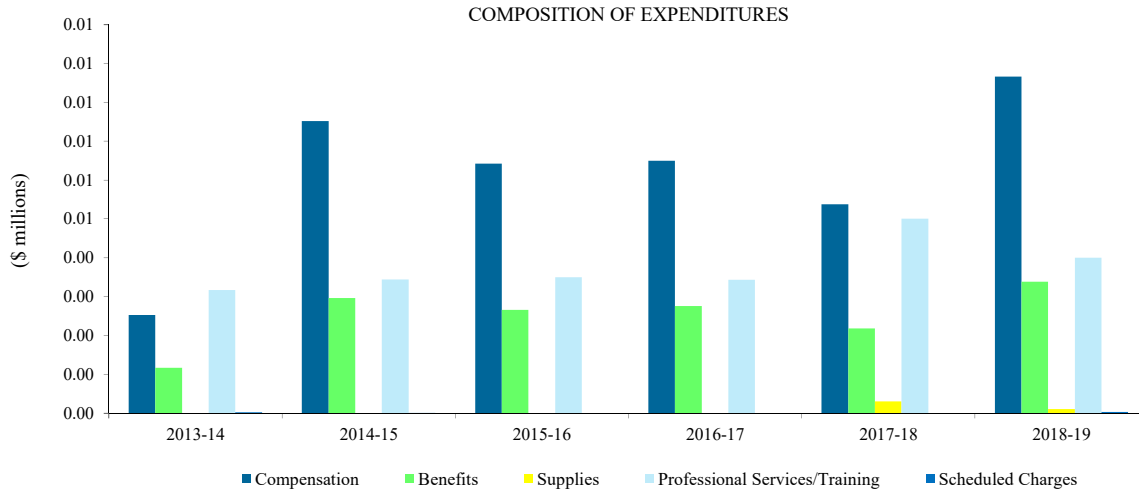
- Budgeted expenditures increase \$496.7 thousand, or 96.8 percent when compared to FY 2017-18 operating budget due to a one-time transfer to capital in FY 2017-18.



LEGEND  
 Business Park TIF Boundary  
 LEDA Developed Parcels



# Lubbock Business Park TIF



	Actual	Actual	Actual	Re-forecasted	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Property Tax	\$ 354,962	469,614	523,532	467,347	584,864	25.1
Interest	5,844	8,113	13,958	31,973	30,000	(6.2)
Total Revenue Sources	360,806	477,727	537,489	499,320	614,864	23.1
Utilization of Net Assets	-	-	-	13,533	-	(100.0)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 360,806</b>	<b>477,727</b>	<b>537,489</b>	<b>512,853</b>	<b>614,864</b>	<b>19.9</b>

EXPENDITURES							
Compensation	\$	7,514	6,419	6,490	5,375	8,657	61.1
Benefits		2,956	2,651	2,757	2,178	3,378	55.1
Supplies		-	-	-	300	100	(66.7)
Professional Services/Training		3,434	3,498	3,426	5,000	4,000	(20.0)
Other Charges		-	-	-	-	-	-
Scheduled Charges		5	-	-	-	25	-
Transfer to LBP Capital		-	-	-	500,000	-	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>13,909</b>	<b>12,568</b>	<b>12,673</b>	<b>512,853</b>	<b>16,160</b>	<b>(96.8)</b>

# Lubbock Economic Development Alliance Overview

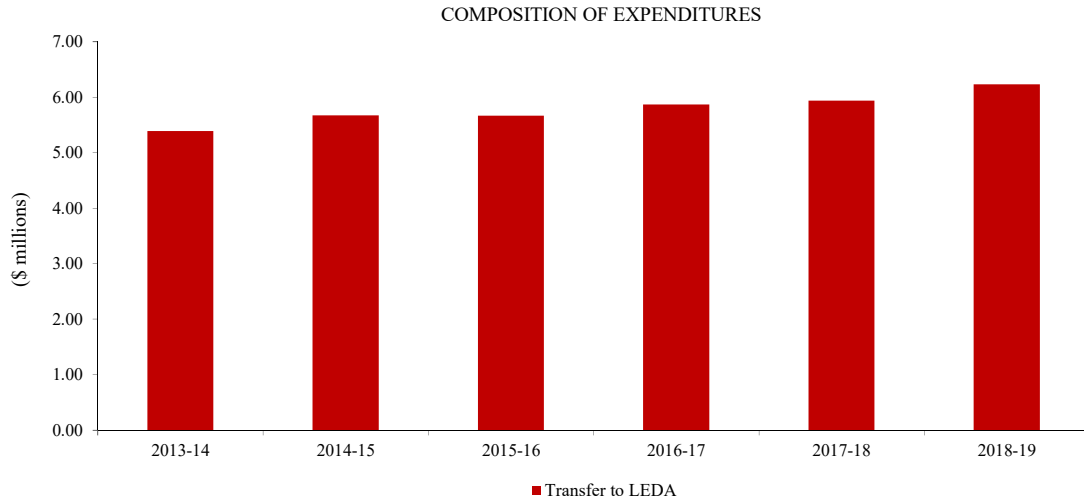
## **Mission and Purpose**

- An election held on November 4, 2003, authorized the collection of one-eighth of a percent of City sales tax for economic development purposes. The revenues collected as a result of that election are deposited into this Fund, and subsequently transferred to the Lubbock Economic Development Alliance (LEDA).
- LEDA was established in FY 2004-05 for the City's economic development activities.
- LEDA's mission is to promote economic growth by creating high-quality jobs, investing in new capital improvements and improving Lubbock's quality of life.

## **Revenue & Expenditure Overview**

- Estimated revenue and expenditures for FY 2018-19 total \$6.2 million, which is an increase of \$295.0 thousand compared to the FY 2017-18 Operating Budget.
- The only expense in this special revenue fund is a transfer to LEDA.
- The LEDA operating budget is included in the components units section of the budget.

# Lubbock Economic Dev. Alliance



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Sales Tax	\$ 5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
Total Revenue Sources	5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 5,669,778</b>	<b>5,664,843</b>	<b>5,868,166</b>	<b>5,936,345</b>	<b>6,231,310</b>	<b>5.0</b>
<b>EXPENDITURES</b>						
Transfers to LEDA	\$ 5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,669,778</b>	<b>5,664,843</b>	<b>5,868,166</b>	<b>5,936,345</b>	<b>6,231,310</b>	<b>5.0</b>

# Municipal Court Fund Overview

## **Mission and Services**

The Municipal Court Fund was created in FY 2004-05 to track revenue designated for Municipal Court use in Court Security, Court Improvements, and Court Technology.

## **Goals and Objectives**

- Continue to improve court facilities and technology.
- Enhance the court management software system.
- Establish a Juvenile Case Manager system in partnership with Lubbock County, or independently.

## **Accomplishments for FY 2017-18**

- Purchased and installed a metal detector screener at the entrance to the two court rooms to enhance court safety.
- Purchased and utilized hand held metal detector wand as an added security measure.

## **Objectives for FY 2018-19**

- Provide security equipment for the 1<sup>st</sup> floor of the Municipal Court.

## **Revenue Overview**

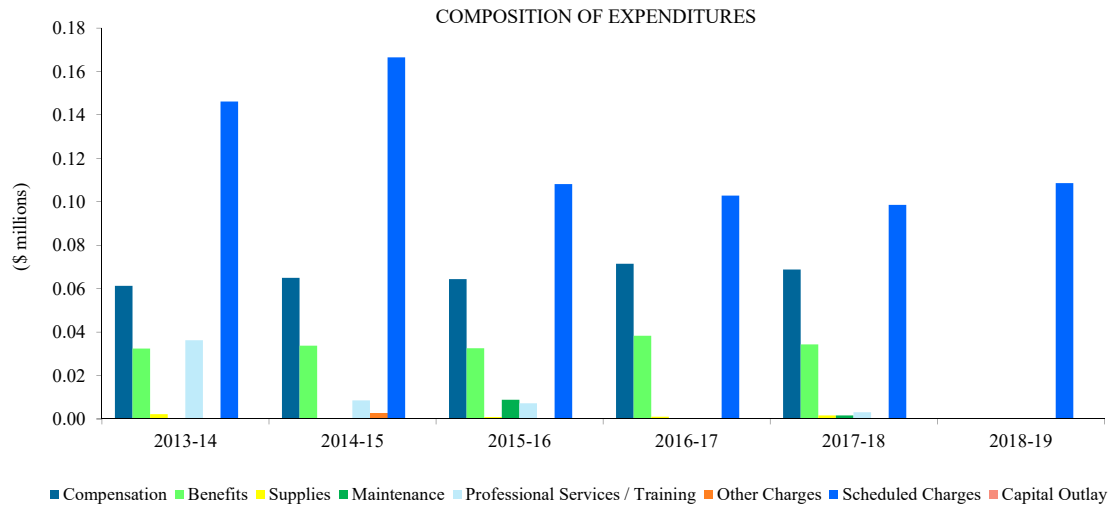
- Total revenues are projected to decrease \$4,991, or 2.3 percent for FY 2018-19.

## **Expenditure Overview**

- Total expenditures decreased \$98,882, or 47.7 percent, when compared with FY 2017-18.
- The two full-time City Marshal positions were moved into the Municipal Court cost center in the General Fund due to declining revenues.



# Municipal Court



FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Court Security	\$ 103,755	85,313	80,077	89,965	88,981	(1.1)
Court Improvement	10,831	9,526	9,466	9,808	10,240	4.4
Court Technology	138,334	113,727	106,384	120,043	114,004	(5.0)
Interest	1,181	1,084	1,215	-	1,600	-
Total Revenue Sources	254,101	209,650	197,141	219,816	214,825	(2.3)
Utilization of Net Assets	21,774	11,890	15,974	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 275,875</b>	<b>221,540</b>	<b>213,116</b>	<b>219,816</b>	<b>214,825</b>	<b>(2.3)</b>

EXPENDITURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 64,883	64,273	71,360	68,660	-	(100.0)
Benefits	33,657	32,481	38,150	34,263	-	(100.0)
Supplies	168	787	879	1,500	-	(100.0)
Maintenance	-	8,700	-	1,500	-	(100.0)
Professional Services / Training	8,376	7,163	-	3,000	-	(100.0)
Other Charges	2,271	-	-	-	-	-
Scheduled Charges	166,521	108,137	102,727	98,439	108,480	10.2
<b>TOTAL EXPENDITURES</b>	<b>\$ 275,875</b>	<b>221,540</b>	<b>213,116</b>	<b>207,362</b>	<b>108,480</b>	<b>(47.7)</b>

# North and East Lubbock Neighborhood & Infrastructure Fund Overview

## Mission and Purpose

Provide funding for revitalization of neighborhoods in North and East Lubbock.

## History and Overview

The City Council approved a resolution May 9, 2013 creating the North and East Lubbock Neighborhood and Infrastructure Program fund. The program will be funded with 90 percent of the oil and gas royalty revenue that historically was deposited into the General Fund.

Originally, of this 90 percent of the total oil and gas royalty revenue, twenty-five percent was allocated to Central Business District Tax Increment Finance District (CBD TIF) and seventy-five percent of the revenues were allocated to the North and East Lubbock CDC.

Beginning in FY 2017-18, a change was made to the way the revenue is received in the fund. This is the first year that 100 percent of the revenue will be deposited in the General Fund with transfers being made to North and East Lubbock Neighborhood and Infrastructure Fund and CBD TIF.

For FY 2018-19, \$456.1 thousand is budgeted for the oil and gas royalty revenue in the General Fund. \$310.1 thousand will be transferred to the North and East Lubbock Neighborhood and Infrastructure Fund.

## Goals and Objectives

- Use funds to assist in the redevelopment and revitalization of North and East Lubbock neighborhoods

## Accomplishments for FY 2017-18

- Twenty-two owner occupied houses have been assisted with minor rehabilitations.

## Objectives for FY 2018-19

- Fund owner occupied rehabilitation in North and East Lubbock neighborhoods. For this funding year potential owner occupied participants that meet Minor Rehabilitation Program criteria and live in North and East Neighborhoods randomly selected during an open enrollment or referred as Health and Safety and/or necessary immediate repair.
- A minimum of twenty-four owner occupied houses will be assisted with minor rehabs, which will address codes issues as well as provide a safe and sanitary living environment.

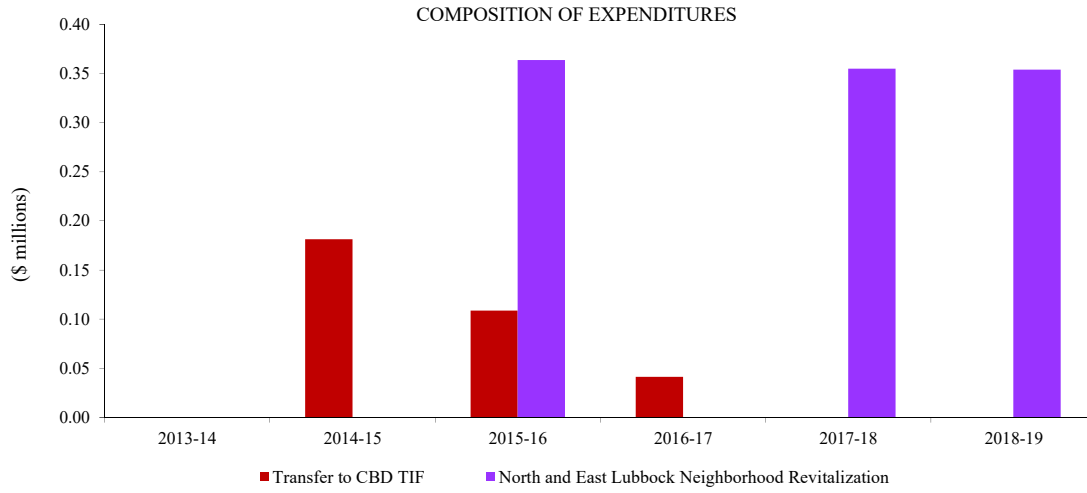
## Revenue Overview

- Revenues are projected to be \$310.1 thousand in FY 2018-19.
- Using \$43,853 in net assets in FY 2018-19.

## Expenditure Overview

- Total expenditure for North and East Lubbock Neighborhood Revitalization for FY 2018-19 is \$354.0 thousand.

# North and East Lubbock Neighborhood and Infrastructure Fund



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Oil and Gas Royalties	\$ 433,962	286,252	282,456	-	-	-
Transfer from General Fund	-	-	-	170,000	310,147	82.4
Total Revenue Sources	433,962	286,252	282,456	170,000	310,147	82.4
Utilization of Net Assets	89,655	185,785	-	184,900	43,853	(76.3)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 523,617</b>	<b>472,037</b>	<b>282,456</b>	<b>354,900</b>	<b>354,000</b>	<b>(0.3)</b>

EXPENDITURES						
Transfer to CBD TIF	\$ 181,132	108,490	41,225	-	-	-
North and East Lubbock Neighborhood Revitalization	342,485	363,547	-	354,900	354,000	(0.3)
<b>TOTAL EXPENDITURES</b>	<b>\$ 523,617</b>	<b>472,037</b>	<b>41,225</b>	<b>354,900</b>	<b>354,000</b>	<b>(0.3)</b>

# North Overton Public Improvement District Overview

## Mission and Purpose

Provide security, lighting, and landscape maintenance within the boundaries of the North Overton Public Improvement District (PID). The North Overton PID provides the following services:

- Enhance and maintain landscaping and public improvements within the street right-of-way (ROW).
- Provide security.
- Fund the electric cost of lighting.

## History and Overview

A PID is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance in a given public area.

The North Overton PID was created on October 9, 2003, by Resolution of the City Council after the property owners petitioned for the creation of the PID. Each year a public hearing is held and the City Council sets the assessment for the North Overton PID.

The North Overton PID is responsible for maintaining the amenities in the ROW including the electric cost for the pedestrian lighting and the water cost for irrigation of the landscaping. The North Overton PID includes a portion of the area between Fourth Street on the North, Avenue Q to the East, Broadway Street on the South, and University Avenue to the West.

## Goals and Objectives

- Maintain landscaping in the ROW.
- Provide electricity for lighting to ensure a safe pedestrian environment.
- Secure and maintain a safe environment for residents and businesses.

## Accomplishments for FY 2017-18

- Supervised collection and safekeeping of the assessments.
- Maintained the common areas in the North Overton PID.
- Repaired and replaced hardscape, pedestrian lights, and plant materials as needed when damaged by vehicles and vandalism.
- Redesigned median on Avenue X near the Overton Hotel and Conference Center.
- Organized first property owners' meeting.

## Objectives for FY 2018-19

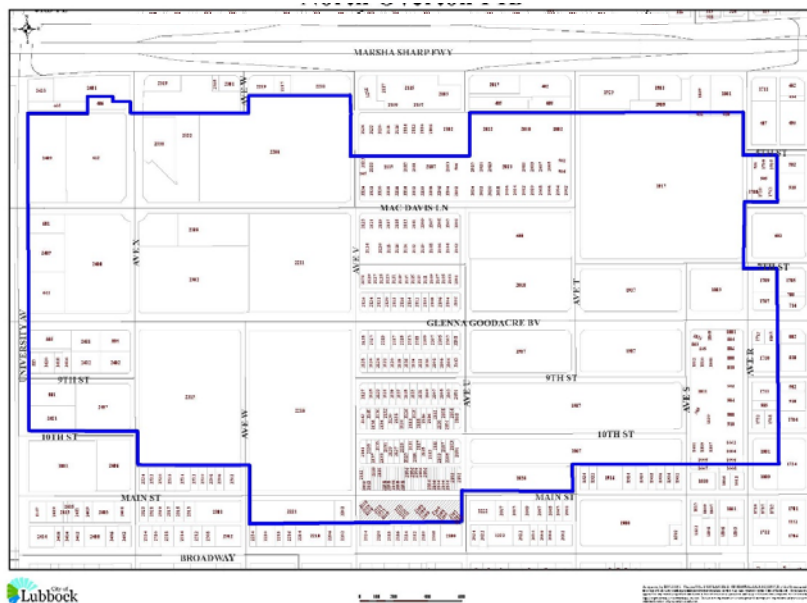
- Continue to maintain the common areas and supervise the collection and safekeeping of the assessments.
- Provide increased security.

## Revenue Overview

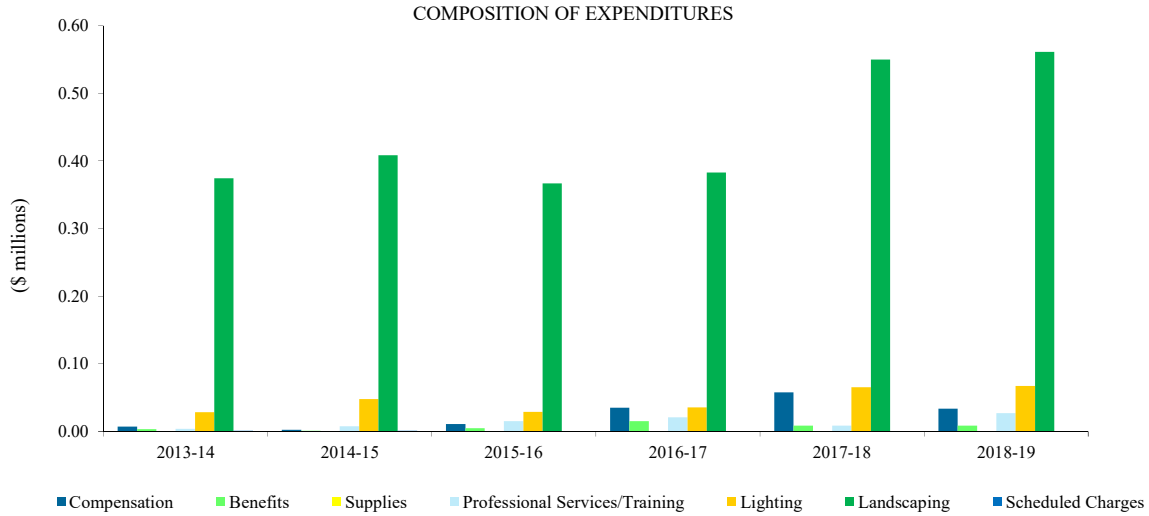
- Funding sources are projected to increase \$51,979, or 6.7 percent, compared to FY 2017-18 budget revenues.
- The FY 2018-19 revenue estimate is based on an assessment rate of \$0.18 per \$100 valuation and an estimated property value of \$453 million.

## Expenditure Overview

- Total expenditures increased \$78,912, or 10.2 percent, when compared to the FY 2017-18 Operating Budget.



# North Overton PID



FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Assessments	\$ 584,000	570,075	751,951	776,590	815,645	5.0
Interest	2,441	3,316	10,081	1,214	14,138	1,064.6
Total Revenue Sources	586,441	573,392	762,032	777,804	829,783	6.7
Utilization of Net Assets	-	-	-	-	24,054	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 586,441</b>	<b>573,392</b>	<b>762,032</b>	<b>777,804</b>	<b>853,837</b>	<b>9.8</b>

EXPENDITURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 1,873	10,544	34,624	57,380	33,146	(42.2)
Benefits	760	4,567	14,713	8,305	8,378	0.9
Supplies	43	52	118	-	150	-
Professional Services/Training	7,141	14,841	20,701	8,171	26,730	227.1
Security	-	1,578	-	6,000	75,000	1,150.0
Lighting	47,353	28,576	35,002	65,000	66,950	3.0
Landscaping	408,361	366,504	382,788	550,000	561,000	2.0
Repairs	14,760	7,305	56,061	80,000	82,400	-
Scheduled Charges	604	68	79	69	83	19.5
<b>TOTAL EXPENDITURES</b>	<b>\$ 480,895</b>	<b>434,034</b>	<b>544,087</b>	<b>774,925</b>	<b>853,837</b>	<b>10.2</b>

# North Overton TIF Reinvestment Zone Overview

## Mission and Purpose

Promote economic growth and revitalization of the North Overton Tax Increment Financing Reinvestment Zone (TIF).

## History and Overview

Overton Park is a 300+ acre revitalization project in the heart of Lubbock in a previously blighted area known as North Overton.

North Overton was established in 1907 and was developed as a middle class owner-occupied neighborhood. In 1925, Texas Tech University (formerly Texas Technological College) was established along the western boundary of the neighborhood. Following World War II, the growth of Texas Tech University stimulated a need for student housing, resulting in many non-conforming apartments, converted garages, and subdivided houses, leading to reduced home ownership in North Overton. Continued growth of Texas Tech encouraged development of apartment buildings, further eroding the stability of the area. Through the 1990s, the situation in North Overton continued to stagnate as population declined and vacancies rose. Owner occupancy of the properties was 7.3 percent compared to 51.5 percent citywide. Crime was high, many properties were in poor condition, abandoned vehicles and weeds were prevalent, and there was little to attract residents to North Overton.

A local developer approached the City to discuss plans to redevelop North Overton. The developer planned to purchase and redevelop about 90 percent of the North Overton property. The developer and other property owners submitted a petition requesting the City establish a TIF to provide the public funds for constructing public improvements. In response, the City created the North Overton TIF with participation from the City, County, High Plains Underground Water District, and Lubbock County Hospital District.

The public/private partnership provides a significantly enhanced redevelopment of the North Overton area by investing public funds in upgraded intersections, additional right-of-way (ROW) landscaping, improved street lighting, park improvements, and street and utility replacement and reconstruction. The infrastructure projects replace 70-year old utilities, provide new street lighting and signalization, upgrade an existing park, and provide enhanced ROW landscaping, wider sidewalks, and street furniture. The pedestrian oriented plans require street closures for development projects, student housing, a variety of housing developments, and retail to support the neighborhood. The City approved site design guidelines for the development in Overton Park to ensure the quality of the development project.

The TIF was created on March 14, 2002, Ordinance No. 2002-00029, and will expire on December 31, 2031.

Overton Park developed faster than anticipated. It is projected that the build-out of the public/private project will occur over a ten-year period. According to the latest Project and Finance Plan for the North Overton TIF, there are planned expenditures of \$40.4 million for public infrastructure improvements. To-date \$41.4 million in bonds have been issued. The total project expenditures are \$41 million through September 30, 2017. The North Overton TIF has expended an additional \$11 million in grants from the CH Foundation and Moody Foundation for the Overton Conference Center. The expenditures provide public infrastructure to encourage future development and redevelopment. In the Project and Finance Plan the expected increase in value was \$373.9 million during the TIF's 30-year life. As of the preliminary 2018 value, North Overton has exceeded the growth projected and has a current preliminary value of \$516.1 million. Historical appraised values of the North Overton TIF are:

Year	Market Value	Net Taxable Value
2009	279,910,784	278,423,523
2010	305,098,516	304,880,908
2011	293,761,157	293,565,274
2012	311,515,736	311,422,096
2013	355,373,233	355,296,433
2014	361,077,868	361,017,768
2015	360,243,679	360,183,579
2016	483,566,759	483,500,988
2017	487,113,971	460,123,867
2018	507,598,260	507,547,160

## Goals and Objectives

- Replace and upgrade public utility infrastructure.
- Reconstruct street infrastructure.
- Redesign and renovate Pioneer Park.
- Construct landscaping in the parkway including, architectural and engineering services, plant material, pedestrian lighting, and street furniture.

## Accomplishments for FY 2017-18

- Submitted the North Overton TIF annual report to the Comptroller of Public Accounts and participating taxing jurisdictions.
- Completed the design of the final two blocks of the Glenna Goodacre Boulevard median.

# North Overton TIF Reinvestment Zone Overview

## Objectives for FY 2018-19

- Construct the landscaping in the parkway of the last two blocks of Glenna Goodacre Boulevard.
- Complete redesign of Roy Furr Pioneer Park and begin construction.

## Financial Condition

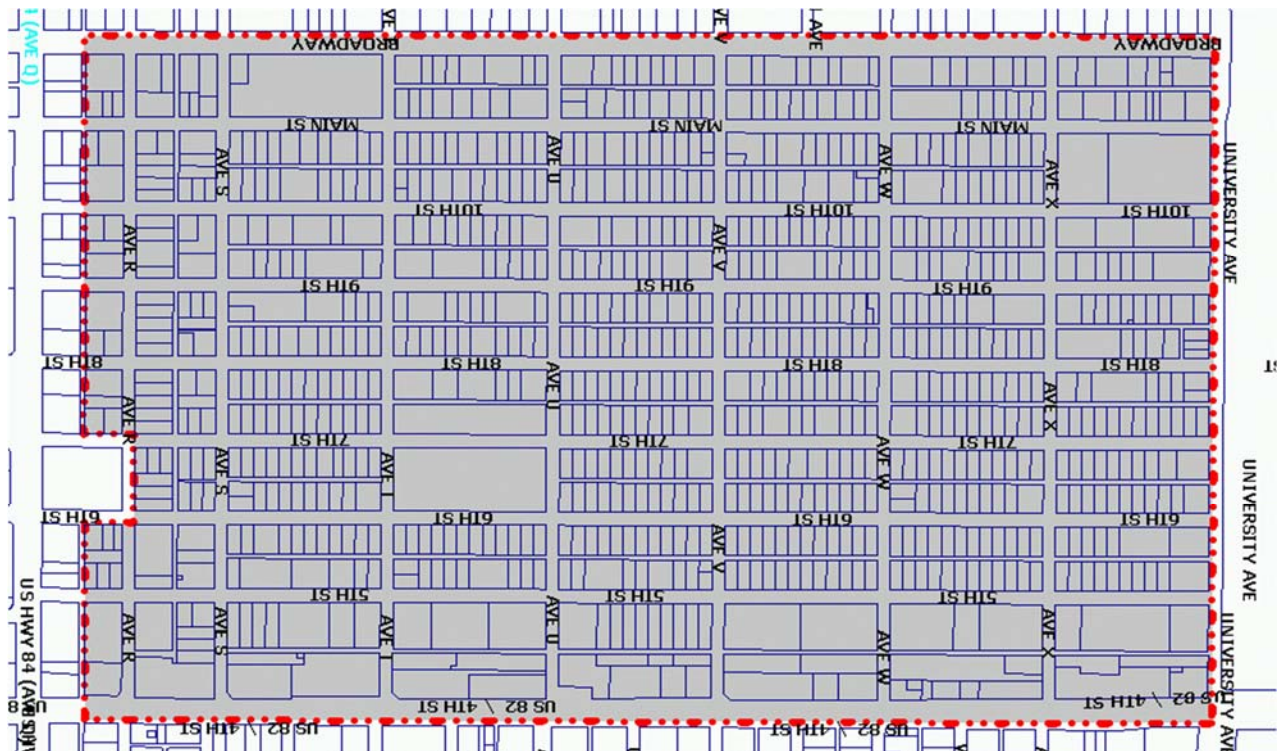
The North Overton TIF has outstanding debt of \$22.2 million with annual debt service of approximately \$3.2 million through FY 2023-24, and then decreases each year until it is paid in full in FY 2029-30.

## Revenue Overview

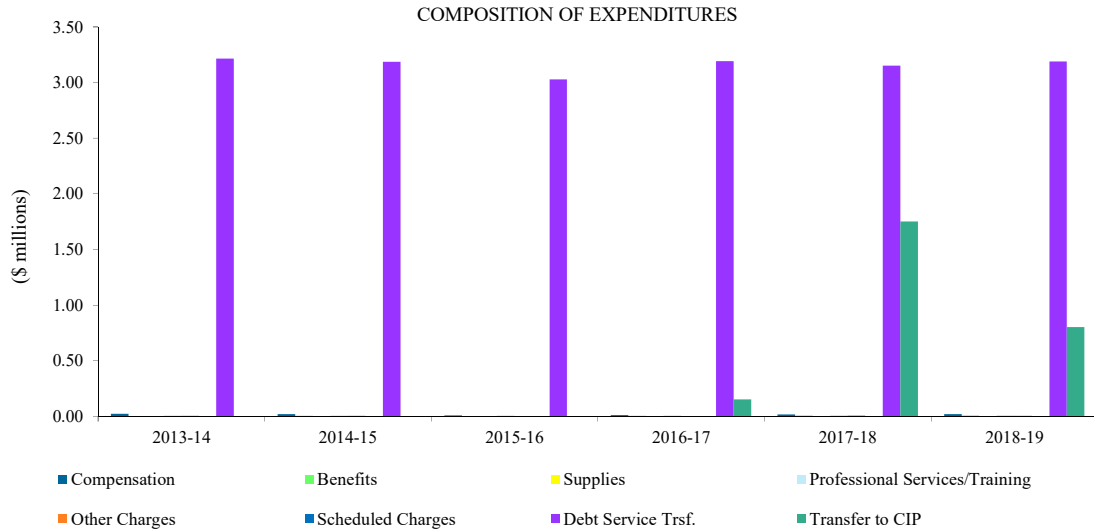
- Revenues are projected to increase \$483.9 thousand or 10.2 percent, for FY 2018-19.
- Estimated property tax revenues are projected to decrease \$519.8 thousand or 10.2 percent, as compared to re-forecasted FY 2017-18 revenues.
- The transfer from the Hotel Occupancy Tax Fund decreased \$45,185, or 8.5 percent, due to a decreased percent of hotel occupancy funds collected from operations of the hotel.

## Expenditure Overview

- Budgeted expenditures decreased \$912.2 thousand, or 18.5 percent, compared to FY 2017-18.
- Compensation increased \$2,044, or 13.9 percent, due to increased salaries.
- Other Charges decreased \$2,500, or 45.5 percent, due to a decrease in interest charges.
- Transfer to CIP decreased 950.0 thousand, or 54.3 percent, due to a decrease in funding to capital.
- Debt service increased \$37,799, or 1.2 percent, due to a revision in the debt service schedule for the North Overton TIF for refunded bonds.



# North Overton TIF



	Actual	Actual	Actual	Re-forecasted	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Property Tax	\$ 3,284,788	3,392,483	4,598,930	4,018,755	4,580,052	14.0
Misc. Other Revenue - 1% Hotel Revenue	103,008	100,712	90,992	90,000	91,200	1.3
Misc. Other Revenue - 65,000	65,527	65,527	66,509	67,507	67,561	0.1
Transfer from Hotel Motel Tax	608,820	603,705	564,916	528,759	483,574	(8.5)
Interest	81	3,091	12,809	58,417	25,000	(57.2)
Total Interfund Revenue Sources	4,062,224	4,165,518	5,334,156	4,763,438	5,247,387	10.2
Utilization of Net Assets	-	-	-	171,412	-	(100.0)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,062,224</b>	<b>4,165,518</b>	<b>5,334,156</b>	<b>4,934,850</b>	<b>5,247,387</b>	<b>6.3</b>

EXPENDITURES						
Compensation	\$ 17,209	6,419	8,766	14,726	16,770	13.9
Benefits	3,698	2,651	3,673	5,763	6,322	9.7
Supplies	1,047	900	320	669	580	(13.3)
Professional Services/Training	5,901	5,960	5,989	8,500	8,500	-
Other Charges	3,163	2,559	1,838	5,500	3,000	(45.5)
Scheduled Charges	34	6	-	25	25	-
Transfer to CIP	-	-	150,000	1,750,000	800,000	(54.3)
Transfer to Debt Service	3,186,321	3,027,073	3,190,249	3,149,667	3,187,466	1.2
Less Interest Earnings on Bond Funds	(202)	(1,077)	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,217,169</b>	<b>3,044,490</b>	<b>3,360,836</b>	<b>4,934,850</b>	<b>4,022,663</b>	<b>(18.5)</b>





# North Point Public Improvement District Overview

## Mission and Services

Maintain common areas and construct a hike and bike trail in the North Point Public Improvement District (PID). The North Point PID provides the following services:

- Maintenance of landscaping in the common areas.
- Construction and maintenance of a hike and bike trail.

## History and Overview

A PID is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance of a given public area.

The North Point PID was created by resolution of the City Council on October 28, 2004, after the property owners petitioned for its creation. Each year, a public hearing is held and the assessment for the North Point PID is set by the City Council.

The North Point PID is responsible for maintaining the amenities in the Slide Road right-of-way and median, neighborhood entry stations, and a hike and bike trail.

The North Point PID generally covers a 543-acre area between Erskine Avenue and Ursuline Avenue, and between North Quaker Avenue to a line east of Frankford Avenue.

## Goals and Objectives

- Provide maintenance services for the common areas in the North Point PID.

## Accomplishments for FY 2017-18

- Supervised collection and safekeeping of the assessments.
- Maintained the common areas in the North Point PID.
- Awarded a new contract for maintenance of the Slide Road median and right-of-way areas, the walking track, and holiday lighting.
- Coordinated the annual meeting of the property owners.
- The North Point PID Advisory Board approved the design and construction of entry signs.
- Repaired the irrigation well and eliminated need for municipal water supply.

## Objectives for FY 2018-19

- Continue to maintain the common areas and supervise the collection and safekeeping of the assessments.
- Landscape the Slide Road median north of Marshall Street.
- Construct and install the north and south entrance signs in the Slide Road median.

## Revenue Overview

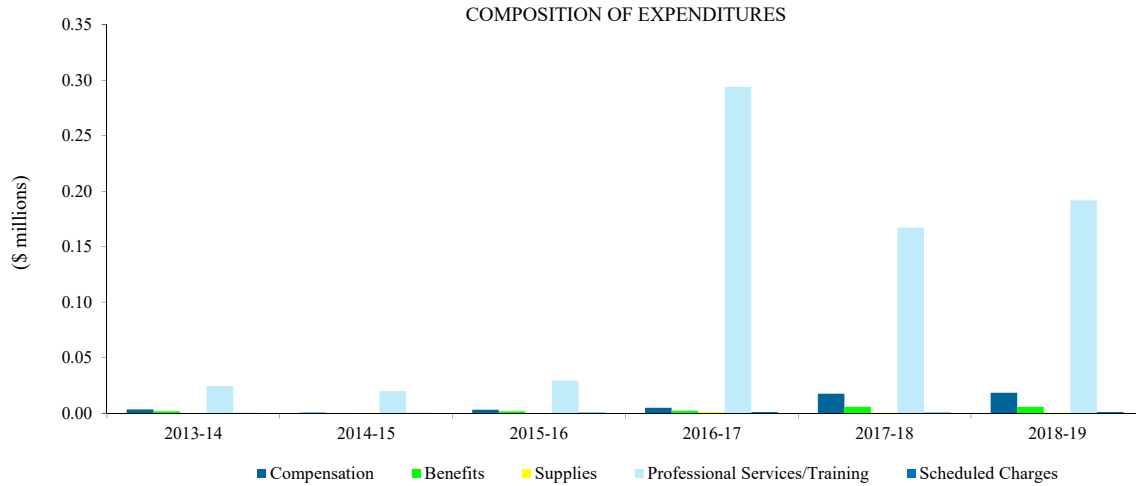
- Estimated assessments are projected to increase \$24,384, or 16.3 percent, due to an increase in property values.
- The FY 2017-18 revenue estimate is based on an assessment rate of \$0.14 per \$100 valuation and an estimated property value of \$124 million.

## Expenditure Overview

- Total expenditures increased \$25,833, or 13.5 percent, when compared with FY 2017-18.



# North Point PID



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Assessments	\$ 92,860	109,909	130,474	149,549	173,933	16.3
Interest	2,494	2,935	3,295	1,236	1,705	37.9
Total Revenue Sources	95,354	112,844	133,769	150,785	175,638	16.5
Utilization of Net Assets	-	-	168,942	40,099	41,079	2.4
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 95,354</b>	<b>112,844</b>	<b>302,711</b>	<b>190,884</b>	<b>216,717</b>	<b>13.5</b>

EXPENDITURES							
Compensation	\$	327	3,017	4,742	17,464	18,209	4.3
Benefits		136	1,384	2,119	5,630	5,691	1.1
Supplies		118	262	990	300	500	66.7
Professional Services/Training		19,598	29,101	293,977	166,984	191,399	14.6
Scheduled Charges		52	505	882	506	918	81.5
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>20,231</b>	<b>34,270</b>	<b>302,711</b>	<b>190,884</b>	<b>216,717</b>	<b>13.5</b>

# Quincy Park Public Improvement District Overview

## Mission and Services

Construct a park, construct the 93<sup>rd</sup> Street entrance, and maintain public improvements when completed in the Quincy Park Public Improvement District (PID). The Quincy Park PID provides the following services:

- Maintenance of landscaping in the common areas.
- Construction and maintenance of the park.

## History and Overview

A PID is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance of a given public area.

The Quincy Park PID was created by resolution of the City Council on July 28, 2009, after the property owners petitioned for the creation of the Quincy Park PID. Each year, a public hearing is held and the assessment for the Quincy Park PID is set by the City Council.

The Quincy Park PID is responsible for constructing and maintaining the amenities in the 93<sup>rd</sup> Street right-of-way (ROW), median, and park.

The Quincy Park PID generally covers a 177.19 acre area bounded by portions of 88<sup>th</sup> and 89<sup>th</sup> Street on the North, Upland Avenue on the West, 98<sup>th</sup> Street on the South, and Quincy Avenue on the East.

## Goals and Objectives

- Supervise collection and safekeeping of the assessments.
- Provide maintenance services for the common areas in the Quincy Park PID.

## Accomplishments for FY 2017-18

- Coordinated the annual meeting of the property owners and conducted nominations and elections for two positions on the Quincy Park PID Advisory Board.
- Created specifications and negotiated a contract for the maintenance of the park and 93<sup>rd</sup> Street median.
- Installed monument sign and lighting in Quincy Park.

## Objectives for FY 2018-19

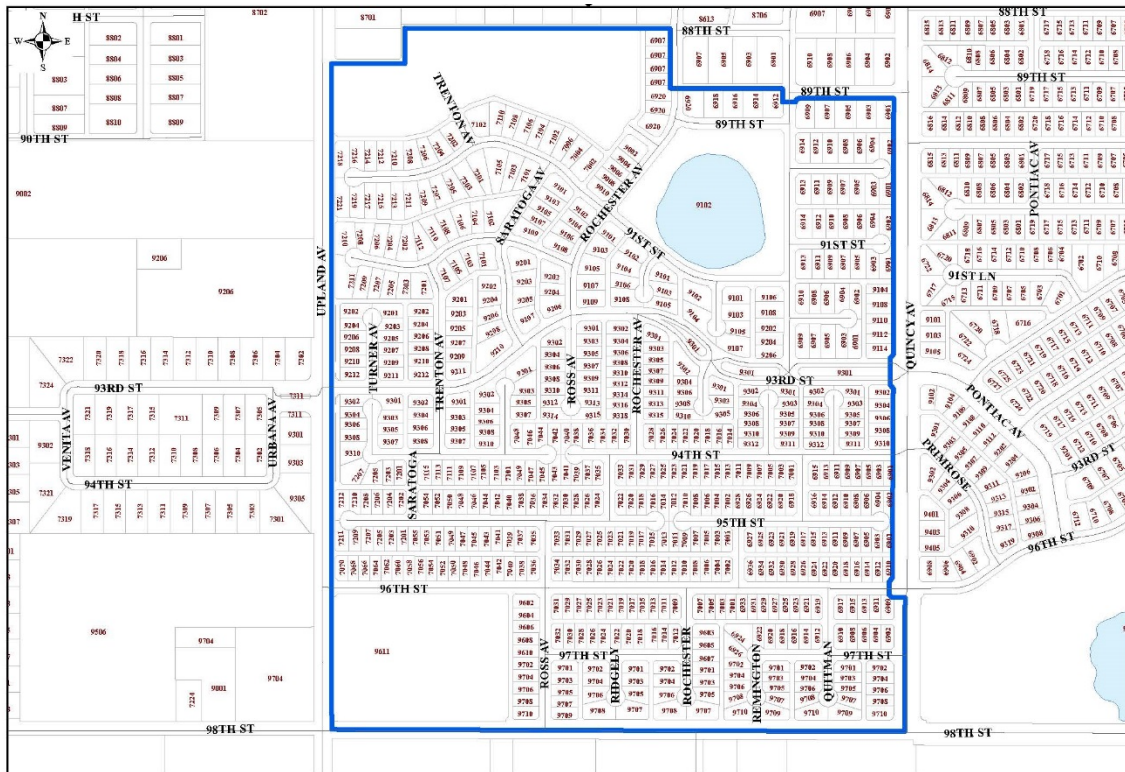
- Maintain park and 93<sup>rd</sup> Street medians.

## Revenue Overview

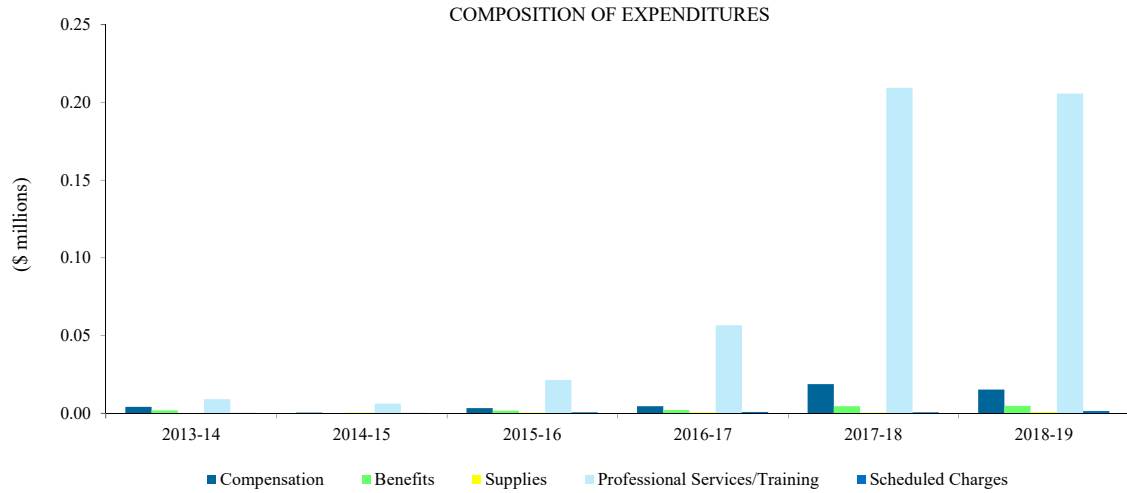
- Estimated assessments are projected to increase \$18,854, or 15.3 percent, due to increased property values.
- The FY 2018-19 estimate is based on an assessment rate of \$0.15 per \$100 valuation and estimated total property values of \$94.9 million.

## Expenditure Overview

- Total expenditures decreased \$6,196, or 2.7 percent, when compared with FY 2017-18.



# Quincy Park PID



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Assessments	\$ 72,263	97,942	116,899	123,521	142,375	15.3
Interest	819	1,292	2,164	1,179	3,671	211.4
Total Revenue Sources	73,082	99,234	119,063	124,700	146,046	17.1
Utilization of Net Assets	-	-	-	108,394	80,852	(25.4)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 73,082</b>	<b>99,234</b>	<b>119,063</b>	<b>233,094</b>	<b>226,898</b>	<b>(2.7)</b>

EXPENDITURES						
Compensation	\$ 351	3,144	4,369	18,629	15,000	(19.5)
Benefits	143	1,449	1,961	4,465	4,484	0.4
Supplies	327	258	555	300	600	100.0
Professional Services/Training	6,080	21,299	56,531	209,218	205,613	(1.7)
Scheduled Charges	11	472	577	482	1,201	149.3
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,913</b>	<b>26,623</b>	<b>63,992</b>	<b>233,094</b>	<b>226,898</b>	<b>(2.7)</b>

# Valencia Public Improvement District Overview

## Mission and Services

Maintain public improvements when completed in the Valencia Public Improvement District (PID). The Valencia PID provides the following services:

- Maintenance of landscaping in the common areas.
- Maintenance of the park.

## History and Overview

A PID is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance of a given public area.

The Valencia PID was created by resolution of the City Council on July 14, 2011, after the property owners petitioned for the creation of the Valencia PID. Each year, a public hearing is held and the assessment for the Valencia PID is set by the City Council.

The Valencia PID is responsible for constructing and maintaining the amenities in the 87th Street right-of-way (ROW), median, and park.

The Valencia PID generally covers an area bounded by 85<sup>th</sup> Street on the North, Milwaukee Avenue on the West, 88<sup>th</sup> Place on the South, and Iola Avenue on the East.

## Goals and Objectives

- Maintain the 87<sup>th</sup> Street median and the park.

## Accomplishments for FY 2017-18

- Supervised collection and safekeeping of the assessments.
- Organized the annual meeting of property owners and conducted advisory board elections.
- Created the Valencia PID Advisory Board.

## Objectives for FY 2018-19

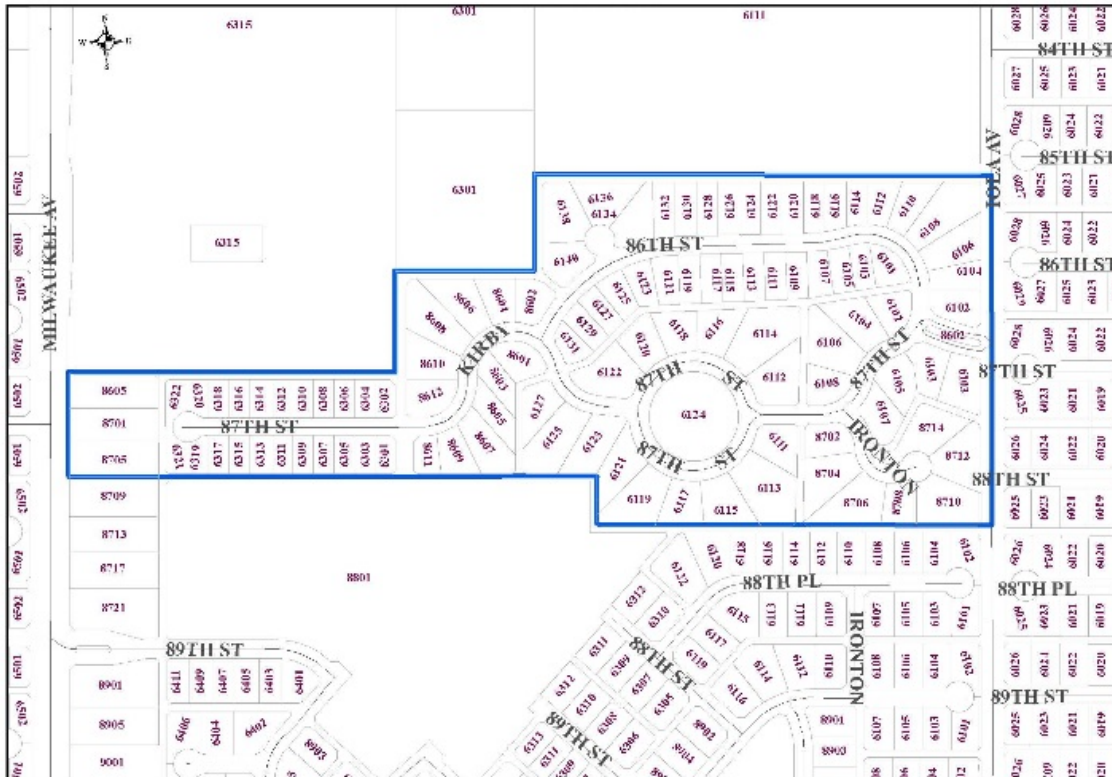
- Maintain common areas within the PID boundary once the PID takes ownership of Valencia Park and the 87<sup>th</sup> Street median.

## Revenue Overview

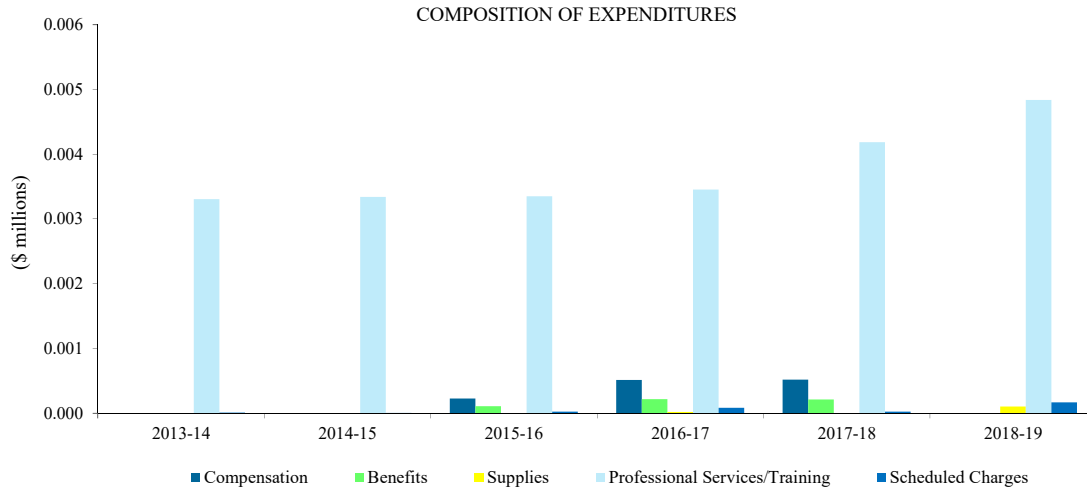
- Estimated assessments are projected to increase \$7,014, or 36.3 percent, due to increased property values.
- The FY 2018-19 revenue estimate is based on an assessment rate of \$0.11 per \$100 valuation and an estimated total property value of \$24 million.

## Expenditure Overview

- Budgeted expenditures increased \$175, or 3.6 percent, when compared with FY 2017-18.



# Valencia PID



FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Assessments	\$ 8,580	12,407	13,911	19,338	26,352	36.3
Interest	-	82	237	130	804	518.5
Total Revenue Sources	8,580	12,489	14,148	19,468	27,156	39.5
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 8,580</b>	<b>12,489</b>	<b>14,148</b>	<b>19,468</b>	<b>27,156</b>	<b>39.5</b>

EXPENDITURES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ -	223	508	514	-	(100.0)
Benefits	-	106	215	211	-	(100.0)
Supplies	-	-	18	-	100	-
Professional Services/Training	3,337	3,349	3,450	4,181	4,836	15.7
Scheduled Charges	5	19	80	19	164	745.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,342</b>	<b>3,697</b>	<b>4,270</b>	<b>4,925</b>	<b>5,100</b>	<b>3.6</b>

# Vintage Township Public Improvement District Overview

## Mission and Purpose

Construct public improvements in the Vintage Township Public Improvement District.

## History and Overview

A Public Improvement District (PID) is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance of a given public area.

The Vintage Township PID was created by resolution of the City Council on January 12, 2007, after the property owners petitioned for the creation of the PID. Each year the Service and Assessment Plan is reviewed by the City Council. The Vintage Township PID generally covers a 276 acre area bounded by 114th Street on the north, Quaker Avenue on the east, 122nd Street on the south and Slide Road on the west.

The general nature of the public improvements in the Vintage Township PID included the acquisition, design, construction, installation and improvement of the following:

- Parks and greens including playgrounds, athletic facilities, pavilions, amphitheaters, community facilities, bridges, walkways, lighting, benches, trash receptacles;
- Landscaping, hardscaping, and irrigation;
- Water features such as lakes, ponds, and fountains;
- Distinctive lighting and signs;
- Pedestrian malls, passages, or pathways including pedestrian bridges;
- Vehicular bridges and low water crossings;
- Community meeting halls or similar buildings;
- Community monuments, towers, and other similar structures;
- Art work;
- Water and sewer infrastructure and facilities;
- Streets, roadways, and other thoroughfares, including streetscaping and streetlighting; and
- Storm water drainage infrastructure and facilities.

## Goals and Objectives

- Constructed public improvements and amenities that are above the level of improvements typically provided by a developer.

## Accomplishments for FY 2017-18

- Funds were transferred to the Vintage Township Public Facilities Corporation for the payment of debt service on the 2008A bonds.

## Objectives for FY 2018-19

- Collect sufficient assessments for the payment of debt service on the 2008A bonds.

## Financial Condition

Adjusting for accounts payable, other current liabilities, and restricted cash at September 30, 2017, \$126.6 thousand is available for appropriation. Bringing that amount forward, the amount available for appropriation at September 30, 2018 is expected to remain the same.

## Revenue Overview

- Assessment revenues are projected to increase \$1,159, or 0.6 percent in FY 2018-19.

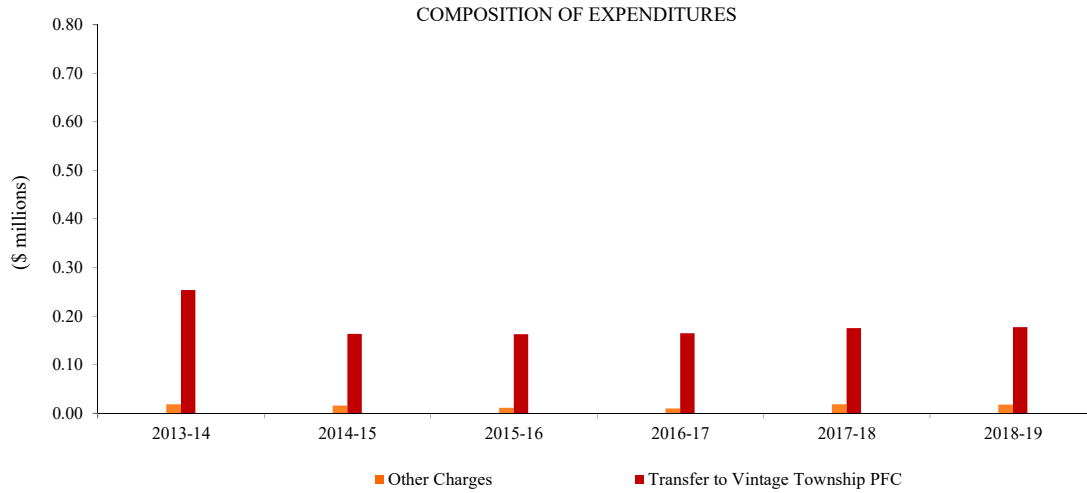
## Expenditure Overview

- Total expenditures increased \$1,159, or 0.6 percent, in FY 2018-19.
- Transfer to Vintage Township Public Facilities Corporation increased \$2,159, or 1.2 percent in FY 2018-19.





# Vintage Township PID



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Assessments	\$ 186,425	181,740	183,488	192,778	193,937	0.6
Interest	6	7	313	-	-	-
Total Revenue Sources	186,432	181,748	183,801	192,778	193,937	0.6
Utilization of Net Assets	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 186,432</b>	<b>181,748</b>	<b>183,801</b>	<b>192,778</b>	<b>193,937</b>	<b>0.6</b>

EXPENDITURES						
Other Charges	\$ 15,342	10,885	9,320	18,000	17,000	(5.6)
Transfer to Vintage Township PFC	162,801	162,211	164,511	174,778	176,937	1.2
<b>TOTAL EXPENDITURES</b>	<b>\$ 178,144</b>	<b>173,097</b>	<b>173,831</b>	<b>192,778</b>	<b>193,937</b>	<b>0.6</b>

## Annual Grant Award Appropriations

AGENCY	PROGRAM	Projected FY 2018-19
US Department of Justice	Justice Assistance Grant	\$ 170,310
Texas Department of State Health Services	Public Health Emergency Preparedness Grant	265,335
	Regional and Local Service System/Local Public Health System Grant	143,430
	Immunization Branch - Locals Grant	252,420
Texas Department of Transportation	Selective Traffic Enforcement Program (STEP) Comprehensive & STEP Click-It or Ticket Grants	113,925
	Safety City Grant	34,545
Texas Department of Public Safety	Emergency Management Performance Grant	77,280
Lubbock Emergency Communication District	Public Safety Answering Points Grant	20,055
Dallas Police Department	Internet Crimes Against Children	69,300
South Plains Association of Government	Area Agency on Aging Direct Purchase of Services Grant	323,820
<b>TOTAL GRANT AWARD APPROPRIATIONS</b>		<b>\$ 1,470,420</b>

\*Appropriation of funding and expenditures.



# Lubbock Economic Development Alliance Overview

## Mission and Purpose

The Lubbock Economic Development Alliance (LEDA) fund was established in FY 2004-05 and assumed the economic development activities for the City. LEDA programs include:

- Business Retention
- Business Recruitment
- Workforce Development
- Marketing of Lubbock's assets to attract primary job-producing and capital investments

## Goals and Objectives

- Encourage the creation and retention of jobs for existing businesses located in the City.
- Encourage the establishment of new businesses in the City.
- Stimulate business and commercial activities.
- Enhance the qualifications of the workforce presently in the City and attract qualified workers to the City in order to fill the needs of employers.

## Accomplishments for FY 2017-18

- Received an unqualified audit opinion.
- Announced the location of new businesses locating or expanding in Lubbock.
- Assisted businesses in the creation of new jobs.
- Assisted businesses who invested in new buildings and equipment that results in new capital investment in Lubbock.
- Worked with businesses to grow the local workforce and increase employment in Lubbock.
- Contracted with Bandera Ventures, LP to build a 161.0 thousand plus square feet speculative building at Lubbock Business Park that will provide much needed commercial space for business expansion in Lubbock.
- Continued implementation of the Strategic Plan for LEDA and the Lubbock community.
- Partnered with Workforce Solutions and TWC in obtaining a total of \$565.0 thousand in grants to assist area school districts in enhancing their Career and Technical Education (CTE) programs.

## Objectives for FY 2018-19

- Continue keeping financial records and documentation in superior condition that will result in an unqualified opinion from independent auditors.
- Encourage business retention and expansion and new business recruitment that will result in more new businesses locating or expanding in the City.
- Seek out and respond to leads for potential new businesses that have an interest in relocating to the City.

- Call on businesses, site selectors, or others to recruit new positions or businesses to the City.
- Develop relationships with existing or new businesses that will result in the creation of more new jobs.
- Increase sales and marketing efforts to companies and site selectors in order to develop relationships with expanding companies.
- Continue working with local employers and educational entities to develop the quality workforce that is needed, including critical needs areas.
- Continue efforts on multi-channeled national workforce campaign in an effort to recruit a work-ready labor force to Lubbock to meet the needs of businesses.
- Continue to implement the strategies and actions specified in the LEDA and Market Lubbock Strategic Plan.
- Increase press and editorial coverage for the City on State and National websites.

## Revenue Overview

- An election was held on November 4, 2003 that authorized the collection of one-eighth of a cent of City sales tax for economic development purposes. Sales tax projected revenue totals \$6.2 million, up 5.0 percent from the prior fiscal year.
- Reimbursement of infrastructure expenses at Lubbock Business Park as approved by the LBP TIF board in the amount of \$430.0 thousand.
- Utilization of Net Assets increased by 112.2 percent to \$7.5 million to fund active projects in the coming year and to provide needed infrastructure development for business expansion.

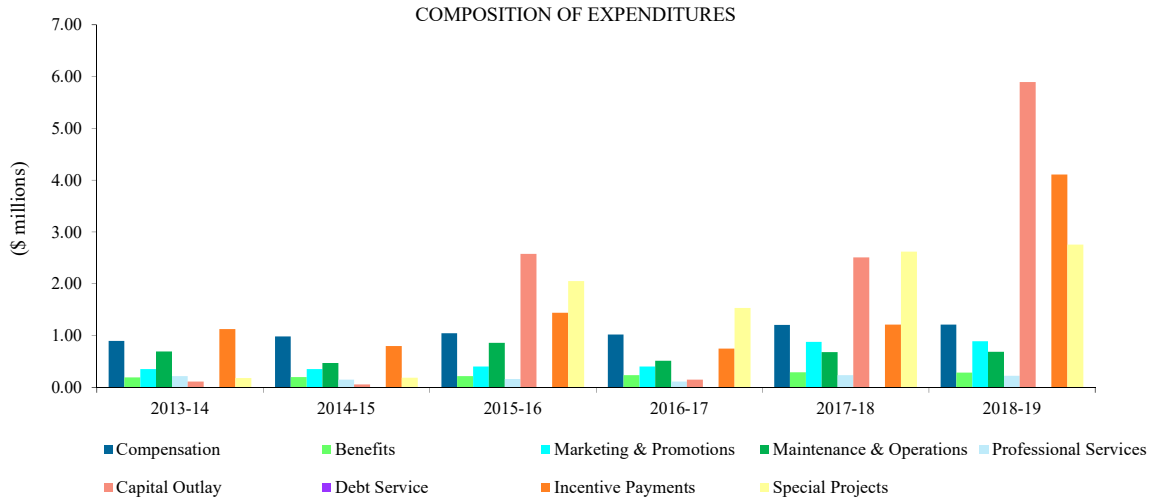
## Expenditure Overview

- Funds are expended on administrative activities necessary to provide support and tools to encourage businesses to expand or relocate their business to the City. Expenses for administration, training, and maintenance of the business parks equate to approximately 15.1 percent of the total budget, and are budgeted to increase \$2,850, or 0.1 percent, in FY 2018-19.
- Funds are expended for business activities necessary to develop relationships with companies and site selectors that will enable LEDA to encourage businesses to expand or relocate their business to the City and to develop relationships with the businesses related to workforce needs and available workforce programs. Expenses related to promotions, sales meetings, and travels equate to 5.5 percent of the total budget and are budgeted to increase \$9,400, or 1.1 percent in FY 2018-19.

## Lubbock Economic Development Alliance Overview

- Funds are expended for incentives for businesses that invest new capital or create new jobs in the City. Expenses for incentives are expected to equate to 25.6 percent of the total budget and are budgeted to increase \$2.9 million, or 239.7 percent, in FY 2018-19. The increase is in response to several active prospects that have expressed interest in locating or expanding their businesses in Lubbock.
- Infrastructure development equates to 36.7 percent of the budget, and is budgeted to increase \$3.4 million, or 135.1 percent, for FY 2018-19. Infrastructure projects in excess of \$52.2M have been identified for the Lubbock Business Park and Rail Port.
- Special projects equate to 17.2 percent of the budget, and is budgeted to increase \$136.3 thousand, or 5.2 percent in FY 2018-19. The increase includes funds for Workforce projects to partner with local community colleges and public-school districts to increase skills-training availability and to promote the Return2Lbk campaign to build the Lubbock workforce.

# Component Unit - LEDA



FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Interest Earnings	\$ 73,773	100,042	127,024	140,000	200,300	43.1
Sales Tax	5,669,778	5,664,843	5,868,166	5,936,345	6,231,310	5.0
Grant from Market Lubbock, Inc.	2,432,528	1,890,996	-	-	-	-
Grant from U.S. Commerce Dept./ EDA	-	-	-	-	-	-
Lubbock Business Park TIF Reimbursement	-	-	-	-	430,000	-
Other Income	20,192	229,520	230,310	13,000	17,800	36.9
Loan Proceeds	-	-	-	-	-	-
Total Revenue Sources	8,196,271	7,885,401	6,225,500	6,089,345	6,879,410	13.0
Utilization of Non-Cas Assets - Land	-	-	-	-	1,676,200	-
Utilization of Net Assets	-	871,855	-	3,534,805	7,499,290	112.2
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 8,196,271</b>	<b>8,757,256</b>	<b>6,225,500</b>	<b>9,624,150</b>	<b>16,054,900</b>	<b>66.8</b>

EXPENSES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 982,763	1,046,362	1,019,646	1,204,300	1,213,800	0.8
Benefits	202,128	220,254	235,263	293,200	287,800	(1.8)
Marketing & Promotions	351,282	403,572	403,975	880,100	889,500	1.1
Maintenance & Operations	472,542	860,637	516,026	681,850	688,000	0.9
Professional Services	152,256	161,026	114,435	233,300	225,900	(3.2)
Capital Outlay	54,242	2,576,443	151,266	2,506,000	5,890,800	135.1
Incentive Payments	795,193	1,440,057	748,126	1,208,700	4,106,100	239.7
Special Projects	188,442	2,048,905	1,532,672	2,616,700	2,753,000	5.2
<b>TOTAL EXPENSES</b>	<b>\$ 3,198,848</b>	<b>8,757,256</b>	<b>4,721,409</b>	<b>9,624,150</b>	<b>16,054,900</b>	<b>66.8</b>



# Market Lubbock Economic Development Corp. Overview

## Mission and Purpose

- Enhance and encourage economic development and job creation and facilitate the development of new industries. Manage and oversee the operations of Visit Lubbock and Foreign Trade Zone 260 (FTZ). Visit Lubbock encompasses the operations of the Convention and Visitors Bureau (CVB) and Lubbock Sports.

## Goals and Objectives

- Promote, assist, and enhance economic development and projects for eliminating unemployment and underemployment in the City.
- Encourage public and social economic welfare of citizens by promoting the inner city and economic development diversification of the area through the development or expansion of commercial activity.

## Accomplishments for FY 2017-18

- Received an unqualified audit opinion.
- As FTZ 260 Grantee, oversaw the management of the three active foreign trade zone businesses.
- Continued to work with Texas Tech University at the Texas Tech Innovation and Entrepreneurship Sponsorship, a 3-year initiative to encourage innovation and entrepreneurship in Lubbock.
- Continued the implementation of the Strategic Plan for Visit Lubbock and the Lubbock community.
- Booked over 42,000 room nights for meetings and conventions held in Lubbock with an economic impact of approximately \$13.1 million, based on Destination Marketing Association International (DMAI) standards.
- Serviced more than 44,000 room nights for meetings and conventions held in the City.
- Booked more than 225,000 room nights for sports events held in the City with an economic impact of approximately \$70.3 million, based on DMAI standards.
- Serviced 190,000 room nights for sports events held in the City.

## Objectives for FY 2018-19

- Continue maintaining financial records and documentation in superior condition that results in an unqualified opinion from independent auditors.
- Pursue avenues and partnerships for encouraging the development of new business and job creation through entrepreneurial programs, incentives and workforce initiatives.
- Continue to implement the strategies and actions specified in LEDA and Market Lubbock's Strategic Plan.

- Facilitate the activation of qualifying businesses and continue to offer technical assistance to all existing Lubbock FTZ businesses.
- Continue working with businesses that will benefit from FTZ status and support the existing FTZ approved businesses.
- Continue recruiting new businesses, retain and expand existing businesses, and develop the workforce through training and placement assistance.
- Continue to work with community partners and the City to promote downtown redevelopment and recruit new businesses to the downtown area, according to their needs.
- Increase press and editorial coverage for the City on State and National websites.
- Continue to implement goals and strategies of the Visit Lubbock Strategic Plan.
- Promote Lubbock attractions to the travel writer market.
- Continue building relationships with new and existing meeting planners in order to increase the amount of conventions that come to the City.
- Continue to service and maintain existing annual sports events, and develop relationships that would bring new regional, national and international sporting events to the City.
- Continue to build and communicate a consistent brand to target audiences outside of Lubbock, as well as to constituents of Lubbock.
- Continue to increase Visit Lubbock's social media presence.

## Revenue Overview

- Market Lubbock, Inc. (MLI) is funded with 2.315 cent property tax rate allocation, minus the City of Lubbock economic development expense, and interest on investments. Property tax revenue is estimated at \$3.3 million, an increase of \$155.3 thousand, or 5.0 percent, from FY 2017-18.
- Visit Lubbock and the Lubbock Sports are funded by an allocation of the hotel occupancy tax. Hotel occupancy tax revenues are estimated at \$4.1 million, an increase of \$41,985, or 1.0 percent above FY 2017-18 funding levels.



# Market Lubbock Economic Development Corp. Overview

## Expenditure Overview

### Market Lubbock, Inc.

- Compensation increased \$46,400, or 27.2 percent, for FY 2018-19. This includes increase in allocations for shared staff among Lubbock Economic Development Alliance (LEDA), Market Lubbock, Inc. (MLI) and Visit Lubbock.
- Marketing and Promotions increased \$98,500, or 106.5 percent, due to increased efforts in marketing downtown investment opportunities.
- Maintenance and Operations increased \$1,750, or 6.4 percent.
- Professional Services remained flat.
- Incentive increased \$750 thousand, or 68.2 percent, for FY 2018-19 to assist in the recruitment and development of downtown businesses.
- Special Projects increased \$500 thousand, or 16.4 percent, for FY 2018-19 to continue to work with TTU in innovation and entrepreneurship and to partner with the City on projects that would benefit the Lubbock community.
- No funds were granted to LEDA in FY 2018-19 or in the prior year, to allow MLI to concentrate on potential partnerships with the City on projects that would benefit the Lubbock community.

### Visit Lubbock, Inc.

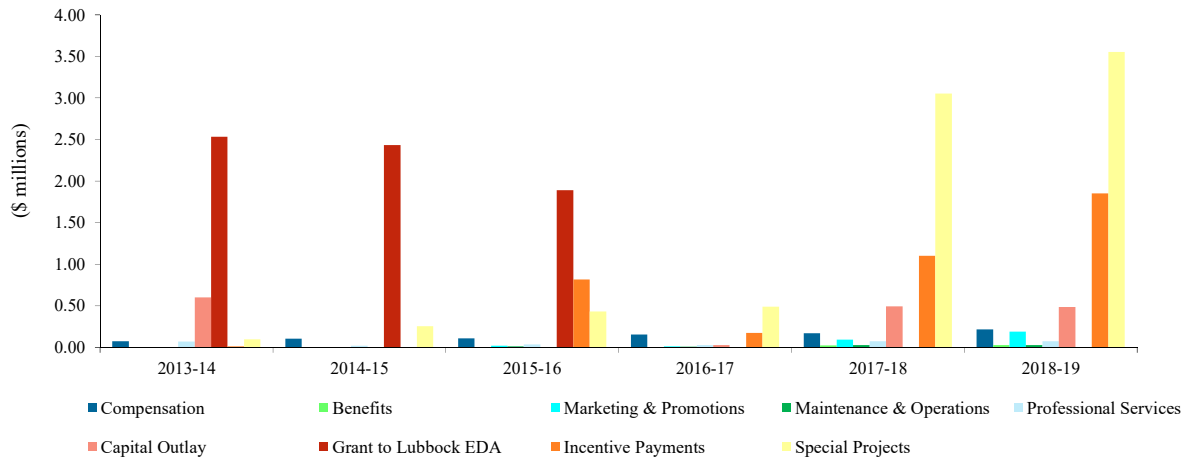
- Compensation increased \$16,600 or 2.0 percent due to annual adjustments and allocation of shared staff to Market Lubbock and LEDA.
- Employee benefits decreased \$7,900 or 3.9 percent due to the restructuring of health insurance to a hybrid self-funded plan. Overall personnel costs increased \$8,700 or less than 1.0 percent.
- Maintenance and operations increased by \$5,300 or 2.6 percent.
- Marketing and promotions decreased by \$4,806 or less than 1.0 percent in FY 2017-18.
- Professional services decreased \$11,204 or 6.3 percent in FY 2018-19.
- Capital Outlay decreased \$62,575 or 69.7 percent for FY 2018-19.
- Incentives decreased \$10,000 or 8.3 percent in FY 2018-19.
- Grant funding to Lubbock Sports Authority decreased \$4,820, or 2.7 percent.

### Lubbock Sports, Inc.

- Compensation decreased \$9,200, or 4.4 percent due to adjustments in staffing.
- Employee benefits decreased \$2,600 or 6.1 percent due to the restructuring of health insurance to a hybrid self-funded plan. Overall personnel costs decreased \$11,800 or 1.6 percent.
- Marketing and promotions increased \$4,859, or 1.0 percent, for FY 2018-19.
- Sports servicing increased \$33,250, or 5.6 percent for FY 2018-19.
- Professional Services decreased \$2,001, or 6.3 percent.
- Capital Outlay decreased \$11,025, or 69.7 percent.

# Component Unit - Market Lubbock, Inc.

COMPOSITION OF EXPENDITURES

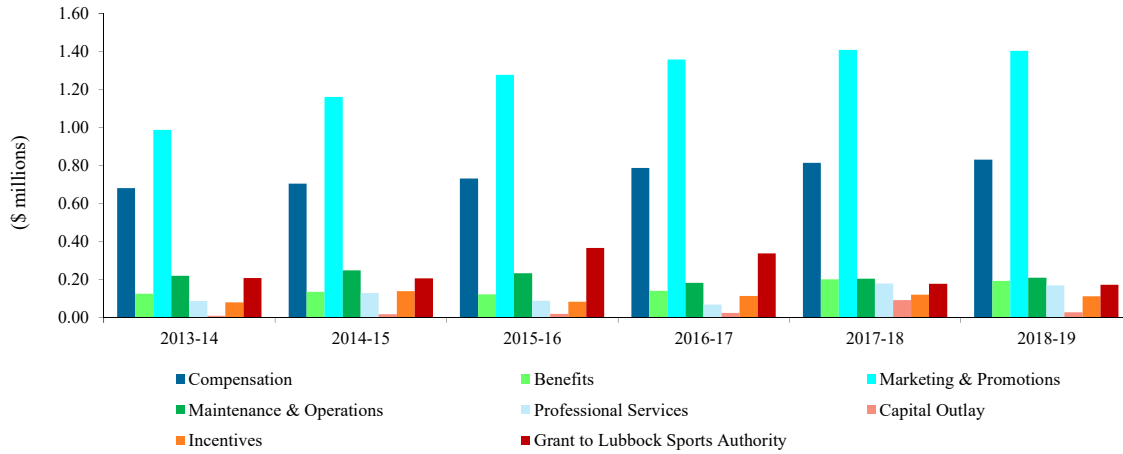


	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 4,321	4,766	(12,987)	14,000	60,000	328.6
Property Tax Allocation	3,009,165	2,828,158	3,017,457	3,095,272	3,250,562	5.0
Lease Income	6,190	6,190	-	-	-	-
Other Income	-	100	-	-	-	-
Total Revenue Sources	3,019,676	2,839,214	3,004,470	3,109,272	3,310,562	6.5
Utilization of Net Assets	-	474,372	-	1,926,728	3,114,988	61.7
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 3,019,676</b>	<b>3,313,586</b>	<b>3,004,470</b>	<b>5,036,000</b>	<b>6,425,550</b>	<b>27.6</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENSES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 105,650	106,893	154,003	170,300	216,700	27.2
Benefits	-	-	-	26,000	28,900	11.2
Marketing & Promotions	4,905	18,428	12,555	92,500	191,000	106.5
Maintenance & Operations	3,017	14,421	9,986	27,200	28,950	6.4
Professional Services	21,932	36,065	27,515	73,000	73,000	-
Capital Outlay	-	-	28,470	495,000	485,000	(2.0)
Grant to Lubbock EDA	2,432,528	1,890,996	-	-	-	-
Incentive Payments	-	816,782	174,725	1,100,000	1,850,000	68.2
Special Projects	255,000	430,001	490,744	3,052,000	3,552,000	16.4
<b>TOTAL EXPENSES</b>	<b>\$ 2,823,032</b>	<b>3,313,586</b>	<b>897,998</b>	<b>5,036,000</b>	<b>6,425,550</b>	<b>27.6</b>

# Market Lubbock, Inc. - Visit Lubbock, Inc.

COMPOSITION OF EXPENDITURES

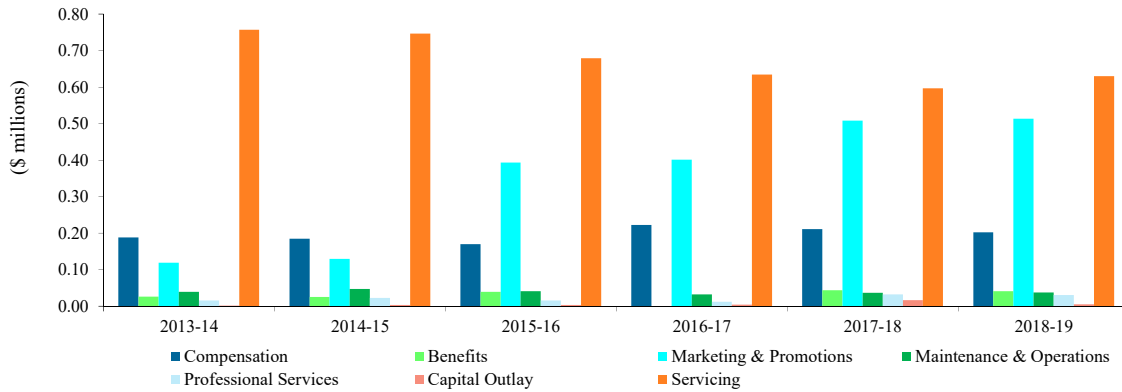


FUNDING SOURCES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Interest Earnings	\$ 7,850	7,680	11,427	15,200	18,240	20.0
Hotel/Motel Tax	2,692,434	3,111,075	2,730,821	3,056,618	3,088,282	1.0
Hotel/Motel Tax True-Up	-	-	-	71,109	-	(100.0)
Sale of Promotional Items	1,647	2,878	4,278	2,000	2,000	-
Advertising Income	78,984	40,212	35,551	43,000	-	(100.0)
Other Income	-	-	-	-	-	-
Total Revenue Sources	2,780,915	3,161,845	2,782,077	3,187,927	3,108,522	(2.5)
Utilization of Net Assets	-	-	220,949	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,780,915</b>	<b>3,161,845</b>	<b>3,003,026</b>	<b>3,187,927</b>	<b>3,108,522</b>	<b>(2.5)</b>

EXPENSES	Actual FY 2014-15	Actual FY 2015-16	Actual FY 2016-17	Amended FY 2017-18	Budget FY 2018-19	% Change from Amended
Compensation	\$ 703,128	729,529	785,797	813,100	829,700	2.0
Benefits	133,929	120,305	138,757	200,200	192,300	(3.9)
Marketing & Promotions	1,159,979	1,276,275	1,356,710	1,406,606	1,401,800	(0.3)
Maintenance & Operations	246,876	232,129	181,387	203,600	208,900	2.6
Professional Services	127,804	87,860	67,780	178,904	167,700	(6.3)
Capital Outlay	17,342	18,617	23,317	89,775	27,200	(69.7)
Incentives	137,726	81,722	112,684	120,000	110,000	(8.3)
Grant to Lubbock Sports Authority	204,970	364,939	336,594	175,742	170,922	(2.7)
<b>TOTAL EXPENSES</b>	<b>\$ 2,731,754</b>	<b>2,911,376</b>	<b>3,003,026</b>	<b>3,187,927</b>	<b>3,108,522</b>	<b>(2.5)</b>

# Market Lubbock, Inc. - Sports Authority

## COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Interest Earnings	\$ 2,087	2,042	3,038	4,800	5,760	20.0
Hotel/Motel Tax	843,512	842,322	853,287	996,386	1,006,707	1.0
Hotel/Motel Tax True-Up	-	-	-	22,278	-	(100.0)
Event Revenue	29,690	65,531	58,117	52,000	48,000	(7.7)
Event Trust Fund	62,441	216,061	163,274	190,000	224,000	17.9
Grant from Visit Lubbock	204,970	364,939	336,594	175,742	170,922	(2.7)
Other Revenue	-	6,950	7,701	-	-	-
Total Revenue Sources	1,142,700	1,497,845	1,422,011	1,441,205	1,455,389	1.0
Utilization of Net Assets	14,063	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,156,763</b>	<b>1,497,845</b>	<b>1,422,011</b>	<b>1,441,205</b>	<b>1,455,389</b>	<b>1.0</b>

	Actual	Actual	Actual	Amended	Budget	Change
EXPENSES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 184,152	169,085	222,254	211,000	201,800	(4.4)
Benefits	25,112	38,526	-	42,900	40,300	(6.1)
Marketing & Promotions	128,886	392,953	401,162	507,780	512,639	1.0
Maintenance & Operations	46,782	40,965	32,011	36,100	37,000	2.5
Professional Services	22,554	15,505	11,961	31,600	29,600	(6.3)
Capital Outlay	3,062	3,285	4,115	15,825	4,800	(69.7)
Servicing	746,215	678,922	633,871	596,000	629,250	5.6
Special Projects	-	-	-	-	-	-
Grant to Visit Lubbock	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 1,156,763</b>	<b>1,339,241</b>	<b>1,305,374</b>	<b>1,441,205</b>	<b>1,455,389</b>	<b>1.0</b>



# Civic Lubbock, Inc.

## Mission and Purpose

Created by the Lubbock City Council in 1956, Civic Lubbock, Inc. is a non-profit 501(c)(3) corporation established to foster and promote educational, cultural, and entertainment programs, to include the visual and performing arts for the citizens of Lubbock and the surrounding areas.

## Goals and Objectives

- Fund and promote art, cultural and entertainment activities and programs.
- Operate concessions in the Civic Center, Moonlight Musicals Amphitheatre, and other locations.
- Operate the Select-a-Seat ticketing service.

## Accomplishments for FY 2017-18

- Administered and distributed \$452.5 thousand in grant funding from the Cultural Arts Grant Program and other local grants.
- Funded the continuation of a long range arts and entertainment calendar that is used by event organizers when planning their events.
- Inducted three individuals into the West Texas Walk of Fame.
- Produced and released the second annual Lubbock Music NOW album to recognize musicians living in the Lubbock area and “working the circuit”; the album features original music and gives citizens and visitors a time capsule of what the local music scene is producing.
- Funded the re-framing of five Clarence Kincaid paintings from a portion of the funds allocated from the Hotel Occupancy Tax for the Public Art Program; these are displayed in the Civic Center.
- Funded the purchase of the third *Llano Dancer* from a portion of the funds allocated from the Hotel Occupancy Tax for the Public Art Program. The third Dancer will be installed next to the other two Dancers purchased last year and will complete the collection.

- The Select-a-Seat website was redesigned to enhance the patron experience.
- Opened a new “Grab and Go” concept concession stand in the Civic Center Pedestrian Mall.

## Objectives for FY 2018-19

- Implement fundraising efforts using grants and donations for future projects.
- Administer the Cultural Arts Grant Program and other grant programs that fund local cultural arts and entertainment events and projects.
- Plan and conduct future inductions into the West Texas Walk of Fame.
- Provide funding for and continue to produce the Lubbock Music NOW album.
- Administer a portion of Civic Lubbock’s allocation from the Hotel Occupancy Tax for the acquisition and maintenance of public art on city-owned property.

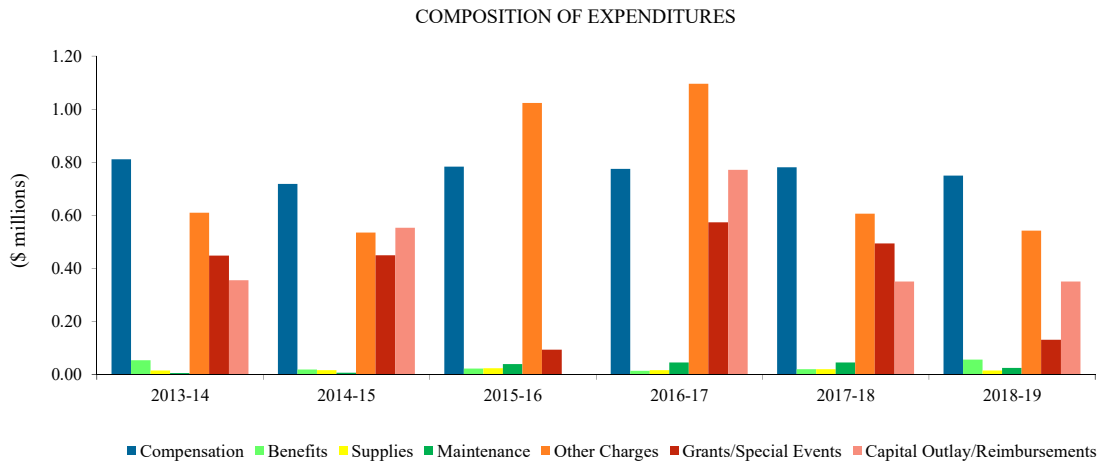
## Revenue Overview

- Total revenues decreased \$478.7 thousand, or 20.4 percent, compared with the FY 2017-18 Operating Budget. There was a \$168.5 thousand decrease in revenue associated with the loss in auditorium/coliseum concessions. The loss in grants contributed for an additional decrease of \$308.1 thousand. Utilization of net assets in the amount of \$75,000 is adopted for FY 2018-19.

## Expenditure Overview

- Total expenditures decreased \$478.7 thousand, or 19.7 percent, compared with the FY 2017-18 Operating Budget. There were decreases in compensation, supplies, maintenance, other charges, and cost of goods sold. With the most significant decrease occurring in grants/special events with a drop of \$363.1 thousand.

# Civic Lubbock, Inc. - Overview



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Civic Center Concessions	\$ 400,844	413,632	413,921	396,424	401,656	1.3
Auditorium/Coliseum Concessions	173,914	196,131	152,745	168,500	-	(100.0)
Select-A-Seat	730,255	712,430	1,136,791	712,609	769,443	8.0
Grants	404,554	384,166	418,928	308,090	-	(100.0)
Other Income	839,850	819,309	1,264,876	765,350	701,169	(8.4)
Total Revenue Sources	2,549,417	2,525,668	3,387,261	2,350,973	1,872,268	(20.4)
Utilization of Net Assets	-	-	14,909	75,000	75,000	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,549,417</b>	<b>2,525,668</b>	<b>3,402,170</b>	<b>2,425,973</b>	<b>1,947,268</b>	<b>(19.7)</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENSES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Compensation	\$ 717,753	782,802	774,741	781,041	748,890	(4.1)
Benefits	18,369	21,803	13,242	19,332	56,293	191.2
Supplies	16,052	23,496	16,057	19,168	15,174	(20.8)
Maintenance	6,708	39,514	44,822	45,220	24,675	(45.4)
Other Charges	533,990	1,022,472	1,094,971	605,389	541,328	(10.6)
Grants/Special Events	448,603	93,238	573,533	493,830	130,749	(73.5)
Capital Outlay/Reimbursements	552,064	-	770,699	350,000	350,000	-
Cost of Goods Sold	121,430	127,273	114,105	111,993	80,159	(28.4)
<b>TOTAL EXPENSES</b>	<b>\$ 2,414,969</b>	<b>2,110,598</b>	<b>3,402,170</b>	<b>2,425,973</b>	<b>1,947,268</b>	<b>(19.7)</b>

## FULL-TIME POSITIONS

Accountant	1
Assistant Box Office Coordinator	1
Assistant Food & Beverage Coordinator	1
Box Office Manager	1
Food & Beverage Assistant	1
Food & Beverage Coordinator	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>6</b>

# Civic Lubbock, Inc. - Functional Overview

## Civic Center Concessions

	Budget
FUNDING SOURCES	FY 2018-19
Alcohol Sales	\$ 147,500
Concession Sales	155,226
Catering	90,000
Soda Machine Sales	2,200
Merchandise	4,500
Other Income/ Expense Rebate	612
Interest	140
Food Vendors	1,478
Discounts Taken	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 401,656</b>
EXPENSES	
Compensation	\$ 234,088
Benefits	2,986
Supplies	2,678
Maintenance	9,075
Other Charges	52,928
Cost of Goods	76,271
Capital Outlay/Reimbursements	-
<b>TOTAL EXPENSES</b>	<b>\$ 378,026</b>

## Auditorium/Coliseum Concessions

	Budget
FUNDING SOURCES	FY 2018-19
Concession Sales	\$ -
Alcohol Sales	-
Merchandise	-
Interest	-
Food Court Vendors %	-
Other Income/Expense Rebate	-
Discounts Taken	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ -</b>
EXPENSES	
Compensation	\$ -
Benefits	-
Supplies	-
Maintenance	-
Other Charges	-
Cost of Goods	-
Capital Outlay/Reimbursements	-
<b>TOTAL EXPENSES</b>	<b>\$ -</b>

## Administration

	Budget
FUNDING SOURCES	FY 2018-19
Other Income / Service Charge	\$ 58,519
Stagehand Wage Reimbursement	250,000
Stagehand Service Charge	42,500
Interest	150
Grants	-
Contract Labor Reimbursement	\$ 350,000
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 701,169</b>
EXPENSES	
Compensation	\$ 291,504
Benefits	45,651
Supplies	2,000
Maintenance	2,100
Other Charges	73,317
Capital Outlay/Reimbursements	350,000
Grants/Walk of Fame	130,749
<b>TOTAL EXPENSES</b>	<b>\$ 895,321</b>

## Select-A-Seat

	Budget
FUNDING SOURCES	FY 2018-19
Handling Fees	\$ 745,000
Professional Fees	8,076
Commission Revenue	34
Printing Fee Revenue	3,984
Other Income	9,261
Interest Income	155
Maintenance Support Revenue	1,200
Equipment Rental Revenue	510
Discounts Taken	1,223
Southwestern Bell Grant	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 769,443</b>
EXPENSES	
Compensation	\$ 223,298
Benefits	7,656
Supplies	10,496
Maintenance	13,500
Other Charges	415,083
Cost of Goods	3,888
Capital Outlay/Reimbursements	-
<b>TOTAL EXPENSES</b>	<b>\$ 673,921</b>





# Vintage Township Public Facilities Corporation Overview

## Department Mission and Purpose

Chapter 303 of the Texas Local Government Code, allows cities to approve and authorize the creation of one or more nonmember, non-stock, nonprofit public facility corporations for the purpose of financing, refinancing, or providing for the acquisition, construction, rehabilitation, renovation, repair, equipping, furnishing, and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.

The Vintage Township Public Facilities Corporation was created to issue Certificates of Obligation for the construction of eligible public improvements and amenities in the Vintage Township Public Improvement District (PID).

Series 2008A bonds were issued for the construction of public amenities, such as parks and green spaces, signage, lighting, art work, water features and fountains, hardscape, landscape, and irrigation.

Series 2008B bonds were issued for construction of public infrastructure, such as water and sewer infrastructure, streets,

and storm water drainage infrastructure and facilities. These bonds were paid as the lots were sold. These bonds are paid.

## Goals and Objectives

- Utilize assessments from the Vintage Township PID to pay debt service on 2008A bonds.

## Accomplishments for FY 2017-18

- Sufficient assessments were collected to pay the debt service on the bonds.

## Revenue Overview

- The transfer from Vintage Township PID increased by \$2,159, or 1.2 percent.

## Expenditure Overview

- The debt service payment increased by \$2,159, or 1.2 percent.

**Vintage Township PID**  
**Special Assessment Revenue Bonds, Series 2008A**  
**Revised Debt Service Schedule - After regular redemption of \$11,000 in Series 2008A Bonds on 10/01/2016**

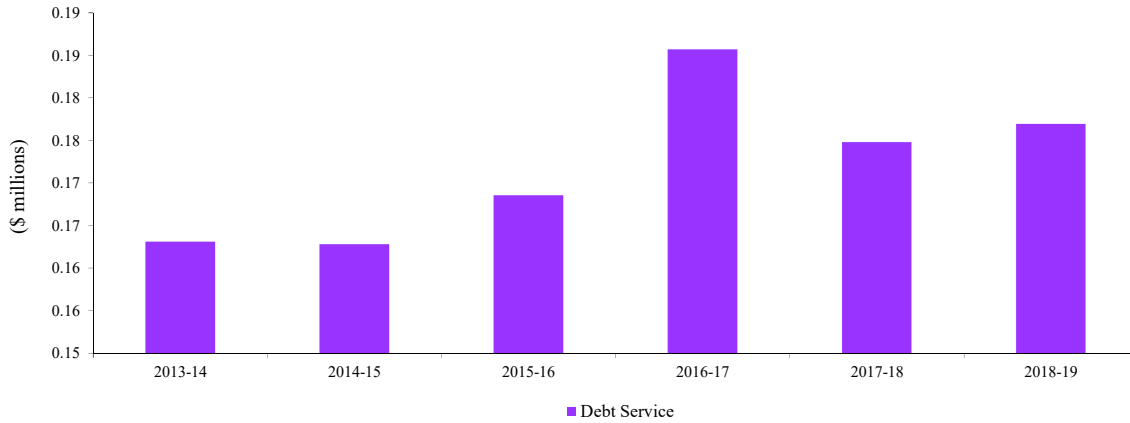
<b>Par Value of Bonds</b>	<b>\$2,193,000.00</b>	100%	<b>Coupon Rate</b>	<b>7.375%</b>
Bonds Redeemed				
Regular Redemptions Through 10/1/16	(\$39,000.00)			
Prepayment Redemptions on 7/1/08	(\$78,000.00)	-3.56%		
Subtotal - Bonds Redeemed	(\$117,000.00)			
Outstanding Principal Amount of Bonds	<u>\$2,076,000.00</u>			

Year Ending (October 1)	ORIGINAL		
	Principal	Interest	Total P & I
2008	\$0.00	\$61,997.94	\$61,997.94
2009	\$0.00	\$161,733.75	\$161,733.75
2010	\$0.00	\$161,733.75	\$161,733.75
2011	\$1,000.00	\$161,733.75	\$162,733.75
2012	\$4,000.00	\$161,660.00	\$165,660.00
2013	\$7,000.00	\$161,365.00	\$168,365.00
2014	\$10,000.00	\$160,848.75	\$170,848.75
2015	\$13,000.00	\$160,111.25	\$173,111.25
2016	\$16,000.00	\$159,152.50	\$175,152.50
2017	\$20,000.00	\$157,972.50	\$177,972.50
2018	\$24,000.00	\$156,497.50	\$180,497.50
2019	\$28,000.00	\$154,727.50	\$182,727.50
2020	\$33,000.00	\$152,662.50	\$185,662.50
2021	\$38,000.00	\$150,228.75	\$188,228.75
2022	\$44,000.00	\$147,426.25	\$191,426.25
2023	\$50,000.00	\$144,181.25	\$194,181.25
2024	\$56,000.00	\$140,493.75	\$196,493.75
2025	\$63,000.00	\$136,363.75	\$199,363.75
2026	\$71,000.00	\$131,717.50	\$202,717.50
2027	\$79,000.00	\$126,481.25	\$205,481.25
2028	\$88,000.00	\$120,655.00	\$208,655.00
2029	\$98,000.00	\$114,165.00	\$212,165.00
2030	\$108,000.00	\$106,937.50	\$214,937.50
2031	\$119,000.00	\$98,972.50	\$217,972.50
2032	\$131,000.00	\$90,196.25	\$221,196.25
2033	\$144,000.00	\$80,535.00	\$224,535.00
2034	\$158,000.00	\$69,915.00	\$227,915.00
2035	\$172,000.00	\$58,262.50	\$230,262.50
2036	\$188,000.00	\$45,577.50	\$233,577.50
2037	\$206,000.00	\$31,712.50	\$237,712.50
2038	\$224,000.00	\$16,520.00	\$240,520.00
<b>Total</b>	<b>\$2,193,000.00</b>	<b>\$3,782,537.94</b>	<b>\$5,975,537.94</b>

REVISED		
Principal	Interest	Total P & I
\$0.00	\$59,792.82	\$59,792.82
\$0.00	\$155,981.26	\$155,981.26
\$0.00	\$155,981.26	\$155,981.26
\$0.00	\$155,981.26	\$155,981.26
\$5,000.00	\$155,981.26	\$160,981.26
\$7,000.00	\$155,612.50	\$162,612.50
\$8,000.00	\$155,096.25	\$163,096.25
\$8,000.00	\$154,506.25	\$162,506.25
\$11,000.00	\$153,916.25	\$164,916.25
\$19,000.00	\$153,105.00	\$172,105.00
\$23,000.00	\$151,703.75	\$174,703.75
\$27,000.00	\$150,007.50	\$177,007.50
\$32,000.00	\$148,016.25	\$180,016.25
\$37,000.00	\$145,656.25	\$182,656.25
\$42,000.00	\$142,927.50	\$184,927.50
\$48,000.00	\$139,830.00	\$187,830.00
\$54,000.00	\$136,290.00	\$190,290.00
\$61,000.00	\$132,307.50	\$193,307.50
\$68,000.00	\$127,808.75	\$195,808.75
\$76,000.00	\$122,793.75	\$198,793.75
\$85,000.00	\$117,188.75	\$202,188.75
\$95,000.00	\$110,920.00	\$205,920.00
\$104,000.00	\$103,913.75	\$207,913.75
\$115,000.00	\$96,243.75	\$211,243.75
\$126,000.00	\$87,762.50	\$213,762.50
\$139,000.00	\$78,470.00	\$217,470.00
\$152,000.00	\$68,218.75	\$220,218.75
\$166,000.00	\$57,008.75	\$223,008.75
\$181,000.00	\$44,766.25	\$225,766.25
\$204,000.00	\$31,417.50	\$235,417.50
\$222,000.00	\$16,372.50	\$238,372.50
<b>\$2,115,000.00</b>	<b>\$3,665,577.86</b>	<b>\$5,780,577.86</b>

# Vintage Township Public Facilities Corp. Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Transfer from Vintage PID	\$ 162,801	168,548	185,679	174,778	176,937	1.2
Total Revenue Sources	162,801	168,548	185,679	174,778	176,937	1.2
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 162,801</b>	<b>168,548</b>	<b>185,679</b>	<b>174,778</b>	<b>176,937</b>	<b>1.2</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENSES	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	from Amended
Debt Service	\$ 162,801	168,548	185,679	174,778	176,937	1.2
<b>TOTAL EXPENSES</b>	<b>\$ 162,801</b>	<b>168,548</b>	<b>185,679</b>	<b>174,778</b>	<b>176,937</b>	<b>1.2</b>

# Financial Policy

The City has an important responsibility to its citizens to carefully account for public funds, prudently manage municipal finances, and to plan for the adequate funding of services desired by the public. These financial policies enable the City to achieve a long-term stable and positive financial condition by exercising integrity, prudence, responsible stewardship, planning, accountability, and full and continuous disclosure.

In addition to the guidelines presented in the City's Financial Policies, the City has implemented the following best practices as identified in Standard & Poor's "Ten Ways to Improve a G.O. Rating – Best Management Practices Make a Difference”:

- Establish or enhance budget stabilization reserves.
- Establish regular economic/revenue reviews to identify potential budget problems early.
- Prioritize spending plans/establish contingency plans for operating and capital budgets as a fallback financial strategy.
- Have a formalized capital improvement plan or a debt-affordability model to assess future financial liabilities.
- Develop a pay-as-you-go financing strategy as part of your operating and capital budget.
- Plan ahead and anticipate the impact of capital and operating costs on a multi-year financial plan.
- Establish benchmarks and priorities for the direction of your government and adhere to them.
- Establish and maintain effective management systems.
- Consider the affordability of actions or plans before they become part of your budget.
- Have a well-defined and coordinated economic development strategy.

## I. OPERATIONS

### A. REVENUES

The Annual Operating Budget shall be prepared such that current revenues plus transfers in will be sufficient to support current expenditures and transfers out. In order to maintain a stable level of services, the City shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process includes an analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenue shortfalls.

Charges for services and other revenues will be annually examined and adjusted as deemed necessary to respond to cost increases or any other changing circumstances. Revenue sources along with support for projections are included in the Operating Budget, which is a useful tool for monitoring revenue trends.

### *COLLECTIONS*

**Property Tax Collections:** The City encourages the Lubbock Central Appraisal District to follow an aggressive policy of collecting property tax revenues. An average collection rate of at least 98 percent of current levy shall be maintained.

**Other Revenue Collections:** The City monitors and minimizes administrative costs necessary to generate revenues. Delinquent accounts and insufficient checks are turned over to an outside collections agency for collection. As collections are made, the collection agency remits the payments (net of fees) to the City. If insufficient checks are uncollectable, they are returned to the City and turned over to the District Attorney's office for collection. Collection efforts for overdue payments are pursued to the fullest extent of the law.

### *ENTERPRISE FUND REVENUES*

Enterprise Funds are self-supporting from their own source rates, fees, and charges. Cost recovery includes direct operating and maintenance expense, indirect cost recovery, in-lieu of transfers to the General Fund for property tax and franchise fee payments, capital expenditures and debt service payments, where appropriate. Rate models are maintained to identify all sources and uses of funds and provide a 10-year planning tool for rate setting. Rate increases are proposed for consideration to the City Council during the annual budget process.

### *PROPERTY TAX*

All taxable property within the City is subject to the assessment, levy, and collection by the City of a continuing, direct annual ad valorem tax. The ad valorem tax is sufficient to provide payment of principal and interest on all ad valorem tax debt and for operations and maintenance costs as allowed by Article XI, Section 5, of the Texas Constitution as applicable to the City.

### *SALES TAX*

The City has adopted the Municipal Sales and Use Tax Act, Chapter 321 Texas Tax Code, which grants the City the power to impose and levy a local sales and use tax within the City. In January 1995, the voters of the City approved the imposition of an additional sales and use tax of one-eighth percent as authorized by Chapter 323 Texas Tax Code, as amended. Collection of the additional tax commenced in October 1995 with the proceeds to be dedicated to the reduction of ad valorem taxation. In November 2003, voters approved an additional one-quarter percent sales and use tax, with the proceeds of one-eighth percent of the tax dedicated to the reduction of ad valorem taxation, and an additional one-eighth percent of the tax, under Section 4A of the Texas Development Corporation Act (Article 5190.6, Texas Revised Civil Statutes), to be used for economic development in the City. The collection of taxes authorized in the November 2003 election commenced in October 2004.

# Financial Policy

Collection and enforcement of the City's sales tax is handled through the offices of the Comptroller of Public Accounts, State of Texas, who remits the proceeds of the tax to the City on a monthly basis, after deduction of a two percent service fee. The proceeds of one and three-eighths percent are credited to the General Fund and one-eighth percent is credited to the Lubbock Economic Development Alliance Special Revenue Fund prior to the transfer to Lubbock Economic Development Alliance (LEDA).

## *DONATIONS/CONTRIBUTIONS*

Donations from individuals and/or groups are managed in accordance with the *City of Lubbock Donations Policy*. Donations are to be managed in accordance with intended use and restrictions.

Assets donated or dedicated to the City are managed in accordance with the *City of Lubbock Donated Asset Policy*. Assets are to be recorded at estimated fair market value at time of transfer.

## *GRANTS*

Grants are managed in accordance with the *City of Lubbock Grants Management Policy*. The City applies for grants that are consistent with the objectives and high priority needs identified by the City Council. The potential for incurring ongoing costs, including the assumption of support for grant-funded positions from local revenues, will be considered prior to applying for a grant. The City recovers indirect costs wherever possible. All grant applications are reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet City policies. Funding sources for local matches will be identified prior to the application process. The City terminates grant-funded programs and associated positions when grant funds expire unless an alternate funding source is identified.

## *INTEREST EARNINGS*

Investments are managed in accordance with the *City of Lubbock Investment Policy*. Interest earnings from the investment of unexpended funds are credited to the Investment Pool Internal Service Fund. The Investment Pool Fund receives all interest income for all City funds. Expenses necessary to generate interest income are charged to the Investment Pool Fund and then the net interest income is distributed to each fund in the ratio of their total cash balance in the total portfolio. Operating Fund interest may be used for any City budget purpose, upon approval by the City Council during the budget process. Bond interest earnings are used for debt service or bond projects.

## *HOTEL/MOTEL TAX*

Hotel/Motel tax is 13 percent of the cost of a room night for hotels and motels in the City. There is an amount of six

percent that is remitted to the State and seven percent that is remitted to the City. Hotel/Motel taxes are allocated in accordance with Ordinance No. 2012-O0071. A detailed allocation is provided in the Operating Budget.

Changes to this allocation must be approved by City Council.

## **B. EXPENDITURES**

The City operates on a current funding basis. Expenditures are budgeted and controlled so as not to exceed an amount equal to current revenues plus the planned use of appropriable net position accumulated through prior year savings. (The use of appropriable net position is guided by the Appropriable Net position Policy in Section C.

Prior to the proposal of any initiatives or plans that use resources, City Staff develops a financial impact analysis from which to evaluate affordability. This process is completed prior to the proposal of the initiative in the annual budget process.

City staff and City management review expenditures on a monthly basis, at a minimum, to ensure that expenditures track budget projections. If at any time an operating deficit exists or is projected, corrective action will be recommended. Corrective action may include, but is not limited to, a hiring freeze, expenditure reductions, fee increases, or use of fund balance. Expenditure deferrals to the following fiscal year, short-term loans, or use of one-time revenue sources will be avoided as attempts to balance the budget.

## *PURCHASING*

The two important issues central to the Purchasing function are 1) the control aspect or commitment to full compliance with State purchasing statutes, which serve to maintain the public's confidence and trust in all contracting activities; and 2) the service commitment of the Purchasing Department to each City department.

### Routine Purchases

Departments may issue purchase orders less than \$500 and make Purchasing Card transactions up to \$5,000 to procure items for which there is an approved budget when the item does not require technical or administrative review by specific departments (i.e. computer hardware and software, radio equipment, telecommunications equipment, fleet vehicle/ equipment supplies and services, and printing/ reproduction services). For a complete listing of all purchasing policies, please refer to the *Purchasing Policies and Procedures Manual*.

### Petty Cash

Purchases using Petty Cash are subject to the same rules and documentation requirements as other City purchases.

# Financial Policy

Additional information regarding petty cash purchases may be found in the *Petty Cash Administrative Policy*.

## Purchasing Card Program

The Purchasing Card Program allows City employees to make small dollar expenditures (up to \$5,000) required for normal operations. The intent of this program is to enhance the capabilities of field personnel to perform operational tasks without an administrative delay of obtaining a purchase order. Cards are issued in the name of the City and the individual Cardholder. The Cardholder is the only person entitled to use the card issued in their name and is responsible for all charges made against the card. Cardholders reconcile their receipts to a secure online statement. The cardholder's approver reviews the statement and receipts and forwards to the Program Administrator. Spending limits that have been provided to each Cardholder sets the maximum dollar amount for each single purchase (Single Transaction Limit), daily number of transactions, and the total dollar amount for all purchases made with a Purchasing Card within a monthly billing cycle. Each time a Cardholder makes a purchase with his/her Purchasing Card, the bank will electronically check transaction limits and the authorization request will be declined should the amount exceed these limits.

Additional information on the Purchasing Card policies and procedures may be found in the *Purchasing Card Policy*.

## Under \$500 purchase orders

Departments have the authority to issue purchase orders for amounts up to \$500. However, departments are encouraged to use the more efficient Purchasing Card whenever possible.

## Requisitions

For purchases less than \$5,000, the department head must electronically approve requisitions. For purchases greater than \$5,000, the department head's supervisor must electronically approve requisitions.

## Emergency Purchases

Emergency Purchasing procedures are outlined in the *Purchasing Policies and Procedures Manual*. An emergency is defined as a disruption, which may vitally affect public health, welfare or safety (i.e. flood, bombing, tornado, etc.). Department heads or their designees may purchase goods or services and then follow up later with a requisition describing the emergency along with an invoice indicating the receipt of goods and services.

When an emergency has been declared that qualifies for reimbursement under the Federal Emergency Management Agency (FEMA), the Accounting and Purchasing Departments will be notified. The Accounting Department will determine which accounts require an emergency subsidiary account and will assign the emergency

subsidiary account and notify Purchasing. For purchases of goods, the Purchasing Department will ensure that all requisitions and purchase orders include the emergency subsidiary account for any items directly related to the emergency. The Emergency Operations Center will communicate to the Purchasing and Accounting Department when the emergency period has ended.

## **C. FINANCIAL CONDITIONS, RESERVES AND STABILITY RATIOS**

### *FUND BALANCE/NET POSITION*

When fund resources exceed uses, the result is fund balance accumulations for governmental funds and net position for proprietary funds. Reserves are maintained in fund balances/net position, at levels sufficient to protect the City's creditworthiness and to provide contingency funds in the event of emergency and/or unforeseen cash outlays. Additionally, reserves are created when the City Council takes action to set funds aside for a specific purpose or according to legal restrictions on the use of assets. Designations of fund balance/retained earnings are made when the appropriate level of management requests an amount, purpose, and timeframe for the designation. Designations are not authoritative and may be reallocated at any time. Reserves require City Council or other appropriate authoritative action to reallocate.

### General Fund

The City targets an unrestricted fund balance in an amount equal to at least 20 percent of regular General Fund operating revenues to meet unanticipated contingencies and fluctuations in revenue.

Solid Waste funds are designated in landfill closure and post closure care reserves for the purpose of covering the City's landfill sites when they stop accepting waste and to perform certain maintenance and monitoring functions at the sites for thirty years after closure.

### Water/Wastewater Fund

The City targets appropriate net position in the Water/Wastewater fund in an amount equal to 25 percent of regular operating revenues. 10-year rate models are maintained for Water and Wastewater to identify all sources and uses of funds and to provide a planning tool for rate setting. The rate model is one in which all projected revenues, operating and capital disbursements, debt service requirements, and transfers in/out are compiled to determine the rate necessary to yield the targeted ending balance. When the model predicts the need for a rate increase, further intensive review is performed to determine if capital project construction timelines can be adjusted in order to smooth the rate. At a minimum, the rolling ten-year rate models are updated and analyzed as part of the budget preparation process and again mid-fiscal year, once prior year financial statements are issued.

# Financial Policy

## Airport, Civic Center, and Storm Water Funds

The City targets appropriate net position in the Airport, Civic Center, and Storm Water funds in an amount equal to 15 percent of regular operating revenues. 10-year rate models are maintained in the Airport Fund and Storm Water Fund to identify all sources and uses of funds and to provide a planning tool for rate setting. The rate model one in which all projected revenues, operating and capital disbursements, debt service requirements, and transfers in/out are compiled to determine the rate necessary to yield the targeted ending balance. When the model predicts the need for a rate increase, further intensive review is performed to determine if capital project construction timelines can be adjusted in order to smooth the rate. At a minimum, the rolling ten-year rate models are updated and analyzed as part of the budget preparation process and again mid-fiscal year, once prior year financial statements are issued.

## Cemetery and Lake Alan Henry Fund

The City targets appropriate net position in the Cemetery and Lake Alan Henry funds in an amount equal to 10 percent of regular operating revenues. The Cemetery Fund is subsidized by the General Fund so a minimal policy level net position is required. The Lake Alan Henry Fund is self-supporting and rates are increased as necessary to cover operating costs.

## Internal Service Funds

The City targets appropriate net position in the Fleet and Information Technology funds in an amount equal to 10 percent of regular operating revenues. The City targets appropriate net position in the Health Benefits fund of 20% of regular operating revenue and a fixed amount of \$5 million in the Risk Management fund. For the remainder of the Internal Service Funds the City targets appropriate net position of an amount equal to eight percent of all regular operating revenues.

## Special Revenue Funds

The City targets appropriate net position in the Gateway Streets Fund in an amount equal to the next year's debt payment. The remainder of the Special Revenue funds do not have a required target.

## *RISK MANAGEMENT*

The City developed the Self-Insurance/Risk Fund for the purpose of self-insuring liability and workers' compensation. Funding is in the form of departmental contributions based on risk exposure and prior experience as determined by an actuary. As of April 1999, the City converted workers' compensation from self-insurance to participation in a governmental risk pool under a guaranteed cost program. In September 1999, the City purchased an excess liability policy with a \$250,000 per occurrence self-insured retention (SIR). Effective October 2006, the City increased its SIR to \$500,000 per occurrence. The City has consistently maintained policies

of insurance for Airport Liability, Fire and Extended Coverage (Property), Boiler and Machinery and various equipment, crime and fine arts floaters. Reserves are reviewed annually by Risk Management staff and external auditors to assess financial stability. An actuarial study of the Self-Insurance Fund is obtained annually. Additionally, all Risk exposures not insured or uninsurable (i.e. pollution, water contamination, environmental) are potential liabilities expenditures against the retained earnings of the fund. City staff actively participates in programs to reduce expenses by actively managing claims and encouraging and supporting strong safety and loss prevention programs. The City targets appropriate net position in the Risk Fund in an amount equal to five million.

## *SELF-INSURANCE HEALTH FUND*

The City's health insurance plan is self-insured under an Administrative Services Only (ASO) Agreement. The City purchases stop loss coverage on an individual and aggregate basis in the event that costs exceed a certain threshold. In addition, the City purchases an excess policy for organ and tissue transplants which pays outside the stop loss coverage.

Funding for the health plan is derived from charges to departments on a per employee basis. The City provides health coverage to all full time employees and subsidizes coverage for dependents and retirees.

Employees contribute to the health plan through payroll deductions for dependent coverage in addition to the subsidy. Retirees contribute to the health plan through payments to Accounting for amounts not subsidized. The City's health plan is qualified Medicare Part D. The City is reimbursed by Medicare for a portion of prescription drugs for retirees or disabled members that are Medicare qualified.

Reserve and rate stabilization balances are analyzed annually to identify funding progress. Any unrestricted cash balance should be used as rate stabilization for volatile health costs. The City targets appropriate net position in the Health Fund in an amount equal to twenty percent of operating revenues.

## *INVESTMENTS*

The City's principal investment objectives are listed in order of priority:

- (1) Compliance – with all Federal, State, and other legal requirements (includes but is not limited to Chapter 2256 "Public Funds Investment Act" as amended and Chapter 2257 "Public Funds Collateral Act" as amended, of the Texas Government Code).
- (2) Safety – Preservation of capital and the protection of investment principal.

# Financial Policy

- (3) Liquidity – Maintenance of sufficient liquidity to meet anticipated disbursements and cash flows.
- (4) Diversification – Maintenance of diversity in market sector and maturity to minimize risk in a particular sector.
- (5) Yield – Attainment of a market rate of return equal to or higher than the benchmark performance measure established by the Chief Financial Officer.

The City has a formal written investment policy document that is reviewed annually and approved by the City Council. The Audit and Investment Committee monitors investment policies and results. Results are reported to management and to the City Council monthly, in either an oral or written presentation. For additional detail, please refer to the *City of Lubbock Investment Policy and Strategy*.

The City will use the Audit and Investment Committee to assist in monitoring the performance and structure of the City's investments. The Audit and Investment Committee shall be responsible for the investment strategy decisions, activities, and the establishment of written procedures for the investment operations consistent with this policy. Monitoring of the portfolio shall be performed by the Audit and Investment Committee no less than quarterly and verified by the City's independent auditor at least annually.

## *RETIREMENT PLANS*

Each qualified employee is included in one of two retirement plans in which the City participates. These are the Texas Municipal Retirement System (TMRS) and the Lubbock Fire Pension Fund (LFPF). The City does not maintain accounting records, hold the investments or administer either fund. Funds are appropriated annually to meet the actuarially determined funding levels of the plan. TMRS is a statewide agent multiple-employee retirement system that provides pension benefits through a nontraditional joint contributory, defined contribution plan. LFPF is a single-employer, defined benefits pension plan maintained by members of the City's Fire Department with authority under the Texas Local Fire Fighters Retirement Act (Texas Revised Civil Statutes Article 6243e). The City also provides opportunities for investment by its employees of several tax-deferred long-term savings plans.

## *INVENTORIES*

Inventories in Enterprise and Internal Service Funds consist of expendable supplies held for consumption. Inventories are valued at cost using the average cost method of valuation and when inventory is issued, it is accounted for using the consumption method. The targeted inventory turnover ratio is set at 1.8 times. Therefore, if an inventory item is not sold and replaced 1.8 times during a year, it is evaluated to determine if there is sufficient need to keep the item in stock.

In addition, for large volumes of parts and supply needs, such as for the electric and water infrastructure, the City solicits bids to establish annual pricing contracts with vendors to help supply maintenance and construction projects. Vendors are chosen in a competitive process and may be one or more vendors. The City contracts with the vendor to deliver only the inventory items needed, to the electric and water operations, "just-in-time" for use. This process reduces storage and leftover inventory items. The targeted turnover ratio and the primary vendor alliances also minimize inventory loss due to obsolescence.

## **D. BUDGET APPROPRIATION/CONTROL**

Budget controls are designed to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the General Fund are included in the annual appropriated budget. Project-length financial plans are adopted for the capital program funds. The level of budgetary control (that is the level at which expenditures cannot legally exceed the appropriated amount) is established by fund. A budget supplement, approved by City Council, is required if actual expenditures will exceed total budget. Fund appropriations of the City Council are allocated to programs, offices, departments, divisions, projects and character and object of expenditures by the City Manager.

## *BASIS OF BUDGETING*

Annual budgets are adopted on a cash basis for all governmental funds. All annual appropriations lapse at fiscal year-end except for grants, special revenue funds, and capital project funds which maintain project-length budgets.

Each City department develops and maintains a mission to implement City Council goals and objectives. Performance benchmarks and activity measures are developed as part of the budget process that measure and track actual performance to budget benchmarks. When performance measures are developed, resources necessary to achieve the performance are estimated and submitted to City Management staff for review and modification.

Annually, the City Manager submits to City Council a proposed operating budget and capital program for the upcoming fiscal year. Public hearings are conducted to obtain taxpayer comments, and the budget is legally enacted through passage of an ordinance by the City Council.

Budgetary control is maintained by department and by the following category of expenditures: compensation, benefits, supplies, maintenance, professional services/training, other charges, scheduled charges, and capital outlay. All budget supplements must be approved by the City Council. Any necessary transfer of funds between accounts, departments or programs can be made



# Financial Policy

by the City Manager for City purposes as a result of unusual or unforeseen conditions during the administration of the fiscal year.

The City uses a combination of Planned Program Budgeting, Zero Based Budgeting, and traditional line item budgeting to determine its operating budget. The City approach annually reexamines existing program activities and analyzes the effect of reducing or reallocating current levels of resources. Re-evaluation of programs allows a response to changing economic and political environment, the needs of the community, the citizens, and employees.

## *BUDGET CONTROL*

Control of expenditures is accomplished administratively through City Council adopted budget ordinances. Departmental budgets are reviewed monthly with management. The Finance Department prepares the monthly management report to advise the City Manager and City Council.

## *BUDGET REPORTS/MONITORING*

Departments review cost center budget reports from the financial system that provide detail by line item of the status of expenditures as compared to budget. A summary report on contracts awarded and the status of the City's various capital projects is prepared as a monthly report and presented to the City Manager and the City Council.

Various tools are used to assist management in examining critical issues and economic conditions which could include, but are not limited to, rate models, rolling 5-year forecasts, revenue projections, cash flow analyses, and other tools that may be useful in planning for the future.

## **E. MANAGEMENT SYSTEMS**

City Management is committed to providing effective information technology tools to support the financial operations of the City. Financial hardware and software is maintained by the Information Technology Department.

## **II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING**

### *BASIS OF ACCOUNTING*

The financial statements of the City conform to generally accepted accounting principles (GAAP) of the Governmental Accounting Standards Board (GASB) and recommended practices adopted by Government Finance Officers Association (GFOA).

### *INTERNAL CONTROL*

The City is responsible for establishing and maintaining an internal control structure designed to provide reasonable, but not absolute, assurance that the assets of the City are protected from loss, theft, or misuse. The concept of reasonable assurance recognizes that (1) the cost of a

control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

### *EXTERNAL AUDITING*

The City is audited annually by outside independent auditors. The auditors must be a CPA firm that has the breadth and depth of staff to conduct the City's audit in accordance with GAAP and contractual requirements. The auditor's report on the City's financial statements must be completed in sufficient time such that the Comprehensive Annual Financial Report (CAFR) may be presented to the City Council at a Council meeting in February following the fiscal year end.

The auditors are accountable to the City Council and will have access to direct communication with the City Council if staff is unresponsive to auditor recommendations or if the auditors consider such communication necessary to fulfill their legal and professional responsibilities. The City will evaluate audit services at the conclusion of the auditor's contract term.

### *INTERNAL AUDITING*

The Internal Auditor annually prepares an audit plan to audit such programs, accounts, areas, and/or processes as have been defined as priority areas by management. Reports are distributed to responsible department heads, directors, City Manager Direct Reports and the City Manager. Responses are required within a reasonable length of time, usually 30 days. The Internal Audit staff assists during the annual audit by the external auditors.

### *EXTERNAL FINANCIAL REPORTING*

The Accounting Department prepares and publishes a CAFR. The CAFR is the official annual report for the City and contains appropriate statements, schedules and other information for the major operations of the City and its component units. Also included is an official audit opinion, and transmittal letter from management. The CAFR is prepared in accordance with GAAP and is submitted annually to the GFOA for evaluation for the Certificate of Achievement of Excellence in Financial Reporting. The CAFR is published and presented to the City Council at a City Council meeting in February following the fiscal year end. CAFRs are distributed to appropriate federal and state agencies, and other users, including but not limited to, other cities, bondholders, city staff, financial institutions, required information depositories, and others.

The Single Audit report is prepared and presented to grantors no later than nine months following the fiscal year end. The Single Audit report lists the status and current operations of all federal/state and local funding awarded and received.

# Financial Policy

## *INTERNAL FINANCIAL REPORTING*

The Finance Department prepares and publishes a Monthly Management Report. The report updates the financial and operational status on a monthly basis.

## **III. CAPITAL ASSETS**

### *CAPITAL IMPROVEMENT PROJECTS*

Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment to minimize future replacement and maintenance costs, and to maintain service levels. As part of the annual budget process, the City reviews a projected five-year need for capital improvements and equipment, the current status of the City's infrastructure, replacement and renovation needs, and potential new projects. When projects are contemplated, related costs such as operations and maintenance costs are evaluated along with capital expenditures to assess affordability prior to proposal of the projects. All operation and maintenance costs are required to be included in any capital project proposal. All projects, ongoing and proposed, will be prioritized based on an analysis of current needs and resource availability. Capital project appropriations are approved on a project-length basis.

Capital project funds are used to accumulate resources to construct, install, or purchase new assets. They also enhance or improve existing facilities.

Capital Projects must have a cost of \$25,000 or more and generally have a life of five or more years. Many of the projects require more than one year for completion and are accounted for on a life-to-date basis. Capital Project summaries include the projects and funds necessary over the next five years as part of overall long-term capital planning. Major sources of funding for capital projects are contributions from operating funds, debt issuance, Federal and State grants, and surpluses in fund balances/net position.

Project costs are capitalized and added to the City's Fixed Assets. If a project does not meet the criteria for capitalization, the costs will be treated as operating expenses and expensed as incurred.

### *CAPITAL REPLACEMENT POLICY*

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets and replace those assets within the resources available each fiscal year.

### *PROPERTY, PLANT, AND EQUIPMENT*

Property, Plant, and Equipment is managed in accordance with the City of Lubbock Property, Plant, and Equipment Policy. Items having a unit cost of \$5,000 or more with a useful life longer than one year are capitalized as Fixed Assets. Fixed Assets are depreciated monthly using the

straight line method of depreciation. Fixed Assets are inventoried annually by department managers, with vehicles being inventoried on a biennial basis. Transfers and deletions are initiated and authorized by department managers.

Fixed assets are reported in the Government Wide Financial Statements and the proprietary fund statements. Capital assets are recorded at cost or estimated historical cost if purchased or constructed. Donated assets are recorded at the estimated fair value on the date of donation.

### *FINANCING*

There are three basic methods of financing capital requirements:

- Funds may be budgeted from current revenues;
- Purchases may be financed through surplus unreserved/undesignated fund balance/retained earnings balances, subject to policy;
- Debt may be issued in accordance with the *Debt Policy*.

Debt is issued for new capital items. Pay-as-you go financing is used for (1) any operating capital outlay, and (2) permanent capital maintenance items. Items financed with debt must have useful lives that are less than the maturity of the debt.

## **IV. ECONOMIC DEVELOPMENT**

### *PROMOTION OF A POSITIVE BUSINESS ENVIRONMENT*

The City, through its regulatory and administrative functions strives to provide a positive business environment in which local businesses can grow, flourish, and create jobs. The City Council and Staff are sensitive to the needs, concerns, and issues facing local businesses. In 1995, the City Council created Market Lubbock, Inc. to coordinate the economic development function. In 2004, voters passed a 1/8 cent sales tax for economic development. Lubbock Economic Development Alliance was formed to administer the sales tax and promote business expansion/retention and recruitment of new business for the City.

### *EXPANDING THE ECONOMY*

The City encourages and participates in economic development efforts to expand Lubbock's economy and tax base and to increase local employment. These efforts focus on areas that include but are not limited to newly developing areas, inner city areas, and the Central Business District. The City's economic development program also seeks to expand the non-residential share of tax base to decrease the tax burden on residential homeowners.

# Financial Policy

## *ECONOMIC INCENTIVES*

The City uses economic programs such as Enterprise Zones which provide incentives for businesses expanding or locating in specific areas of the City. These incentives include tax abatement and others, as allowed by law. The City also uses tax abatement in areas outside the Enterprise Zones to encourage industrial growth and development in Lubbock. The City coordinates with state and federal agencies on offering any incentives to programs they may provide for potential economic expansion. The City uses due caution in the analysis of tax incentives used to encourage development and periodically reviews tax abatement contracts to ensure that the community is receiving promised benefits in added value and job creation.

## *INTERLOCAL COOPERATION*

The City's economic development program encourages close cooperation with other local jurisdictions, chambers of commerce, and groups interested in promoting the economic well-being of the area. The City, through LEDA, participates in a regional economic development entity called the High Ground of Texas, in recognition that promotion of regional economic development has a direct benefit to Lubbock citizens.

## *FREEPORT TAX EXEMPTION*

A Freeport tax exemption exempts Freeport property from ad valorem taxation. Freeport property is various goods that are detained in Texas for 175 days or less and that are for the purpose of assembly, storage, manufacturing or processing. The City Council approved a Freeport tax exemption per Resolution No. 6142, dated December 16, 1998.

## *REDEVELOPMENT POLICIES*

The City shall follow redevelopment policies for the acquisition, clearing, and reuse of land that is already platted, with public improvements already constructed, accepted, and maintained by the City. The policies may also include vacant, platted property. The City reserves the right to either participate or not participate depending on the amount of public benefit. The City may work with a developer(s) and negotiate appropriate City participation to support redevelopment deemed beneficial to the public. The City will not normally assume the role of lead developer.

## Land Aggregation Policies

The purchase and aggregation of parcels is the responsibility of the developer(s) and the City does not intend to use eminent domain, unless the City Council agrees special circumstances exist. If the City does use eminent domain to obtain property for public use in a redevelopment project, including streets and utility rights of ways and easements, it will require the redevelopment to pay the cost of the condemnation if it benefits the redevelopment project. The City may determine that the

abandonment of existing City right-of-way, easements, or public property will be a public benefit to a redevelopment project.

## Public Infrastructure

Redevelopment normally involves the reuse of land where paved streets, water and wastewater lines, and storm water facilities are already maintained by the City. The City will participate in the repair of structures only if the funds are available and there is sufficient public benefit. The City only participates in the rerouting and widening of streets, utility lines, and facilities if the cost is less than the cost of replacing and the benefit to the public outweighs the cost.

## Amenities

Redevelopment may include the installation or replacement of improvements that improve or enhance the architectural, aesthetic, or character of a reuse project. These expenses can enhance the success and long term viability of the project. These items include lighting, landscaping, sidewalks, trails, street furniture, transit facilities, etc. The City may choose to pay for the developer portion of such amenities in those redevelopment situations where the benefits outweighs the cost.

## *TAX INCREMENT FINANCING POLICIES*

The City shall use Tax Increment Financing (TIF) for the creation of Tax Increment Reinvestment Zones (TIRZ) as a useful funding mechanism to finance new public improvements in designated areas in order to simulate new private investments. The area needs to be an unproductive, underdeveloped, blighted area, or an area that is predominately open and underdeveloped. The City will not consider creating a TIRZ in a neighborhood, commercial district, or area where there is limited public purpose and the sole benefit is to the property owners to the detriment of the General Fund and the other taxpayers in the City. A TIRZ will also not be considered where there is not a significant proposed increase in property values due to private development or redevelopment.

The TIRZ is eligible to finance capital costs, financing costs, construction costs, real property assembly costs, relocation expenses, professional services, and administration and organization costs, direct operating costs for zone and project facilities, and improvements that add to the viability of the project and enhance property values. Funding sources may include Gap Financing, Pay-As-You-Go Financing, Revenue Bonds, Certificates of Obligation, and City Financing. Regardless of the source of funds, the TIRZ Financing Plan should attempt to correlate private improvements with the corresponding increment in property taxes, the timing of the receipts of those funds, and the debt issuance to fund public improvements.

**City of Lubbock, TX  
Finance Department  
Investment Policy and Investment Strategy for 2018**

**Policy**

The Chief Financial Officer or Designee, of the City of Lubbock, Texas, is charged with the responsibility to prudently and properly manage any and all funds of the City. Time and demand deposits must be fully collateralized and all transactions appropriately authorized. This policy addresses the procedures, controls, and practices, which must be exercised to ensure sound fiscal management. The statutory foundation for this policy is the Public Funds Investment Act (the "Act", Texas Government Code Section 2256) and the Public Funds Collateral Act (Texas Government Code Section 2257).

**Scope**

This policy shall apply to the investment of all financial assets and all funds of the City of Lubbock (hereinafter referred to as the "City") over which it exercises financial control. The investment income derived from each account shall be distributed to the various City funds in accordance with the existing City Policy.

The funds accounted for in the City of Lubbock Comprehensive Annual Financial Report (CAFR) include:

General Fund  
Special Revenue Funds  
Debt Service Funds  
Capital Projects Funds  
Enterprise Funds (excluding WTMPA)  
Internal Service Funds  
Agency Funds

The Bond Funds Portfolio includes bond proceeds recorded in Capital Projects, Enterprise, and Internal Service Funds, while the Operating Portfolio includes all other resources in the other funds listed.

**Objectives**

The City's principal investment objectives are listed in order of priority:

- A. Compliance** with all Federal, State, and other legal requirements (including but not limited to Chapter 2256 Public Funds Investment Act, as amended and Chapter 2257 Public Funds Collateral Act, as amended, of the Texas Government Code).
- B. Safety:** Preservation of capital and the protection of investment principal.
- C. Liquidity:** Maintenance of sufficient liquidity to meet anticipated disbursements and cash flows.
- D. Diversification:** Maintenance of diversity in market sector and maturity to minimize market risk in a particular sector.
- E. Marketability:** Ability to liquidate investments before maturity if the need arises.
- F. Yield:** Attainment of a market rate of return equal to or higher than the performance measure established by the Chief Financial Officer, or Designee.

## Responsibility and Control

### Delegation of Authority

The ultimate responsibility and authority for investment transactions involving the City resides with Chief Financial Officer, or Designee. The Chief Financial Officer, or Designee, being designated as the City's Investment Officer(s) in accordance with the Texas Government Code Section 2256.005(f), is charged with executing the day-to-day investment functions for the City following the guidance and recommendations of the City's Audit and Investment Committee.

### Audit and Investment Committee

The City will utilize the Audit and Investment Committee to assist in monitoring the performance and structure of the City's investments. The Audit and Investment Committee shall be responsible for the investment strategy decisions, activities, and the establishment of written procedures for the investment operations consistent with this policy. Monitoring of the portfolio shall be performed by the Audit and Investment Committee no less than quarterly and verified by the City's independent auditor at least annually. The Audit and Investment Committee shall discuss investment reports, investment strategies, and investment and banking procedures.

### Investment Advisors

The Chief Financial Officer, or Designee, may in his/her discretion, with Council approval, appoint one or more investment advisor, registered with the Securities and Exchange Commission under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.), to assist in the management of a portion of the City's assets. To be eligible for consideration, an investment advisor shall demonstrate to the Audit and Investment Committee knowledge of cash management and experience in managing public funds. Selection of any investment advisor shall be based upon their expertise in public cash management. An appointed investment advisor may be granted investment discretion within the guidelines of this policy with regard to the City's assets placed under its management. A contract made under authority of the Act may not be for a term longer than two years on the original contract term. A renewal or extension of the contract must be made by the City Council by resolution (Texas Government Code Section 2256.003).

### Standard of Care

The standard of care is to be used for managing the City's assets (Texas Government Code Section 2256.006), which states, "Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived." The Investment Officer(s) acting in accordance with written procedures and exercising due diligence shall not be held personally liable for a specific security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. The City's independent auditor will perform a compliance audit of management controls on investments and adherence to investment policies annually.

In accordance with the Act (Texas Government Code Sections 2256.005 and 2256.008), the Investment Officer(s) shall attend 10 hours of investment training within 12 months of assuming duties and 8 hours not less than once in a two-year period that begins on the first day of the City's fiscal year and consists of the two consecutive fiscal years after that date. The investment training session shall be provided by an independent source approved by the Audit and Investment Committee. Training must include education in investment controls, security risks, strategy risks, market risks, and diversification of investment portfolio in order to ensure the quality and capability of investment management in compliance with the Act.

## Investment Portfolio

### Authorized Investments

The following are authorized investments for the City and all are authorized and further defined by the Act:

- Obligations, including letters of credit, of the United States or its agencies and instrumentalities (Texas Government Code Section 2256.009(1))
- Direct obligations of this state or its agencies and instrumentalities (Texas Government Code Section 2256.009(2))
- Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, this state or the United States or their respective agencies and instrumentalities, including obligations that are fully guaranteed or insured by the Federal Deposit Insurance Corporation or by the explicit full faith and credit of the United States (Texas Government Code Section 2256.009(4))
- Obligations of state, agencies, counties, cities and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent (Texas Government Code Section 2256.009(5)) with no more than a \$2 million investment into any one issuance/offering
- Fully collateralized certificates of deposit issued by a state or national bank that has its main office or a branch office in Texas and guaranteed and insured by the Federal Deposit Insurance Corporation or the National Credit Union Share Insurance Fund, or secured in any other manner and amount provided by law for deposits of the City (Texas Government Code Section 2256.0010)
- Bankers' acceptances with a stated maturity of 270 days or fewer from the date of its issuance; and liquidated in full at maturity; and eligible for collateral for borrowing from a Federal Reserve Bank; and accepted by a bank organized and existing under the laws of the United States or any state, if the short-term obligations of the bank, or of a bank holding company of which the bank is the largest subsidiary, are rated not less than A-1 or P-1 or an equivalent rating by at least one nationally recognized credit rating agency (Texas Government Code Section 2256.012)
- Commercial paper with a stated maturity of 270 days or fewer from the date of its issuance, and rated not less than A-1 or P-1 by two nationally recognized credit rating agencies or one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States or any State (Texas Government Code Section 2256.013)
- No-load money market mutual funds registered and regulated by the Securities and Exchange Commission, provides the City with a prospectus and other information required by the Securities Exchange Act of 1934 (15 U.S.C. Section 78a et seq.) or the Investment company Act of 1940 (15 U.S.C. Section 80a-1 et seq.), has a dollar-weighted average stated maturity of 90 days or fewer, and includes in its investment objectives the maintenance of a stable net asset value of \$1 for each share (Texas Government Code Section 2256.014(a))
- Investment pools rated not less than AAA or an equivalent rating by at least one nationally recognized rating service and authorized by the City Council and as further defined by the Act (Texas Government Code Section 2256.016)

The following investments are not authorized:

- Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal (Texas Government Code Section 2256.009(b)(1))
- Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest (Texas Government Code Section 2256.009(b)(2))
- Collateralized mortgage obligations that have a stated final maturity date of greater than 10 years (Texas Government Code Section 2256.009(b)(3))
- Collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index (Texas Government Code Section 2256.009(b)(4))

### Existing Investments

The Investment Officer(s) is not required to liquidate investments that were authorized investments at the time of purchase (Texas Government Code Section 2256.017).

### Effect of Loss of Required Rating

An investment that requires a minimum rating does not qualify as an authorized investment during the period the investment does not have a minimum rating. The Investment Officer(s) shall take all prudent measures that are consistent with the City's investment policy to liquidate the investment(s) that does not have the minimum rating (Texas Government Code Section 2256.021).

### Investment Diversification

It is the intent of the City to diversify the investment instruments within the portfolio to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions, or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook for the economy and the securities markets. When conditions warrant, the guidelines below may be exceeded by approval of the Audit and Investment Committee.

The City may invest to the following limits as a percentage of its total investment portfolio (these limitations do not apply to Bond Funds):

- 100% in United States Treasury Obligations
- 100% in Investment Pools
- 80% in Federal Instrumentalities or Agencies
- 50% in Municipal Bonds
- 30% in Certificates of Deposit
- 30% in No Load Money Market Fund
- 10% in Commercial Paper
- 10% in Banker Acceptance

### Investment Strategy

The City of Lubbock maintains portfolios, which utilize four specific investment strategy considerations, designed to address the unique characteristics of the fund groups represented in the investment portfolios. The policies detailed below are subject to an annual review to occur prior to the annual City Council action regarding the Investment Policy (Texas Government Code Section 2256.005(d)).

#### (1) Operating Funds and Commingled Pools Containing Operating Funds

The investment strategy for the portfolio containing operating funds, the Operating Portfolio, has as its primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. Investment maturities shall be matched against liabilities, including debt service requirements.

The secondary objective of the Operating Portfolio is to create a portfolio structure that will experience minimal volatility during economic cycles. This is accomplished by purchasing high quality, short- to medium-term securities that complement each other in a laddered maturity structure.

The City shall maintain a dollar-weighted average maturity of two (2) years or less based on the stated final maturity dates of each security in its Operating Portfolio. The City shall at all times maintain at least 10% of its Operating Portfolio in instruments maturing in 120 days or less.

(2) Debt Service Funds

The investment strategy for debt service funds shall have as the primary objective the assurance of investment liquidity adequate to cover each succeeding debt service obligation on the required payment date. Securities purchased shall not have a stated final maturity date which exceeds any unfunded debt service payment date. The maximum weighted average maturity shall not exceed one (1) year.

(3) Debt Service Reserve Funds

The investment strategies for debt service reserve funds shall have as the primary objective the ability to generate a dependable revenue stream to the appropriate debt service fund from securities with a low degree of volatility. Except as may be required by the bond ordinance specific to an individual issue, securities should be of high quality with short- to intermediate-term maturities. The maximum weighted average maturity shall not exceed one (1) year.

(4) Bond Funds

The investment strategy for bond funds will have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. These portfolios should include at least 10% in highly liquid securities to allow for flexibility and unanticipated project outlays. The stated final maturity dates of securities held shall not exceed the estimated project completion date. The maximum weighted average maturity shall not exceed two (2) years.

Cash Flow

A cash flow analysis shall be reviewed and updated no less than quarterly. This cash flow analysis is the basis for matching liabilities or obligations with security maturities as outlined in the strategies previously listed.

Maximum Maturity

The maximum maturity of any individual security the City may invest in shall be 5 years.

Management Style

The City seeks an active, rather than passive, management of its portfolio assets. Assets may be sold at a loss only if the Investment Officer(s) feel that the sale of the security is in the best long-term interest of the City. Supporting documentation shall be maintained by the Investment Officer(s) for all sales of securities in which there is a book loss or where a security is sold in order to simultaneously purchase another security.

**Authorized Financial Broker/Dealers and Institutions**

The City shall maintain a list of authorized broker/dealers and financial institutions, which are approved by the Audit and Investment Committee for investment purposes. It shall be the policy of the City to purchase securities only from those authorized institutions and firms. The Committee will review and approve the list no less than annually.

To be eligible for authorization, each broker/dealer or financial institution shall:

1. Complete and submit to the City a Broker/Dealer Questionnaire
2. Provide the firm's most recent financial statements



3. Provide a written instrument certifying that they have received and thoroughly reviewed the City's Investment Policy
4. All broker/dealers must submit: (a) audited financial reports (b) Financial Industry Regulatory Authority (FINRA) registration (c) Central Registration Depository Number (CRD) (d) proof of Texas Securities Registration

The Investment Officer(s), or investment advisor, shall maintain a file of all Broker/Dealer Questionnaires. Authorized Broker/dealers and other financial institutions will be selected after a review of performance, financial conditions, and ability to provide service to the City.

The Investment Officer(s) shall exercise due diligence in monitoring the activities of other officers and staff members engaged in transactions with the City. Employees of any firm or financial institution offering securities or investments to the City of Lubbock shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the City's investment objectives, policies, and constraints. In the event of a material adverse change in the financial condition of the firm or financial institution, the City will be informed immediately by telephone and in writing.

All investment transactions must be competitively transacted and executed with broker/dealers or financial institutions that have been authorized by the City. The City will obtain no less than three (3) competitive offers. (Exception: new issues will not be required to be competitively transacted as all broker/dealers would show the same price and yield.)

#### Selection of Financial Institutions

Depositories shall be selected through the City's banking services procurement process, which shall include a formal Request for Proposal (RFP). In selecting depositories, the services available, service costs, and credit-worthiness of institutions shall be considered, and the Investment Officer(s), shall conduct a comprehensive review of prospective depositories' credit characteristics and financial history.

The City shall select financial institutions from which the City may purchase certificates of deposit in accordance with the Act and this Policy. The City of Lubbock will have a written depository agreement with any financial institution with whom the City of Lubbock has time or demand deposits. The Investment Officer shall monitor the financial condition of financial institutions where certificates of deposit are held and report quarterly to the Audit and Investment Committee.

#### Collateralization of Public Deposits

Collateralization requirements are governed by Texas Government Code Chapter 2257, Public Funds Collateral Act. Collateralization will be required on three types of investments: time deposits, demand deposits, and repurchase agreements. In order to anticipate market changes and provide a level of security for all funds, collateral will be maintained and monitored by the pledging depository at no less than 102% of market value of principal and accrued interest maintained by the financial institution. The City of Lubbock chooses to limit collateral in the manner following.

Underlying collateral shall be composed of those investments approved in this policy and mortgage-backed securities as defined in Texas Government Code Section 2257.002. The maturity of the collateral security shall be no longer than a 30-year stated final maturity. The bank shall monitor and maintain the margins on a daily basis. All collateral shall be subject to inspection and audit by the City or its auditors. To allow for compliance verification by the City, monthly reports of pledged collateral shall include, at a minimum, information for each security that identifies its (i) type, (ii) CUSIP Number, and (iii) face value.

Collateral shall always be held by an independent third party with whom the City of Lubbock has a current custodial agreement. This should be evidenced by a written agreement in an effort to satisfy the Uniform Commercial Code (UCC) requirement for control. A safekeeping receipt must be supplied to the City of Lubbock for any transaction involving sales/purchases/maturities of securities and/or underlying collateral, which the City of Lubbock will retain. The right of collateral substitution is granted provided the substitution has prior approval of the City and is followed by the delivery of an original safekeeping receipt to the City of Lubbock, and the replacement collateral is received prior to the release of original collateral. The collateral agreement must be in writing.

#### Safekeeping of Securities

All securities owned by the City shall be held in City designated third-party safekeeping. All trades executed by a dealer will settle delivery-versus-payment through the City's safekeeping agent.

Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings.

#### Delivery versus Payment

All security transactions, including collateral for repurchase agreements, entered into by the City of Lubbock shall be conducted on a delivery-versus-payment (DVP) basis. That is, funds shall not be wired or paid until verification has been made that the collateral was received by the Trustee.

#### Reporting

Investment reports shall be prepared monthly and be signed and submitted by the Investment Officer(s) in a timely manner. These reports will be submitted to the City Manager and City Council. This report shall describe in detail the investment position of the City, disclose the market value and book value of each fund group as well as each separate investment, and state the maturity date of each security and accrued interest for the reporting period. It must also express the compliance of the portfolio to the investment strategy contained in the City's Investment Policy, the Act, and Generally Accepted Accounting Principles (GAAP). Market pricing information is obtained through the use of appropriate software available either internally or externally through investment advisors. A written record shall be maintained of all bids and offerings for securities transactions in order to ensure that the City receives competitive pricing. An independent auditor will review monthly investment reports on an annual basis, as required by the Act.

### **Changes in Statutes, Ordinances or Procedures**

This policy is designed to operate within the restrictions set forth in applicable State of Texas and Federal laws and statutes, but it does not permit all activity allowed by those laws. Changes to state or federal laws, which restrict a permitted activity under this policy shall be incorporated into this policy immediately upon becoming law. Changes to state or federal laws that do not further restrict this policy shall be reviewed by the Audit and Investment Committee and recommended to the City Council when appropriate.

### **Performance Review**

The Audit and Investment Committee shall meet no less than quarterly to review the portfolio's adherence to appropriate risk levels and to compare the portfolio's total return to the established investment objectives and goals.

The Investment Officer(s) shall periodically establish a benchmark yield for the City's investments equal to the average yield on the United States Treasury security, which most closely corresponds to the portfolio's actual

weighted average maturity, or any other benchmark as approved by the Audit and Investment Committee. When comparing the performance of the City's portfolio, all fees and expenses involved with managing the portfolio will be included in the computation of the portfolio's rate of return.

### **Ethics and Conflicts of Interest**

Investment Officer(s), employees, and Audit and Investment Committee Members involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Manager and the Texas Ethics Commission, any material financial interests in financial institutions that conduct business within this City, and they shall further disclose any large personal financial/investment positions that could be related to the performance of this City's portfolio. A disclosure statement with the Texas Ethics Commission and the City Manager will also be filed if an Investment Officer, employee, or Audit and Investment Committee Member is related within the third degree by consanguinity or within the second degree by affinity, as determined under Chapter 573, to an individual seeking to sell an investment to the City. Employees and officers shall subordinate their personal investment transactions to those of the City particularly with regard to the timing of purchases and sales.

### **Internal Controls**

The Investment Officers shall establish a system of internal controls, which shall be documented in writing. The internal controls shall be reviewed by the Audit and Investment Committee and with the independent auditor on an annual basis. The controls shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated market changes, or imprudent actions by employees and officers of the City.

### **Policy Revisions**

The City Council shall adopt a written instrument by rule, order, ordinance, or resolution stating that it has reviewed the investment policy and investment strategies and that the written instrument so adopted shall record any changes made to either the investment policy or investment strategies (Texas Government Code Section 2256.005(e)). The Audit and Investment Committee will review the Investment Policy and Investment Strategies annually. The Audit and Investment Committee shall forward modifications to the Policy or a resolution stating there are no changes to the City Council annually for City Council action.

Authority/Date Issued:

City Council Resolution # 5728/December 18, 1997  
City Council Resolution # 5867/May 28, 1998  
City Council Resolution #6600/November 4, 1999  
City Council Resolution #2000-R0418/November 27, 2000  
City Council Resolution #2001-R0471/November 8, 2001  
City Council Resolution #2003-R0065/February 13, 2003  
City Council Resolution #2003-R0474/October 23, 2003  
City Council Resolution #2004- R0560/November 18, 2004  
City Council Resolution #2005- R0478/October 13, 2005  
City Council Resolution #2007- R0242/June 14, 2007  
City Council Resolution #2007- R0402/August, 23, 2007  
City Council Resolution #2008-R0113/April 10, 2008  
City Council Resolution #2009-R0138/April 9, 2009  
City Council Resolution #2010-R0159/April 8, 2010  
City Council Resolution #2011-R0135/April 14, 2011  
City Council Resolution #2012-R0033/January 26, 2012  
City Council Resolution #2013-R0050/January 31, 2013  
City Council Resolution #2014-R0002/January 9, 2014  
City Council Resolution #2015-R0002/January 8, 2015  
City Council Resolution #2016-R0030/January 28, 2016  
City Council Resolution #2017-R0003/January 12, 2017

## Glossary

**AGENCIES:** Federal agency securities and/or Government-sponsored enterprises.

**ASKED:** The price at which securities are offered.

**BANKERS' ACCEPTANCE (BA):** A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

**BROKER:** A broker brings buyers and sellers together for a commission.

**CERTIFICATE OF DEPOSIT (CD):** A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

**COLLATERAL:** Securities, evidence of deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** The official annual report for the City of Lubbock, Texas. It includes combined financial statements for all fund types and account groups as well as combining financial statements, as applicable, and footnotes prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical and Supplemental Information Section.

**COUPON:** (a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

**DEALER:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**DEBENTURE:** A bond secured only by the general credit of the issuer.

**DELIVERY VERSUS PAYMENT:** There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus

payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

**DERIVATIVES:** (1) Financial instruments whose return profile is linked to, or derived from the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

**DISCOUNT:** The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

**DISCOUNT SECURITIES:** Non-interest bearing money market instruments that are issued a discount and redeemed at maturity for full face value, *e.g.*, U.S. Treasury Bills.

**DIVERSIFICATION:** Dividing investment funds among securities offering independent returns.

**FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC):** A federal agency that insures bank deposits, currently up to \$250,000 per depositor, per insured bank, for each account ownership category..

**FEDERAL FUNDS RATE:** The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open market operations.

**FEDERAL RESERVE SYSTEM:** The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

**LIQUIDITY:** A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

**LOCAL GOVERNMENT INVESTMENT POOL (LGIP):** The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

**MARKET VALUE:** The price at which a security is trading and could presumably be purchased or sold.

**MASTER REPURCHASE AGREEMENT:** A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party’s rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

**MATURITY:** The date upon which the principal or stated value of an investment becomes due and payable.

**MONEY MARKET:** The market in which short-term debt instruments (bills, commercial paper, bankers’ acceptances, etc.) are issued and traded.

**OPEN MARKET OPERATIONS:** Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve’s most important and most flexible monetary policy tool.

**PORTFOLIO:** Collection of securities held by an investor.

**PRIMARY DEALER:** A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities, broker-dealers, banks, and a few unregulated firms.

**PRUDENT PERSON RULE:** An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state—the so-called legal list. In other states the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence

who is seeking a reasonable income and preservation of capital.

**QUALIFIED PUBLIC DEPOSITORIES:** A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

**RATE OF RETURN:** The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond the current income return.

**REPURCHASE AGREEMENT (RP OR REPO):** A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security “buyer” in effect lends the “seller” money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

**SAFEKEEPING:** A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank’s vaults for protection.

**SECURITIES & EXCHANGE COMMISSION:** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**SEC RULE 15C3-1:** See Uniform Net Capital Rule.

**TREASURY BILLS:** A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

**TREASURY BONDS:** Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

**TREASURY NOTES:** Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from two to 10 years.

**UNIFORM NET CAPITAL RULE:** Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

**YIELD:** The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in the purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

# Debt Policy

The City's Chief Financial Officer (CFO) is charged with the responsibility for prudently and properly managing any and all debt incurred by the City. The following policy provides the methods, procedures, policies and practices which, when exercised, ensure the sound fiscal management of the City's debt program.

## SCOPE

This policy applies to all long-term debt securities issued by the City. This may include general obligation bonds, certificates of obligation, tax notes, revenue bonds, capital leases, private placements, and letters of credit. The debt of the City is recorded in the *Government-Wide Financial Statements* with columns breaking out governmental activities from business-type activities. The fund financial statements use a different measurement focus for governmental funds, recording debt service expenditures rather than long-term liabilities. The fund financial statements for *Enterprise and Internal Service Funds* record long-term liabilities for accounting purposes, but focus on debt service expenditures when budgeting.

General-purpose debt and tax-supported debt instruments are recorded in the *Government-Wide Financial Statements in the governmental activities column* while current principal and interest requirements and necessary resources to service debt instruments are recorded in the *Debt Service Fund*.

Most self-supported Certificates of Obligation are recorded in the fund that generates the user fees that are pledged to repay the debt. For example, prior to FY 2018-19, Water/Wastewater Certificates of Obligation are recorded in the *Water/Wastewater Enterprise Fund*. An exception is when the self-supported issuance is supported by a dedicated revenue source in Special Revenue Funds, such as Hotel/Motel Tax, Gateway Franchise Fees, and Tax Incremental Financings. These certificates are recorded in the *Government-Wide Financial Statements in the governmental activities column*, as they are general-purpose debt.

Revenue bonds are recorded in the Enterprise Fund that generates the user fees that are the underlying revenue pledge for the debt. For example, Electric Revenue Bonds are recorded as a liability in the *Electric Enterprise Fund*. Beginning in FY 2018-19, Water/Wastewater Revenue Bonds are recorded in the *Water/Wastewater Fund*.

Capital leases for governmental funds are recorded in the *Government-Wide Financial Statements* in the governmental activities column, while the debt service expenditures are recorded in the *General Fund*. Capital leases for business-type activities are recorded in the *Enterprise Funds* and the *Internal Service Funds* based on the fund that collects the fees that support the lease. The funds are accounted for in the *City of Lubbock Comprehensive Annual Financial Report ("CAFR")*.

## DEBT LIMITS

While there is no direct debt limitation in the City Charter or under state law, the City operates under a Home Rule Charter that limits the maximum tax rate, for all City Purposes, to \$2.50 per \$100 assessed valuation. Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for general obligation debt service.

The City evaluates new debt issuance as it relates to the current debt level. The amount of debt retired each year is compared to the amount of debt to be issued any given year and an analysis performed to determine the community's ability to assume and support additional debt service payments. When appropriate, the issuance of self-supporting revenue bonds and self-supporting certificates of obligation are also considered.

An objective, analytical approach is used to make the determination of whether debt is issued. The process compares generally accepted standards of affordability to the current values for the City. Those standards may include measures such as: debt per capita, debt as a percent of assessed value, debt service payments as a percent of current revenues and/or current expenditures, and the level of overlapping net debt of all local taxing jurisdictions.

## OBJECTIVES

### Legal and Regulatory Compliance

The City's debt policies and procedures are designed to ensure compliance with all State and Federal law governing debt, including but not limited to, State law, Federal law, U.S. Constitution, Internal Revenue Service rules and regulations, Securities and Exchange Commission ("SEC") regulations, Municipal Securities Rulemaking Board ("MSRB") regulations, court rulings, existing debt covenants, and City Charter provisions.

As a result of the importance of complying with all legal and regulatory requirements, the Chief Financial Officer and the City Attorney will coordinate all activities necessary to issue debt, including but not limited to the following:

- selection of bond counsel;
- review ordinances and resolutions provided by bond counsel;
- review all documents necessary to issue debt provided by bond counsel; and
- verify compliance with the City Charter.

## RESPONSIBILITY AND CONTROL

The ultimate responsibility and authority for issuing debt is approval by the City's governing body, the City Council. The Chief Financial Officer is charged with the responsibility for the appropriate management of the City's debt program. The Capital Program Finance Manager executes the day-to-day functions of the debt program following the policies and procedures as well as the



# Debt Policy

guidance and recommendations of the Chief Financial Officer, Senior Management, and City Council.

## SELECTION OF SERVICE PROVIDERS

### Financial Advisors

The Chief Financial Officer provides recommendations for the selection of a financial advisor for the City's debt program. The financial advisor may perform the following duties including, but not limited to: presenting all available financing alternatives; comprehensive analyses for debt refinancing; recommendations for alternative financial structures; development of timing and sale of new issues; coordinating the market timing and pricing of debt securities; issuing and disseminating the bond offering documents and other disclosure requirements; coordinating with the underwriters of the bond issuance; seeking and coordinating ratings from the nationally recognized rating agencies; and, providing guidance and advice about debt-related topics and the capital markets.

The recommendations to select a financial advisor may be based on the results of a formal request for proposal process or may be based on a quantitative and qualitative analysis of financial advisors. In either case, when the recommendation is made for Senior Management and City Council approval, the basis for the recommendation will be submitted for review. The engagement of a financial advisor is implemented through the approval of a contract by the City Council.

### Bond Counsel

The Chief Financial Officer coordinates with Senior Management on the selection of bond counsel. Upon selection, bond counsel is responsible for providing an opinion to investors in two specific areas: first, the bond counsel must assure investors that the securities are valid and legally binding obligations of the City; and second, the bond counsel will state whether the interest on the bonds is exempt from Federal taxation. The bond counsel also prepares all bond documents necessary to execute the bond issuance. The bond counsel is responsible for coordinating with the City Attorney's Office, City Secretary's Office and Finance Office as well as the City's financial advisor to ensure that all tasks associated with the bond issuance are completed within prescribed timeframes.

### Paying Agent/Registrar

The City's financial advisor may conduct a request for proposal process to select the paying agent/registrar for each new issue and may recommend the successful candidate for approval by City staff.

### Underwriters

In a negotiated sale (see "Methods of Sale"), the Chief Financial Officer, after review with Senior Management, makes recommendations about which underwriting firms to include in the underwriting syndicate. A diverse group of securities firms will be chosen based upon past performance, demonstrated ability to resell, prior municipal issuance experience, and other factors.

### Bond Insurer

Credit quality and marketability of securities may be enhanced through the purchase of municipal bond insurance. The City may pay a single premium, and in turn, the bond insurer unconditionally guarantees the payment of principal and interest to bondholders in the event of default.

Prior to purchasing insurance for an issue, the City performs a cost-effectiveness analysis with assistance from the financial advisor and bond counsel. Due to the City's high credit quality, the costs of insurance typically outweigh the benefits the City may derive by insuring an issue, but due consideration will be given to the possibility of insurance.

## CAPITAL PROGRAM

One of the City Council's goals is to maintain the excellent quality of the City's infrastructure. One of the mechanisms to achieve that objective is the maintenance of a Capital Program.

### Citizen's Advisory Committee

Approximately every five years, the City initiates the development of a multi-year financing and management tool that identifies public facility and equipment requirements, places these requirements in order of priority, and schedules them for funding and implementation. The City Council begins the process by appointing a Citizen Advisory Committee, made up of citizens that have skills and abilities suited to make recommendations on needed capital improvements.

A finance subcommittee is typically appointed and charged with the objective of evaluating the current debt capacity and recommending an amount of debt (including structure, maturity, and other relevant elements) the City can incur within parameters set by City Council regarding tax rates, fee structure, and debt policies.

When the Citizen's Advisory Committee makes their recommendations, and the City Council approves all or part of these recommendations, an election is scheduled to seek a public vote to approve the issuance of general obligation debt that will be supported by property tax. The amount of general obligation debt approved by the voters is issued, as needed, for construction of approved capital projects. The underlying asset that is being financed should have a useful life that is equal to, or longer than, the maturity schedule of the debt issued for the financing of the asset. Since issuing debt costs more than purchasing assets outright, the use of financing will be carefully evaluated to ensure that benefits, tangible and/or intangible, derived from financing exceed the related financing costs.

### Ongoing Capital Needs – "Pay-as-you-Go"

Capital Projects are generally defined as costs to construct an asset or system improvement that exceeds \$25,000 and has a useful life of at least five years.

# Debt Policy

The City strives to maintain capital assets and infrastructure at a sufficient level to protect the City's investment to minimize future replacement and maintenance costs, and to maintain service levels.

An annual review of the need for capital improvements and equipment, current status of the City's infrastructure, replacement and renovation needs, and potential new projects is implemented during the budget process. All projects, ongoing and proposed, are prioritized based on an analysis of current needs and resource availability. For every capital project, all operation and maintenance costs are included in the proposal as well as start date, requested total budget, the amount expected to be expended each year, and proposed sources of financing.

The Finance Office matches all of the eligible requests, which represent the full range of capital needs, with all known sources of funding. Decisions are made on prioritization of proposed projects using sound judgment of criteria such as:

- requirements on operations to meet anticipated growth;
- need for an orderly replacement of existing capital facilities and equipment;
- current levels of capital repair and replacement including obsolescence;
- projects that demonstrate an ultimate cost recovery/savings;
- ongoing and projected future maintenance requirements; and
- the extent to which a project addresses a public health or safety issue or court order/mandate.

Capital Projects may be funded using current revenues (property tax, dedicated tax, Enterprise User fees, etc.) grant funds, contributions (such as developer contributions) and the issuance of debt.

Capital Projects are considered for issuance of debt when construction is to provide infrastructure to meet growth needs, so that future residents may service the debt in addition to current users and when the project requires an immediate large capital outlay or is for an unusually large total amount. This reduces the onerous tax burden that would be necessary to fund the Capital Project on a "pay-as-you-go" basis.

Current operating and maintenance costs are not funded with debt issuance.

## METHODS OF SALE

The City typically chooses from three different methods of selling debt securities. The methods and the description of each method are listed below:

**1. Competitive Sale** – Bonds are awarded in an auction-style of sale to an underwriter or syndicate of

underwriters that provides the lowest True Interest Cost (TIC) bid. TIC is defined as the rate, which will discount the aggregate amount of debt service payable over the life of the bond issue to its present value on the date of delivery. The successful underwriter is required to provide a "good faith deposit" to the City in the amount of two percent of the total issuance. This deposit will be returned to the lead underwriter within 24 hours of the successful delivery of the bonds. Competitive sales offer all interested underwriters an opportunity to compete for the reoffering of the City's bonds.

**2. Negotiated Sale** – The City chooses an underwriter or underwriting syndicate that is interested in reoffering a particular series of bonds to investors. The terms of the sale, including the size of the underwriter's discount, date of sale, and other factors are negotiated between the City and the Underwriter(s). The lead underwriter is required to provide a "good faith deposit" to the City in the amount of one percent of the total issuance.

Although the method of sale is termed negotiated, individual components of the sale may be competitively bid. The components are subject to a market analysis and reviewed prior to recommendation by staff. Negotiated sales are more advantageous when there needs to be some flexibility in the sale date and market volatility is a concern.

Negotiated sales are also often used when the issue is particularly large, if the sale of the debt issuance would be perceived to be more successful with pre-marketing efforts when a desired debt structure is a necessity and when market timing is a consideration.

**3. Private Placement** – The sale of debt securities to a limited number of sophisticated investors without the use of certain traditional financing documents such as an official statement and the possibility of no credit ratings. The City may engage a placement agent to identify likely investors. A private placement is beneficial when the issue size is small or when the security for the bonds is weak since the private placement permits issuers to sell riskier securities at a higher yield to investors that are familiar with the credit risk

The City considers the following criteria when determining the appropriate method of sale for any debt issuance:

- Complexity of the Issue – Municipal securities with complex security features require greater marketing and buyer education efforts on the part of the underwriter, to improve the investors' willingness to purchase.
- Volatility of Bond Yields – If municipal markets are subject to abrupt changes in interest rates, there may need to be some flexibility in the timing of the sale to

# Debt Policy

take advantage of positive market changes or to delay a sale in the face of negative market changes.

- Familiarity of Underwriters with the City's credit quality – If underwriters are familiar with the City's credit quality, a lower true interest cost may be achieved. Awareness of the credit quality of the City has a direct impact on true interest cost an underwriter will bid on an issue. Therefore, where additional information in the form of presale marketing benefits the interest rate, a negotiated sale may be recommended.
- Size of the Issue – The City may choose to offer sizeable issues as negotiated so that pre-marketing and buyer education efforts may be done to promote the bond sale.
- Costs of Issuance – Should the City decide to offer a small issue, it may choose a private placement in order to avoid the usual higher costs of issuance generally associated with competitive and negotiated sales.

## **COMPETITIVE SALE BIDDING PARAMETERS**

The City seeks to identify bidding parameters such that bidders have sufficient flexibility to make the best possible bid. Bidding parameters are structured in the initial planning of the sale to enhance the attractiveness of the offering such that the lowest true interest cost may be achieved.

### **Bid Verifications**

The City of Lubbock awards successful bidders on the basis of the lowest true interest cost.

### **Good Faith Deposits**

Bidders collectively choose a bank to be the good faith bank to represent several in providing a good faith deposit. The bidders keep funds on deposit to cover the good faith check if necessary. The Financial Advisor collects a cashier's check in advance for two percent of the issue if the issue is competitive or for one percent of the issue if the issue is negotiated. Bidders not covered by the good faith bank must provide a good faith check at the time they submit their bid. Good faith checks of the non-winning bidders will be returned immediately after the bid is awarded, usually through overnight mail. The good faith check of the winning bidder is returned within 24 hours of the issue closing, usually through overnight mail.

### **Allowable Discounts**

In most cases, the City requires bidders to purchase bonds at par. When there are no prevailing limitations, a discount may be permitted when market conditions indicate a discount will be more competitive and when there is flexibility to increase the par amount of the issue. If there is considerable market activity on the date of the proposed sale or other market-related factor to necessitate improving the marketability of the issue, discounts may be permitted. Bidders are notified in advance of the allowance for discounts.

### **Term Bonds**

Bidders may form term bonds based on the length of the maturity schedule. In a 20-year maturity, bidders may form up to 5 terms. The resulting term bond structure must completely mirror the serial bond structure.

### **NEGOTIATED SALE – DESIGNATION POLICIES**

In a negotiated sale, the City reserves the right to mandate a priority of orders that dictates the sequence in which investors are allocated bonds. In the absence of a specific policy mandated by the City on a particular bond sale the order of priority will be (1) City residents' orders, (2) net designated orders, and (3) syndicate member orders.

The City uses designation rules that reward performance in a negotiated sale. The most common order type used by the City is the net designated orders. This type of order permits the investor placing the order to designate which syndicate members receive credit for its order. The City, at its discretion, may require that each investor designate a minimum number of syndicate members in which no one firm may receive more than 50 percent and no less than 10 percent credit. The minimum number of firms to be designated will be decided by the City prior to pricing the bonds.

### **Retention**

Prior to pricing a bond issue, the City will select a lead underwriter and co-managing underwriters for the underwriting syndicate. Each member of the syndicate will then be assigned an account liability for purposes of determining the amount of the unsold bonds that will be allocated to each member of the syndicate. The total account liabilities will add up to 100 percent and the lead underwriter will typically have a larger liability than the co-managing underwriters.

### **Management Fee**

A management fee may be awarded to compensate the underwriters for providing assistance in structuring of the transaction, review of documents, coordination of the working group, efforts to obtain credit enhancement and other tasks. The management fee is typically allocated in the same allocation as the account liabilities.

### **BOND RATING AGENCY APPLICATION**

Prior to issuing new debt or to issuing refunding debt, the City will submit a rating application to at least two of the nationally recognized rating agencies, which are Moody's Investors Service, Standard & Poor's Rating Service and Fitch Ratings.

As part of the application process, City staff and elected officials may make a bond rating presentation directly to the credit analysts of the selected rating agencies. The City evaluates each time whether the circumstances favor making the presentation at the Bond Rating Agency offices, as a site visit or in some other convenient location. Included in the presentation, staff compiles information relevant to the City's current economic and financial

# Debt Policy

condition as well as City initiatives. When issues occur frequently, the rating agency application and offering document will be supplemented by a minimum of a written presentation of updated information about the City since the last rating application.

Annually, the City will distribute the CAFR and the current operating and capital budgets to each of the bond rating agencies that maintain ratings on the City's outstanding debt obligations. Information about the City is also available on the City's website, [www.mylubbock.us](http://www.mylubbock.us).

## **DISCLOSURE DOCUMENTS**

The financial advisor normally assists the City in the preparation of the Official Statement in conjunction with the sale of bonds. The Official Statement contains relevant economic, financial and debt information to prospective purchasers of the new issue. Underwriters are required by SEC Rule 15c2-12 to obtain a copy of the Official Statement that is "deemed final" within 10 days following the bidding or purchasing a new issue of securities. The senior underwriter files a copy of each Official Statement with the Nationally Recognized Municipal Securities Information Repositories ("NRMSIRs").

## **Continuing Disclosure**

The City is required under the provisions of SEC Rule 15c2-12 to provide current information annually to update certain information typically required in each Official Statement. The Official Statement provides relevant information in a series of tables. Those tables are updated and provided in the City's Comprehensive Annual Financial Report on an annual basis. This ensures the underwriters and investors have the opportunity to preview current information about the City prior to bidding or purchasing part or all of a City issuance or purchasing outstanding obligations in the secondary market. The CAFRs are filed with current appointed NRMSIRs.

Additionally, the City will also provide timely notices of certain events to the Municipal Securities Rulemaking Board ("MSRB"). The City will provide notice of any of the following events with respect to bonds issued within ten business days after the occurrence of an event: principal and interest payment delinquencies; non-payment related defaults, if material; unscheduled draws on debt service reserves reflecting financial difficulties; unscheduled draws on credit enhancements reflecting financial difficulties; substitution of credit or liquidity providers, or their failure to perform; adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Obligations, or other material events affecting the tax status of the Obligations; modifications to rights of holders of the Obligations, if material; redemption of the Obligations, if material, and tender offers, if material; defeasances; release, substitution, or sale of property securing repayment of the Obligations; rating changes;

bankruptcy, insolvency, receivership, or similar event of the City; the consummation of a merger, consolidation, or acquisition involving the City or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and appointment of a successor Paying Agent/Registrar or change in the name of the Paying Agent/Registrar, if material. (Neither the Obligations nor the Ordinances make any provision for debt service reserves or liquidity enhancement.)

## **BOND TYPE & STRUCTURE**

### **Fixed Interest versus Variable Interest**

The City primarily issues fixed rate bonds to protect the organization against interest rate risk. The City has the option to issue variable rate bonds, and may do so if market conditions warrant consideration of such a structure.

### **General Obligation Bonds**

The City issues General Obligation Bonds for general purpose capital improvements when benefits accrue to the entire community. General Obligation Bonds are also used when the expectation of the project is that it will not generate significant revenues.

The City pledges its full faith and credit and levies property tax to repay the debt. In order to issue General Obligation Bonds, the City's voters must authorize the amount to be issued through a referendum.

General Obligation Bonds are sold for a term equal to, or less than, the useful life of the funded project.

### **Certificates of Obligation**

The City has the opportunity to issue Certificates of Obligation, which are general obligation debt that do not require voter approval.

Although voter approval is not required additional notification requirements do apply.

Certificates of Obligation are often issued in cases where user fees are pledged to repay the debt. Current examples include Water/Wastewater, Solid Waste, and Airport.

Certificates of Obligation are available for governments when the improvements being sought are necessary for the health, safety and welfare of the citizens.

### **Revenue Bonds**

The City issues Revenue Bonds primarily for the City's Water/Wastewater system and Lubbock Power & Light. Revenue Bonds are secured by a specific source of revenue. There is no tax pledge. Revenue Bonds are issued to pay for improvements that benefit the users that repay the debt through user fees.

# Debt Policy

Typically the City is required to fund a Reserve Fund that has no less than the highest annual debt service payment or an average annual debt service amount on deposit as a contingency. Another method to provide for contingencies is to purchase a Surety Bond in the amount of the average annual debt service or highest annual debt service. The costs of both methods are evaluated prior to a revenue bond issue by the City and the Financial Advisor. The City fully complies with reserve fund requirements set forth in any and all bond covenants.

When Revenue Bonds are issued or are outstanding, coverage requirements consistent with the bond covenant will be maintained.

## Conduit Securities

The City acts as a conduit for tax-exempt financing for several entities within the City. Those entities include but are not restricted to Lubbock Health Facilities Development Corporation, Lubbock Housing Finance Corporation, Lubbock Educational Facilities Authority, Inc., and Vintage Township Public Facilities Corporation.

The City assumes no liability for the timely payment of debt issued by entities that issue conduit financing.

The City may compel the entity issuing conduit financing to commit to provide the municipal securities market with continuing disclosure information, issue an Official Statement or other disclosure document that clearly describes the lack of direct financial support from the City, or obtain an opinion that states that the City will not be liable for the payment of principal and interest in the event of default by the conduit borrower. If the opinion cannot be obtained, the City may ask the conduit borrower to purchase bond insurance or provide a letter of credit in the City's name to protect taxpayers in event of default.

## Structure

Bonds are generally issued between 10 and 30 years, depending on the life of the asset. Typically interest is paid in the first fiscal year after a bond sale and principal is paid no later than the second fiscal year after the debt is issued. Call provisions for bond issues shall be made as short as possible consistent with the lowest interest cost to the City. The targeted maximum length to call is 10 years.

## INVESTMENT OF BOND PROCEEDS

The City maintains in its Investment Policy document approved by the City Council the strategy and policies for investing bond proceeds. Interest on bond proceeds is restricted such that it may only be used to fund projects that have the same purpose as the purpose for which the bonds were originally issued. Construction proceeds are typically invested in short-term securities so that they are liquid. Interest & Sinking funds may be invested longer as they have to be maintained for the life of the issue.

## ARBITRAGE COMPLIANCE

The City will follow a policy of full compliance with all arbitrage rebate requirements of the Federal tax code and Internal Revenue Service regulations and will perform (via contract consultant) arbitrage calculations for each issue subject to rebate on an annual basis. All necessary rebates will be filed and paid when due.

### Arbitrage Calculations & Rebate

On fixed-yield issues, the calculation of rebate must be performed no later than each 5-year anniversary date of the issuance (Delivery Date) of the bonds and at final maturity. Where bond interest earnings exceed the arbitrage yield, the City rebates those excess earnings to the Internal Revenue Service. The City keeps detailed records of investments and construction and provides this information to the consultant for the arbitrage calculation.

### Exceptions to Rebate Calculations

Six-month Exception – where 95 percent of the proceeds will be spent within six months and the other five percent will be spent within 12 months.

Twenty-Four Month Exception – only available to a construction issue has the following expenditure goals:

- 10 percent in 6 months
- 45 percent in 12 months
- 75 percent in 18 months
- 100 percent in 24 months (with a 5% de minimus holdback)

The irrevocable election must be made on or before the date the bonds are issued. This option includes a penalty in lieu of rebate. When the spending schedule is not met, the issuer pays a 1 1/12 percent penalty each six months on the cumulative shortfall for the spending goals specified above.

Eighteen-Month Exception – available for any type of proceeds and includes the following spending schedule:

- 15 percent in 6 months
- 60 percent in 12 months
- 100 percent in 18 months (with a 5% de minimus holdback)

## REFUNDING & RESTRUCTURING OPTIONS

The City may elect to refund existing debt for any of the following reasons:

- To achieve interest rate savings in a declining interest rate environment;
- To update covenants on outstanding debt which impair efficient operations, require burdensome coverage, or prohibit necessary or desirable activities;
- To restructure the pattern of debt service associated with outstanding bond issues; and

# Debt Policy

- To alter bond characteristics such as call provision or payment dates.

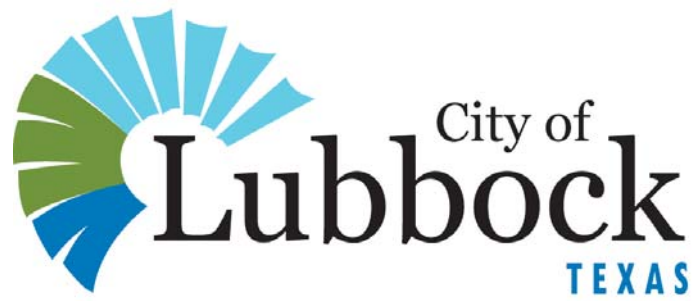
## Types of Refunding

- Current refundings are when outstanding debt is callable within 90 days. Most City debt has a ten-year call date built into its structure. When debt reaches the call date, refunding bonds may be issued to pay off the old debt.
- Advance refunding was recently eliminated as a refunding option by the Tax Cuts and Jobs Act, signed December 22, 2017. Advance refundings are restructuring instruments where the debt is not callable within 90 days. In an advance refunding the proceeds to defease the debt at its call date are placed in an irrevocable escrow until the call date. The amount to be deposited into the escrow is calculated by identifying the amount necessary to deposit, which will earn a fixed rate of interest, to accumulate to the amount necessary to be available upon the call. This practice prevents exposure to the practice of yield burning since there are no excess earnings under this structure. The Tax Reform Act of 1986 limits each issue to one advance refunding for all issues issued after 1986.

## DEBT RATIOS

The City has identified key debt ratios that investors and financial analysts use when reviewing the City's creditworthiness. The City has established a floor and ceiling amount for each debt ratio and will periodically update for investors and others the values for these ratios. These ratios include:

- Debt as a Percentage of Assessed Value – this ratio indicates the relationship between the City's debt and the taxable value of property in the City or the City's ability to repay the debt.
- Debt Per Capita is the ratio that indicates the per capita debt burden and is a general indicator of the City's debt burden.
- Debt Per Capita as a Percentage of Median Household Income is a measure of the capacity of citizens to finance tax-supported debt. A low ratio means that taxes required to pay debt represent a smaller portion of the average citizen's income.
- Debt Service as a Percent of General Governmental Expenditures – City's ability to repay debt without hampering other City services.
- Unreserved General Fund Balance as a percent of General Fund Operating Expenses.



First Reading  
August 30, 2018  
Item No. 1.3

Second Reading  
September 13, 2018  
Item No. 7.1

**ORDINANCE NO. 2018-00109**

AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR FISCAL YEAR 2018-19; APPROVING SUMMARY OF ESTIMATED AND FORECASTED REVENUES, APPROPRIATIONS, AND UTILIZATION OF NET ASSETS FOR ALL FUNDS OF THE CITY; PROVIDING FOR NECESSARY TRANSFERS OF FUNDS BETWEEN ACCOUNTS AND DEPARTMENTS, IF REQUIRED; AUTHORIZING REDUCTION OF SPENDING BY CITY MANAGER IF NECESSARY; RE-APPROPRIATION OF BALANCES WHICH SUPPORT AUTHORIZED OBLIGATIONS OR ENCUMBRANCES; PROVIDING FOR FILING OF ADOPTED BUDGET; ESTABLISHING CIVIL SERVICE CLASSIFICATIONS AND POSITIONS; APPROPRIATING FUNDS FOR THE FISCAL YEAR 2018-19 OPERATING BUDGET AND CAPITAL PROGRAM OF THE CITY OF LUBBOCK; APPROVING ALL PERMITS, LICENSES, FEES, AND CHARGES FOR SERVICE RECOMMENDED TO BE ADJUSTED; APPROVING THE PAY PLAN AND POSITIONS; APPROVING PERSONNEL; AMENDING SECTION 22.06.051(b) OF THE CODE OF ORDINANCES OF THE CITY OF LUBBOCK BY REVISING THE DUMPING RATES AS CONTAINED THEREIN; AMENDING SECTION 22.06.185(a) OF THE CODE OF ORDINANCES OF THE CITY OF LUBBOCK BY REVISING THE SOLID WASTE REMOVAL RATES AS CONTAINED THEREIN; AMENDING SUBSECTIONS 22.04.041(a) OF THE CODE OF ORDINANCES OF THE CITY OF LUBBOCK BY REVISING WASTEWATER BASE RATES AS CONTAINED THEREIN AND SETTING AN EFFECTIVE DATE FOR SUCH; ACCEPTING THE BUDGETS FOR LUBBOCK ECONOMIC DEVELOPMENT ALLIANCE, MARKET LUBBOCK, INC., CIVIC LUBBOCK, INC., AND VINTAGE TOWNSHIP PUBLIC FACILITIES CORPORATION; FINDING THAT PROPER NOTICE OF MEETING PROVIDED BY LAW AND RATIFYING SUCH; PROVIDING FOR PUBLICATION; AND PROVIDING FOR A SAVINGS CLAUSE.

WHEREAS, the City Manager has prepared certain figures for the Fiscal Year 18-19 Proposed Operating Budget and Capital Program (Proposed Budget) and has submitted the same to the City Council; and

WHEREAS, the City Manager filed the Proposed Budget with the City Secretary for the fiscal year beginning October, 1, 2018; and

WHEREAS, the City Secretary posted notice that the Proposed Budget had been filed and a public hearing called thereon by the City Council at City Hall; and

WHEREAS, the City Council determined that the Proposed Budget, as revised, is appropriate and correct in all respects and that all requirements of the law have been satisfied; and

WHEREAS, the City Council of the City of Lubbock, in its authority as the governing body of a home rule municipality and in accordance with Article XI, Section 5 of the Texas Constitution and Subchapter C of Chapter 552 of the Texas Local Government Code, finds that assessing a payment in lieu of taxes (PILOT) and a franchise fee to any and all of its



utilities is a necessary cost of service and is an administrative cost of operating the said utilities; and

WHEREAS, the City Council of the City of Lubbock, in its authority as the governing body of a home rule municipality and in accordance with Article XI, Section 5 of the Texas Constitution and Subchapter C of Chapter 552 of the Texas Local Government Code, further finds that assessing any and all of its utilities prorated indirect costs and costs for providing internal City services, including, but not limited to, providing office space, postage, information technology services and legal services, is a necessary cost of service and is an administrative cost of operating said utilities; and

WHEREAS, the City Council of the City of Lubbock, in its authority as the governing body of a home rule municipality and in accordance with Article XI, Section 5 of the Texas Constitution and Subchapter C of Chapter 552 of the Texas Local Government Code, finds that all charges assessed to any and all of its utilities to be transferred to the General Fund, as set forth in the Proposed Budget, are solely for the cost of service, are necessary to reimburse the City of Lubbock for all expenses the City of Lubbock incurs in providing said utilities, and that all such costs are directly related to drainage and operating said utilities;

NOW THEREFORE:

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LUBBOCK:

SECTION 1: THAT the budget proposed by the City Manager and filed with the City Secretary for fiscal year October 1, 2018 through September 30, 2019, which is attached hereto as Exhibit A, be and is hereby approved and adopted as the FY 2018-19 Adopted Operating Budget and Capital Program (Adopted Budget), and made a part of this ordinance for all purposes.

SECTION 2. THAT a summary of estimated and forecasted revenues, appropriations, and any utilization of net assets for all Funds of the City is hereby approved in all respects and is attached hereto as Exhibit B.

SECTION 3. THAT the City Manager is authorized to approve transfers between line items in any departmental budget and to make transfers between funds within the budget which will neither decrease a program or service adopted in said budget, nor increase expenditures over the total amount of expenditures approved in said budget, in order to meet unanticipated expenditures within any department, program, or service. A listing of transfers between funds that are included in the Adopted Budget are attached hereto as Exhibit C.

SECTION 4. THAT to the extent that actual revenues are projected to be less than the budgeted revenues, the City Manager is authorized to reduce spending as necessary in order to prevent expenditures from exceeding available revenue sources; and that in the event such action is taken, the City Manager shall immediately notify the City Council in writing with appropriate explanation.

SECTION 5. THAT all balances of appropriation in each fund, which support authorized obligations, or are encumbered at the close of business for the fiscal year ended September 30, 2018 are hereby declared to be re-appropriated into the Adopted Budget beginning October 1, 2018.

SECTION 6. THAT a copy of the Adopted Budget shall be filed with appropriate officials as required by law.

SECTION 7. THAT in accordance with Section 2.06.109 of the Code of Ordinances of the City of Lubbock, the civil service classifications and positions set forth in the Adopted Budget as listed in Exhibit A are hereby established by Ordinance.

SECTION 8. THAT the funding, as set forth in the Adopted Budget, and as also set forth in the Capital Program, are hereby appropriated as set forth in the Capital Budget. A Capital Program Summary is attached hereto as Exhibit D.

SECTION 9. THAT the appropriation for a project in the Capital Program shall continue in force until the purpose for which the appropriation was made has been accomplished or abandoned.

SECTION 10. THAT all fees, fines and charges for service recommended to be adjusted are approved as listed in Exhibit A.

SECTION 11. THAT the pay plan is approved as listed in Exhibit E, and that the amount of the compensation adjustments included at the fund level in the Adopted Fiscal Year 2018-2019 Operating Budget and Capital Program is authorized to be spread across the related cost centers and any pay plan band compensation limits shall be adjusted in accordance with any compensation adjustments. Said compensation adjustments shall not include the City Manager, City Attorney, and the City Secretary.

SECTION 12. THAT personnel is adopted as reflected in Exhibit F.

SECTION 13. THAT Subsection 22.06.051(b) of the Code of Ordinances, City of Lubbock, Texas, is hereby amended to read as follows:

Sec. 22.06.051 Dumping—Must be at designated place; rates

(b) Persons desiring to dump such wastes as described above at the designated city landfill shall pay a charge per ton of waste dumped of thirty-six dollars and fifty cents (\$36.50) plus any applicable state or federal fee or surcharges at Landfill 2252 (West Texas Regional Disposal Facility) and thirty-two dollars and no cents at Landfill 69 (Caliche Canyon) effective October 1, 2018. Contaminated foodstuffs and asbestos containing wastes are considered special wastes and must be discharged, dumped or unloaded at the designated city landfill or at such other place as may be designated by

the solid waste department. Persons desiring to dump contaminated foodstuffs and/or asbestos containing wastes at the city landfill shall pay an additional charge per ton of waste dumped of sixty-nine dollars and ninety-nine cents (\$69.99) plus any applicable state or federal fee or surcharge for waste generated outside of the city.

SECTION 14. THAT Subsection 22.06.185(a) of the Code of Ordinances, City of Lubbock, Texas, is hereby amended to read as follows:

Sec. 22.06.185 Amounts generally

- (a) An assessment is hereby levied for removing garbage, rubbish and trash in accordance with the schedule listed in this section. This shall be the minimum assessment and any additional charges for extra pickups, extra service or extra containers which are now or may in the future be assessed shall be in addition to this charge.
  - (1) Residential (One unit): seventeen dollars (\$17.00) per month, effective October 1, 2018, plus any applicable state or federal fee or surcharge.
  - (2) Small commercial, churches, day nurseries, private schools, professional offices, home beauty shops, other customary home occupations, nursing homes, orphan, maternity and geriatric homes, lodges, sororities and fraternities generating less than twenty (20) cubic feet per pickup and sharing with at least 3 other business or residential units: Thirty-three dollars and fifty-two cent (\$33.52) per month effective October 1, 2018, plus any applicable state or federal fee or surcharge.
  - (3) Multifamily (more than four units with container), mobile home parks with container, commercial, institutional, hotels, dormitories, motels, hospitals, clinics, governmental agencies, and industrial:

<u>Container Size (Cubic Yards)</u>	<u>Monthly Charge</u>
2 or less	\$45.23
3	\$67.04
4	\$88.85
6	\$128.62
8	\$168.40

Plus any applicable state or federal fee or surcharge.

When two businesses share a dumpster, the monthly charge per container size is divided equally among the two businesses.

Roll-off containers shall be assessed a one hundred and twenty dollars (\$120.00) charge per pickup, \$3 dollar per day rental, and thirty-six dollars and fifty cents

(\$36.50) disposal fee per ton plus any applicable state or federal fee or surcharges, effective October 1, 2018.

Compactor containers shall be assessed a charge of one hundred and twenty dollars (\$120.00) per pickup in addition to thirty-six dollars and fifty cents (\$36.50) disposal fee per ton plus any applicable state or federal fee or surcharges, effective October 1, 2018.

For the purpose of this section and its use herein, the word “container” shall mean a detachable container of heavy durable material subject to being moved by automation.

SECTION 15. THAT Subsection 22.04.041(a) of the Code of Ordinances, City of Lubbock, Texas is hereby amended to read as follows:

Section 22.04.041 Rates charged for wastewater service

(a) Effective December 1, 2018, the city, through the city manager, shall charge and collect from every customer and every customer shall pay a monthly base charge for wastewater service which shall be billed to all customers based upon the water meter size as follows:

<u>Meter Size</u>	<u>Wastewater Base Charge</u>
No meter	\$62.46
Three-quarter inch (3/4") meter	16.50
One inch (1") meter	20.10
One and a half inch (1.5") meter	29.07
Two inch (2") meter	39.84
Three inch (3") meter	65.04
Four inch (4") meter	100.98
Six inch (6") meter	190.86
Eight inch (8") meter	298.69
Ten inch (10") meter	424.54

SECTION 16. THAT the proposed budgets of the following Component Units and Related Entities are accepted as presented by their Boards: Lubbock Economic Development Alliance, Market Lubbock, Inc., Civic Lubbock, Inc., and Vintage Township Public Facilities Corporation.

SECTION 17. THAT the City Council finds and declares that sufficient written notice of the date, hour, place and subject of this meeting of the Council was posted at a designated place convenient to the public at the City Hall for the time required by law preceding this meeting, that such place of posting was readily accessible at all times to the general public, and that all of the foregoing was done as required by law at all times during which this Ordinance and the subject matter thereof has been discussed, considered and formally acted

upon. The City Council further ratifies, approves and confirms such written notice and the contents of posting hereof.

SECTION 18. THAT the City Secretary is hereby authorized and directed to cause publication of the descriptive caption of this Ordinance as an alternative method of publication as provided by law.

SECTION 19. THAT should any section, paragraph, sentence, clause, phrase or word of this Ordinance be declared unconstitutional or invalid for any reason, the remainder of this Ordinance shall not be affected thereby.

SECTION 20. THAT matters revised after the proposed budget was filed with the City Secretary are attached hereto as Exhibit G.

AND IT IS SO ORDERED

Passed by the City Council on first reading this 30th day of August, 2018.

VOTING FOR PASSAGE:

Mayor Daniel M. Pope

Mayor Pro Tem Jeff Griffith

Council Member Juan A. Chadis

Council Member Shelia Patterson Harris

Council Member Steve Massengale

Council Member Randy Christian

Council Member Latrelle Joy

VOTING AGAINST PASSAGE:

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Council members present but not voting: N/A

Council members absent: N/A

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Passed by the City Council on second reading this 13th day of September, 2018.

VOTING FOR PASSAGE:

VOTING AGAINST PASSAGE:

Mayor Daniel M. Pope

Mayor Pro Tem Jeff Griffith

Council Member Juan A. Chadis

Council Member Shelia Patterson Harris

Council Member Steve Massengale

Council Member Randy Christian

Council Member Latrelle Joy

Council members present but not voting: N/A

Council members absent: N/A

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DANIEL M. POPE, MAYOR

ATTEST:

Rebecca Garza, City Secretary

APPROVED AS TO CONTENT:

D. Blu Kostelich, Chief Financial Officer

APPROVED AS TO FORM:

Amy L. Sims, Deputy City Attorney

## Exhibit B - All Funds Summary

	Budget FY 2018-19
<b>General Fund Revenue Sources</b>	
Taxes	
Property Tax	\$ 62,614,582
Delinquent Taxes	732,000
Sales Tax	68,544,413
Mixed Beverage Tax	1,415,000
Bingo Tax	268,000
Suddenlink	1,901,918
Xcel Energy	68,024
Atmos	2,544,237
South Plains Electric Cooperative	1,237,086
West Texas Gas	25,710
Telecom Right of Way	3,207,502
Development Services	227,040
General Government	172,608
City Secretary	336,360
Public Safety	875,550
Public Works	23,676,939
Public Health	85,090
Animal Shelter	123,800
Cultural/Recreational	1,029,920
Museum	310,870
Licenses and Permits	3,994,481
Intergovernmental	363,326
Fines and Forfeitures	2,807,000
Interest Earnings	426,828
Rental	6,600
Recoveries of Expenditures	844,220
Oil and Gas Royalties	456,098
Other	188,200
Transfers from LP&L	15,475,372
Transfers from Water/Wastewater Fund	16,486,926
Transfers from Airport Fund	1,855,620
Transfers from Storm Water	2,998,401
<b>Total General Fund Revenue</b>	<b>\$ 215,299,722</b>
Use of Net Assets	6,171,517

## Exhibit B - All Funds Summary

	Budget FY 2018-19
<b>General Fund Appropriation Units</b>	
Administrative Services:	
City Attorney	\$ 2,064,982
City Council	613,304
City Manager	1,539,846
City Secretary	1,301,384
Facilities Management	3,429,228
Finance	2,941,216
Human Resources	587,708
Internal Audit	317,897
Non-departmental	1,539,100
Communications and Marketing and Call Center	650,861
<b>Administrative Services Appropriation</b>	<b>14,985,527</b>
Cultural and Recreation Services:	
Library	3,772,465
Cultural Arts	1,268,358
Parks and Recreation	11,328,486
<b>Cultural and Recreation Services Appropriation</b>	<b>16,369,309</b>
Development Services:	
Building Safety	2,430,646
Code and Environmental Health	3,017,194
Planning	853,128
<b>Development Services Appropriation</b>	<b>6,300,968</b>
Public Works/Solid Waste:	
Engineering	763,028
Solid Waste	15,486,921
Streets	4,713,086
Traffic	3,648,708
<b>Public Works/Solid Waste Appropriation</b>	<b>24,611,742</b>
Public Safety and Health Services:	
Animal Services	2,148,363
Fire	52,877,277
Municipal Court	1,951,658
Police	68,191,582
Public Health	1,549,117
<b>Public Safety &amp; Health Services Appropriation</b>	<b>126,717,996</b>
Other Appropriation:	
Transfers	28,726,672
Payroll Accrual/Other Adjustments *	3,759,024
<b>Other Appropriation</b>	<b>32,485,696</b>
<b>Total General Fund Appropriation</b>	<b>\$ 221,471,238</b>

\* Raises are included in payroll lump sum amount and will be spread to each cost center; therefore budgets for individual cost centers will change to adjust for this.



## Exhibit B - All Funds Summary

	Budget FY 2018-19
<b>Debt Service Fund Revenue Sources</b>	
Tax Collection	\$ 22,264,086
Interest on Investments	100,000
Transfer from Solid Waste	2,242,810
Transfer from North Overton TIF	3,187,466
Transfer from CBD TIF	964,160
Transfer from Hotel Tax Fund	91,000
Transfer from Gateway	8,548,331
Transfer from LP&L - Citizens Tower	1,140,198
Transfer from Water - Citizens Tower	146,577
Transfer from Storm Water (Street Maintenance)	4,237,029
<b>Total Debt Service Fund Revenue</b>	<b>42,921,658</b>
<b>Debt Service Fund Expenditures</b>	
General Obligation Bonds	21,949,992
North Overton TIF	3,187,466
CBD TIF	964,160
Gateway	8,548,331
Storm Water (Street Maintenance)	4,237,029
Hotel Tax	91,000
Fiscal Agent Fees	14,000
Bond Sale Charges	-
Transfer to Civic Centers	459,087
Tax Notes	1,152,676
Solid Waste	2,242,810
<b>Total Debt Service Fund Appropriation</b>	<b>42,846,552</b>
<b>Fleet Services Fund</b>	
Total Fleet Service Fund Revenue	5,647,591
Use of Net Assets	30,627
<b>Total Fleet Service Fund Appropriation</b>	<b>5,678,217</b>
<b>Health Benefits Fund</b>	
Total Health Benefits Fund Revenue	31,180,519
<b>Total Health Benefits Fund Appropriation</b>	<b>31,144,258</b>
<b>Information Technology Fund</b>	
Total Information Technology Revenue	10,482,485
Use of Net Assets	859,481
<b>Total Information Technology Appropriation</b>	<b>11,341,966</b>
<b>Telecommunications Fund</b>	
Total Telecommunications Revenue	1,482,892
<b>Total Telecommunications Appropriation</b>	<b>1,482,892</b>
<b>GIS and Data Services Fund</b>	
Total GIS & Data Services Revenue	872,974
<b>Total GIS &amp; Data Services Appropriation</b>	<b>872,974</b>
<b>Radio Shop Fund</b>	
Total Radio Shop Revenue	2,338,232
<b>Total Radio Shop Appropriation</b>	<b>2,268,364</b>
<b>Investment Pool Fund</b>	
Total Investment Pool Fund Revenue	199,725
<b>Total Investment Pool Fund Appropriation</b>	<b>199,725</b>
<b>Print Shop and Warehouse Fund</b>	
Total Print Shop and Warehouse Fund Revenue	375,516
Use of Net Assets	256,560
<b>Total Print Shop and Warehouse Fund Appropriation</b>	<b>632,076</b>
<b>Risk Management Fund</b>	
Total Risk Management Fund Revenue	6,409,493
Use of Net Assets	535,566
<b>Total Risk Management Fund Appropriation</b>	<b>6,945,059</b>
<b>Airport Fund</b>	
Total Airport Fund Revenue	13,393,812
<b>Total Airport Fund Appropriation</b>	<b>12,781,680</b>

## Exhibit B - All Funds Summary

	<b>Budget FY 2018-19</b>
<b>Cemetery Fund</b>	
Total Cemetery Fund Revenue	\$ 427,500
Transfer from General Fund	226,971
Use of Net Assets	161,000
Total Cemetery Fund Appropriation	815,471
<b>Civic Centers Fund</b>	
Total Civic Center Fund Revenue	640,316
Transfer from HOT Fund	1,679,577
Transfer from Debt Service Fund	459,087
Total Civic Center Fund Appropriation	2,778,980
<b>Lake Alan Henry Fund</b>	
Total Lake Alan Henry Fund Revenue	665,900
Use of Net Assets	159,181
Total Lake Alan Henry Fund Appropriation	825,081
<b>Lubbock Power and Light Fund</b>	
Total Lubbock Power and Light Fund Revenue	257,647,683
Transfer from Debt Service Fund	3,257,898
Transfer from Other Funds	1,287,687
Total Lubbock Power and Light Fund Appropriation	254,508,647
<b>Storm Water Utility Fund</b>	
Total Storm Water Utility Fund Revenue	26,304,605
Total Storm Water Utility Fund Appropriation	24,266,791
<b>Transit Fund</b>	
Total Transit Fund Revenue	10,247,616
Transfer from General Fund	2,997,383
Transfer from Economic Development Fund	400,000
Total Transit Fund Appropriation	13,644,999
<b>Water/Wastewater Utility Fund</b>	
Total Water/Wastewater Utility Fund Revenue	135,036,518
Transfer from Other Fund	136,293
Use of Net Assets	3,921,259
Total Water/Wastewater Utility Fund Appropriation	139,094,070
<b>Abandoned Vehicle Fund</b>	
Total Abandoned Vehicle Fund Revenue	843,000
Total Abandoned Vehicle Fund Appropriation	811,100
<b>Animal Assistance Program</b>	
Total Animal Assistance Program Fund Revenue	270,700
Total Animal Assistance Program Fund Appropriation	94,681
<b>Bell Farms PID</b>	
Total Bell Farms PID Fund Revenue	28,532
Total Bell Farms PID Fund Appropriation	-
<b>Cable Services Fund</b>	
Total Cable Services Fund Revenue	602,515
Total Cable Services Fund Appropriation	500,000
<b>Central Business District TIF Fund</b>	
Total Central Business District TIF Fund Revenue	1,086,015
Transfer from General Fund	69,300
Use of Net Assets	123,719
Total Central Business District TIF Fund Appropriation	1,279,034
<b>Community Development Fund</b>	
Total Community Development Fund Revenue	5,976,169
Total Community Development Fund Appropriation	5,976,169

## Exhibit B - All Funds Summary

	Budget FY 2018-19
<b>Criminal Investigation Fund</b>	
Total Criminal Investigation Fund Revenue	\$ 277,500
Use of Net Assets	149,090
Total Criminal Investigation Fund Appropriation	426,590
<b>Department of Justice Asset Sharing</b>	
Use of Net Assets	60,000
Total Department of Justice Asset Sharing Appropriation	60,000
<b>Economic Development Fund</b>	
Total Economic Development Fund Revenue	3,778,490
Total Economic Development Fund Appropriation	3,778,490
<b>Gateway Streets Fund</b>	
Transfer from General Fund	8,367,122
Use of Net Assets	181,209
Total Gateway Streets Fund Appropriation	8,548,331
<b>Hotel Occupancy Tax Fund</b>	
Total Hotel Motel Tax Fund Revenue	7,286,537
Total Hotel Motel Tax Fund Appropriation	7,286,537
<b>Juvenile Case Manager Fund</b>	
Total Juvenile Case Manager Fund Revenue	159,275
Total Juvenile Case Manager Fund Appropriation	72,876
<b>Lubbock Business Park TIF</b>	
Total Lubbock Business Park TIF Revenue	614,864
Total Lubbock Business Park TIF Appropriation	16,160
<b>Lubbock Economic Development Alliance Fund</b>	
Total Lubbock Economic Development Alliance Fund Revenue	6,231,310
Total Lubbock Economic Development Alliance Fund Appropriation	6,231,310
<b>Municipal Court Fund</b>	
Total Municipal Court Fund Revenue	214,825
Total Municipal Court Fund Appropriation	108,480
<b>North and East Lubbock Neighborhood and Infrastructure Fund</b>	
Transfer from General Fund	310,147
Use of Net Assets	43,853
Total North and East Lubbock Neighborhood Fund Appropriation	354,000
<b>North Overton Public Improvement District Fund</b>	
Total North Overton Public Improvement District Fund Revenue	829,783
Use of Net Assets	24,054
Total North Overton Public Improvement District Fund Appropriation	853,837
<b>North Overton Tax Increment Fund</b>	
Total North Overton Tax Increment Fund Revenue	4,763,813
Transfer from Hotel Motel Tax	483,574
Total North Overton Tax Increment Fund Appropriation	4,022,663
<b>North Point Public Improvement District Fund</b>	
Total North Point Public Improvement District Fund Revenue	175,638
Use of Net Assets	41,079
Total North Point Public Improvement District Fund Appropriation	216,717
<b>Quincy Park Public Improvement District Fund</b>	
Total Quincy Park Public Improvement District Fund Revenue	146,046
Use of Net Assets	80,852
Total Quincy Park Public Improvement District Fund Appropriation	226,898
<b>Valencia Public Improvement District Fund</b>	
Total Valencia Public Improvement District Fund Revenue	27,156
Total Valencia Public Improvement District Fund Appropriation	5,100
<b>Vintage Township Public Improvement District Fund</b>	
Total Vintage Township Public Improvement District Fund Revenue	193,937
Total Vintage Township Public Improvement District Fund Appropriation	193,937

## Exhibit B - All Funds Summary

	<b>Budget</b>
	<b>FY 2018-19</b>
<b>Lubbock Economic Development Alliance</b>	
Total Lubbock Economic Development Alliance Revenue	\$ 6,879,410
Use of Non-Cash Assets - Land	1,676,200
Use of Net Assets	7,499,290
Total Lubbock Economic Development Alliance Appropriation	16,054,900
<b>Market Lubbock, Inc.</b>	
Total Market Lubbock, Inc. Revenue	3,310,562
Use of Net Assets	3,114,988
Total Market Lubbock Inc. Appropriation	6,425,550
<b>Market Lubbock, Inc. - Visit Lubbock, Inc.</b>	
Total Market Lubbock, Inc. - Visit Lubbock, Inc. Revenue	3,108,522
Total Market Lubbock Inc. - Visit Lubbock, Inc. Appropriation	3,108,522
<b>Market Lubbock, Inc. - Sports Authority</b>	
Total Market Lubbock, Inc. - Sports Authority Revenue	1,455,389
Total Market Lubbock Inc. - Sports Authority Appropriation	1,455,389
<b>Civic Lubbock, Inc.</b>	
Total Civic Lubbock, Inc. Revenue	1,872,268
Use of Net Assets	75,000
Total Civic Lubbock, Inc. Appropriation	1,947,268
<b>Vintage Township Public Facilities Corporation</b>	
Total Vintage Township Public Facilities Corporation Revenue	176,937
Total Vintage Township Public Facilities Corporation Appropriation	176,937

## Exhibit C - Transfers Summary

To	From	Description	Amount
Airport Capital Projects Fund	Airport Enterprise Fund	Airport Cash Funded Capital	\$ 600,000
Airport Enterprise Fund	Airport CFC Fund	Airport CFC Debt Service	1,051,094
Airport Enterprise Fund	Airport PFC Fund	Airport PFC Debt Service	883,758
Cemetery Enterprise Fund	General Fund	Cemetery Operations	226,971
Cemetery Capital Projects	Cemetery Enterprise Fund	Cemetery Cash Funded Capital	80,000
Central Business District TIF	General Fund	CBD TIF Operations & Debt	69,300
Civic Center Capital Projects Fund	Hotel Occupancy Tax Fund	Civic Center Cash Funded Capital	505,946
Civic Center Enterprise Fund	Debt Service Fund	Debt Service Payment	459,087
Civic Center Enterprise Fund	Hotel Occupancy Tax Fund	Civic Center Operations/Marketing	1,679,577
Debt Service Fund	Central Business District TIF	Debt Service Payment	964,160
Debt Service Fund	Gateway Streets Fund	Debt Service Payment	8,548,331
Debt Service Fund	General Fund (Solid Waste)	Debt Service Payment	2,242,810
Debt Service Fund	Hotel Occupancy Tax Fund	Debt Service Payment	91,000
Debt Service Fund	Lubbock Power & Light	Debt Service Payment - Citizen Tower	1,140,198
Debt Service Fund	North Overton TIF	Debt Service Payment	3,187,466
Debt Service Fund	Stormwater Enterprise Fund	Debt Service Payment	4,237,029
Debt Service Fund	Water/Wastewater Enterprise Fund	Debt Service Payment - Citizen Tower	146,577
Fleet Capital Projects Fund	Fleet Operating Fund	Fleet Cash Funded Capital	30,000
Fleet Capital Projects Fund	General Fund	General Fund Cash Funded Capital (Vehicles)	3,090,000
Information Technology Capital Project Fund	Information Technology Fund	IT Funded Capital	859,480
Fleet Capital Projects Fund	Stormwater Enterprise Fund	Stormwater Cash Funded Capital (Vehicles)	53,000
Fleet Capital Projects Fund	Water/Wastewater Enterprise Fund	Water/Wastewater Cash Funded Capital (Vehicles)	713,500
Fleet Vehicle Replacement Fund	Fleet Maintenance Fund	Vehicle Replacement Fund	11,548
Fleet Vehicle Replacement Fund	Water/Wastewater Enterprise Fund	Vehicle Replacement Fund	40,147
Fleet Vehicle Replacement Fund	Stormwater Enterprise Fund	Vehicle Replacement Fund	18,767
Gateway Streets Fund	General Fund	Gateway Operations & Debt	8,367,122
General Facilities Capital Project Fund	General Fund	General Fund Cash Funded Capital	983,871
General Fund	Airport Enterprise Fund	Aircraft Rescue Fire Fighting	1,576,239
General Fund	Airport Enterprise Fund	Indirect Cost	279,381
General Fund	Lubbock Power & Light	Indirect Cost	1,155,378
General Fund	Lubbock Power & Light	Payment in Lieu of Franchise Fee	11,933,328
General Fund	Lubbock Power & Light	Payment in Lieu of Property Tax	2,386,666
General Fund	Stormwater Enterprise Fund	Indirect Cost	235,589
General Fund	Stormwater Enterprise Fund	Payment in Lieu of Franchise Fee	1,309,589
General Fund	Stormwater Enterprise Fund	Payment in Lieu of Property Tax	1,066,018
General Fund	Stormwater Enterprise Fund	Playa Lake	387,206
General Fund	Water/Wastewater Enterprise Fund	Indirect Cost	1,739,209
General Fund	Water/Wastewater Enterprise Fund	Payment in Lieu of Franchise Fee	4,324,725
General Fund	Water/Wastewater Enterprise Fund	Payment in Lieu of Franchise Fee	2,433,916
General Fund	Water/Wastewater Enterprise Fund	Payment in Lieu of Property Tax	4,275,871
General Fund	Water/Wastewater Enterprise Fund	Payment in Lieu of Property Tax	2,832,264
General Fund	Water/Wastewater Enterprise Fund	Paved Streets	880,942
General Fund Department-Public Works Dispatch	Water Administration	Dispatch	158,787
Lubbock Power & Light	General Fund	Debt Service Payment/CIS-Solid Waste	108,387
Lubbock Power & Light	General Fund	Debt Service Payment/Citizen Tower-Solid Waste	81,198
Lubbock Power & Light	General Fund	Utility Collections-Solid Waste	934,309
Lubbock Power & Light	Stormwater Enterprise Fund	Debt Service Payment - Citizen Tower	81,198
Lubbock Power & Light	Stormwater Enterprise Fund	Debt Service Payment - Customer Info System	108,387
Lubbock Power & Light	Stormwater Enterprise Fund	Utility Collections	934,309
Lubbock Power & Light	Water/Wastewater Enterprise Fund	Debt Service Payment - Citizen Tower	251,236
Lubbock Power & Light	Water/Wastewater Enterprise Fund	Debt Service Payment - Citizen Tower	137,877
Lubbock Power & Light	Water/Wastewater Enterprise Fund	Utility Collections	2,890,848
Lubbock Power & Light	Water/Wastewater Enterprise Fund	Utility Collections	1,586,489
Lubbock Power & Light	Water/Wastewater Enterprise Fund	Debt Service Payment - Customer Info System	335,360
Lubbock Power & Light	Water/Wastewater Enterprise Fund	Debt Service Payment - Customer Info System	184,044
Lubbock Power & Light Capital Project Fund	Lubbock Power & Light	LP&L Cash Funded Capital	13,245,000
Lubbock Power & Light Debt Service Fund	Lubbock Power & Light	LP&L Debt Service	3,257,898
North & East Lbk Ngbhd & Infrstr	General Fund	North & East Lubbock Operations	310,147
North Overton TIF	Hotel Occupancy Tax Fund	North Overton TIF	483,574
North Overton TIF Capital	North Overton TIF	North Overton Cash Funded Capital	800,000
Parks Capital Project Fund	General Fund	Parks Cash Funded Capital	342,640
Parks Capital Project Fund	Lake Alan Henry Fund	Lake Alan Henry Capital	301,550
Stormwater Capital Projects Fund	Stormwater Enterprise Fund	Stormwater Cash Funded Capital	847,868
Street Capital Projects Fund	General Fund	Streets Cash Funded Capital	8,972,534
Transit Enterprise Fund	Economic Development Fund	Transit Operations	400,000
Transit Enterprise Fund	General Fund	Transit Operations	2,997,383
Vintage Township Public Facilities Corporation	Vintage Township PID	Debt Service Payment	176,937
Water/Wastewater Capital Project Fund	Water/Wastewater Enterprise Fund	Water Cash Funded Capital	5,707,908
Water/Wastewater Capital Project Fund	Water/Wastewater Enterprise Fund	Wastewater Cash Funded Capital	3,917,401
Water/Wastewater Capital Project Fund	Lubbock Power & Light	Cash Funded Capital	490,000

## Exhibit C - Transfers Summary

To	From	Description	Amount
Water/Wastewater Enterprise Fund	Lake Alan Henry Fund	Lake Alan Henry Debt Service	136,293
WTMPA	Lubbock Power & Light	WTMPA Operating Costs	275,935

## Exhibit D - Capital Program Summary

Project Number	Project Name	Appropriation to Date	Appropriation FY 2018-19
8536	Facility Demolition	\$ 1,462,748	100,000
8543	Lake Alan Henry Repairs/Maintenance	5,005,889	-
8545	Concrete Drainage Channel Repairs	1,087,142	-
8550	Golf Course Improvements	678,090	53,400
8555	Sanitary Sewer Manhole Adjustments	500,000	-
8593	Consolidated Rental Car Facility Design	1,951,194	-
8595	Storm Water Master Plan	1,500,000	250,000
8599	Storm Water Utility Fee Restructure	900,000	-
8600	Water Damaged Facilities	2,064,072	-
8601	Safety Management System (SMS) Development	150,000	-
8604	Thoroughfare Plan Restudy	250,000	-
8605	Bicycle Plan Restudy	275,000	-
8606	FEMA Restudy - Systems B,C,D	500,000	-
8609	US 62/82 and Upland Traffic Control	51,376	-
8610	Remove and Reseal All Joints in Concrete	200,410	-
8611	Update Wastewater Collection System Master Plan	1,025,000	-
8614	Asset Management	400,000	1,040,000
8615	Transmission Line & Easement Maintenance	200,000	-
8616	Terminal Apron Maintenance	77,270	-
8618	Comprehensive Plan	500,000	-
8621	Outer Route Right-of-Way and Utility Adjustments	7,250,000	-
8622	Pressure Zone Delineation and Valve Repair Project	495,000	-
8623	Water System Vulnerabilty Assessment	150,000	-
8624	Locate and Repair Water Valves FY 2017-18	300,000	300,000
8625	Field Asset Inventory & Data Verification	2,650,862	-
8626	Distribution Planning	95,000	355,000
8628	Digital Orthophotography	120,000	150,000
8629	Civic Center Exterior Repair and Upgrade FY 17-18	200,000	171,000
8630	Park Amenities	150,000	154,500
8631	Convention Center Hotel Project	114,048	-
8632	Fleet/Solid Waste Complex Exterior Renovations	193,000	150,000
8633	Comprehensive Plan Implementation	-	370,000
8634	City Council Initiatives	-	75,000
8635	Parks Future Planning	-	50,000
8636	West Side Public Works Facility	-	50,000
8637	Abernathy Landfill - Gate House Renovations	-	120,000
8638	Canyon and Playa Lakes Restoration and Restudy	-	250,000
8639	Future Infrastructure Funding Study	-	250,000
8640	Fleet Repair	-	30,000
8641	Jones Power Plant Effluent Reuse Line Evaluation	-	250,000
91003	Bailey County Wellfield Improvements	5,485,583	-
91032	Water Treatment Plant Improvements	17,402,000	-
91195	Civic Center Renovation	9,661,549	-
92169	Irrigation Automation & Control Systems	2,857,960	-
92174	Northwest Lubbock and Maxey Park Project	76,950,000	300,000
92175	Storm Water Repair and Replacement	1,350,000	-
92215	Slide Road from Marshall to US 84	2,255,700	-
92216	Traffic Signal Upgrades	4,896,597	-
92217	34th Street Reconstruct.-Quaker to Ave. Q	22,557,200	-
92221	Northwest Water Reclamation Plant	94,300,000	-
92227	Underground Utilities	8,050,000	-
92238	Facility Maintenance Fund	1,416,000	-
92254	North Overton TIF Public Improvements	3,397,031	-

## Exhibit D - Capital Program Summary

Project Number	Project Name	Appropriation to Date	Appropriation FY 2018-19
92255	BCWF Supply Line/Pumping System	\$ 44,100,000	-
92282	Downtown Redevelopment Underground	3,545,500	600,000
92318	Major Sanitary Sewer Mains Rehabilitation	12,500,000	4,000,000
92322	Erskine Street - Indiana Avenue to Quaker Avenue	2,728,515	-
92331	Fiberoptic Communications	1,600,000	-
92349	Communications System Expansion	1,050,000	-
92353	South Lubbock Water Treatment Plant Expansion	2,500,000	1,000,000
92359	Facility Roof Replacements	1,087,000	165,000
92361	Terminal Building Remodel	12,835,772	21,853,391
92362	Buddy Holly Center Renovations Phase II	564,380	-
92366	Emergency Operations Center	6,864,696	-
92367	Municipal Square Repairs	566,511	-
92368	CBD TIF Special Projects	410,000	-
92369	Municipal Facilities Replacements/Renovations	63,000,000	-
92372	Aircraft Rescue & Fire Fighting Facility	674,897	-
92373	Dispatch Control Center - EOC	1,563,662	-
92380	Feeder Circuits - Northwest	849,200	250,000
92397	Pump Station 10	13,000,000	-
92399	Gateways	4,500,000	-
92402	Substation Capacity Upgrade - Chalker	10,367,590	-
92403	69/115kV Line Rebuild: Thompson-Vicksburg	2,380,000	615,000
92404	115kV Line Construction: Northwest-Mackenzie	9,515,000	1,090,000
92405	69/115kV Line Rebuild: Chalker-Thompson	4,425,000	-
92406	69/115kV Line Rebuild: Chalker-Oliver	4,365,000	-
92407	Autotransformer - Southeast	1,720,000	1,110,000
92425	Park Maintenance Facility	600,000	-
92432	Utility Infrastructure Upgrades/Relocations	1,500,000	-
92433	Major Repairs at Fire Facilities Phase II	600,000	300,000
92434	98th Street from Upland Avenue to Milwaukee Avenue	3,200,000	-
92435	Street Maintenance Program 2018-19	15,942,452	8,500,000
92444	SEWRP Improvements Plant 3	2,500,000	-
92445	SEWRP Transformer Rehabilitation	500,000	-
92446	Sewer Line Replacement FY 2016-17	1,106,069	315,000
92447	Sewer Tap Replacements FY 2016-17	950,000	700,000
92448	Water Reclamation Plant Replacements FY 2016-17	1,200,000	300,000
92450	Lowhead C Pump Station and Supply Line	750,000	2,000,000
92451	Lake Alan Henry Watershed Management	400,000	-
92452	Elevated Storage Tanks	2,450,000	-
92453	Water Line Replacement FY 2016-17	1,425,277	-
92454	Water Lines Ahead of Street Pavings FY 2016-17	1,716,338	-
92455	Water Meter Replacements FY 2016-17	910,000	-
92457	Customer Service Information Systems	35,885,000	-
92458	69/115kV Line Rebuild: Brandon-Vicksburg	390,000	4,800,000
92459	69/115kV Line Rebuild: Brandon-Erskine	115,000	385,000
92460	69/115kV Line Rebuild: Erskine-Mackenzie	530,000	3,240,000
92462	Substation Capacity Upgrade - McDonald	5,818,512	270,000
92464	Future Substation - North	620,000	2,835,000
92466	Autotransformer - Co-op	2,200,000	1,790,000
92467	Autotransformer - Vicksburg	2,415,000	1,695,000
92468	Autotransformer - Mackenzie	2,415,000	2,315,000
92469	Substation Rebuild - Holly	1,570,000	3,170,000
92470	Substation Rebuild - Oliver	155,000	720,000



## Exhibit D - Capital Program Summary

Project Number	Project Name	Appropriation to Date	Appropriation FY 2018-19
92472	Substation Rebuild - Slaton	\$ 9,600,000	-
92473	Future Substation - New Oliver 345kV	1,535,000	6,885,000
92474	Future Substation - North Addition 345kV	1,535,000	6,885,000
92475	Future Substation - New Wadsworth 345kV	1,535,000	6,885,000
92476	Future Substation - Red Raider	9,685,000	-
92477	69/115kV Line Rebuild: Holly-Southeast	325,000	350,000
92478	69/115kV Line Rebuild: Holly-Slaton	1,085,000	-
92480	69/115kV Line Rebuild: Southeast-Oliver	3,590,000	-
92484	Substation Upgrades	1,725,000	1,410,000
92485	Substation Breaker Replacements - Transmission	1,455,000	-
92492	Mobile Workforce Management System	1,750,000	-
92499	69/115kV Line Rebuild: Coop-Mackenzie	475,000	4,950,000
92500	69/115KV Line Reconductor: Holly-Wadsworth	210,000	320,000
92501	69/115KV Line Reconductor: Co-op-Wadsworth	490,000	485,000
92502	West 50th Street Paving Improvements	1,154,022	-
92508	Consolidated Rental Car Facility Construction	16,000,000	-
92510	Upland Avenue - 66th Street to 82nd Street	2,921,313	448,687
92511	Advanced Warning System	50,000	150,000
92512	Traffic Signals/Controllers FY 2017-18	300,000	-
92513	Pumping System Improvements FY 2017-18	500,000	500,000
92514	Sewer Lines Ahead of Street Paving FY 2017-18	250,000	250,000
92516	Transportation Improvements/Unimproved Roads 17-18	400,000	400,000
92517	Cell Phone Lot	350,000	-
92518	Stormwater System Improvements & Maintenance 17-18	1,000,000	-
92519	Frankford and 130th Street 12" Water line Loop.	1,350,000	-
92521	Facility Renovations/Upgrades Phase II	600,000	-
92522	Lake 3 Development	108,113	-
92523	Distribution Capacitor Banks	895,000	985,000
92524	Milwaukee Ave Underground Feeders	885,000	-
92525	New Slide Road Feeder Line	865,000	-
92526	115 kV Line Construction - Northwest to North Sub	1,385,000	9,800,000
92533	115kV Line Construction - Chalker to New Oliver	1,025,000	14,725,000
92534	115kV Line Construction - Oliver to New Oliver	890,000	8,905,000
92535	FY 2017-18 Vehicles and Equipment	485,000	-
92537	GIS Software Solution	1,215,000	510,000
92538	Mobile Substation	2,555,000	-
92539	Water Treatment Plant Improvements Phase III	2,000,000	-
92541	South Lubbock Sanitary Sewer Expansion Phase III	5,674,649	-
92546	98th Street from Upland Avenue to Milwaukee Avenue	2,360,000	-
92547	General Fund Vehicle Replacement FY 17-18	1,988,168	-
92548	Lubbock Animal Shelter Improvements	75,000	135,000
92550	Pavilions & Covered Picnic Tables	457,000	-
92551	Public Safety Improvements Project	10,000,000	50,000,000
92552	Civic Center Expansion Project	125,000	-
92553	Landfill Improvements	72,603	-
92554	Cell 5 Development 2252	6,182,511	-
92555	Landfill 69 Shop Renovation	269,132	-
92556	Cell VI Final Expansion at 69	548,660	-
92557	Landfill 69 Gas Collection System Replacement	344,730	-
92558	Landfill 69 Groundwater Remediation	500,000	-
92560	115kV Line Construction - Red Raider Tap	400,000	795,000
92561	345kV Line Construction - ERCOT Interconnection	4,000,000	43,155,000
92562	Quaker Roadway Improvements	340,000	-

## Exhibit D - Capital Program Summary

Project Number	Project Name	Appropriation to Date	Appropriation FY 2018-19
92565	Garden and Arts Center Exterior Renovations	\$ -	185,850
92566	Park Walking Trails	-	175,000
92567	Dock and Bridge Replacement	-	113,000
92568	Lake Alan Henry Campsite Improvements	-	301,550
92569	Backup Power at Signalized Intersections	-	100,000
92570	American Disability Act Ramp and Sidewalk Project	-	250,000
92571	Fuelmaster Upgrade FY 18-19	-	471,760
92572	Municipal Hill Car Wash FY 18-19	-	250,000
92573	Fleet Services Vehicle Replacement FY 18-19	-	30,000
92574	Water/Wastewater Vehicle Replacement FY 18-19	-	713,500
92575	General Fund Vehicle Replacement FY 18-19	-	5,290,000
92576	Storm Water Vehicle Replacement FY 2018-19	-	53,000
92577	FY 2018-19 Vehicles and Equipment	-	1,645,000
92578	Enterprise Resource Planning System	-	1,250,000
92579	Airport Property Improvements	-	600,000
92580	Cemetery Capital Improvements	-	80,000
92581	Civic Center Elevator Repairs	-	84,000
92582	Civic Center Camera/Access Control System	-	230,000
92583	Automated Metering Infrastructure	-	18,500,000
92584	Post Ground Storage Reservoir Improvements	-	100,000
92585	Annexation Water Lines for Fire Protection	-	8,265,000
92586	Dunbar-Manhattan Heights Underground Conversion	-	1,210,000
92587	Loop 88 Sewer Line Relocation	-	750,000
92588	Loop 88 Water Line Relocations	-	1,500,000
92589	Water Line Upsizing for Development	-	150,000
92590	Sewer Line Upsizing for Development	-	200,000
92591	Lift Station Rehabilitation	-	1,040,000
92592	Large Valve Project	-	500,000
92593	Roy Furr Pioneer Park	-	800,000
92594	Call Center IVR	-	620,000
92595	Citizen's Tower FF&E	-	1,405,000
92596	FY 2018-19 Distribution System Upgrade	-	820,000
92597	FY 2018-19 Service Distribution Meters	-	130,000
92598	FY 2018-19 Underground Distribution	-	2,500,000
92599	FY 2018-19 Overhead Lines	-	1,905,000
92600	FY 2018-19 Street Lights	-	380,000
92601	FY 2018-19 Distribution Transformers	-	2,760,000
92602	Substation General Plant Equipment	-	375,000
92603	Substation Switchgear and Breaker Replacement	-	1,335,000
92604	Overhead/Underground Training Facility	-	100,000
92605	Operations System Upgrades	-	615,000
92606	South Plains Mall Expansion	-	410,000
<b>Total Appropriation</b>		<b>\$ 681,167,993</b>	<b>285,608,638</b>

## Exhibit D - Capital Program Summary

Funding Source	Funding to Date	FY 2018-19
2003 Tax and Waterworks Revenue CO's	\$ 200,000	-
2005 Wastewater Revenue CO's	139,641	-
Airport Capital Project Fund	1,177,761	-
Civic Center Capital Project Fund	125,000	-
Developer Participation	1,500,000	-
Federal Grant Funding	9,769,950	3,000,000
Fleet Capital Project Fund	56,168	30,000
FY 2006 Water Revenue CO's	2,000,000	-
FY 2007 Storm Water Revenue CO's	297,896	-
FY 2007 TIF Revenue CO's	29,175	-
FY 2008 10-year Water Revenue CO's	330,000	-
FY 2008 Storm Water Revenue CO's	600,000	-
FY 2008 TIF Revenue CO's	676,105	-
FY 2008 Wastewater Revenue CO's	2,257,726	-
FY 2008 Water Revenue CO's	3,025,888	-
FY 2009 10-year Water Revenue CO's	2,622,960	-
FY 2009 General Fund Cash	185,951	-
FY 2009 General Obligation Bonds	296,489	46,662
FY 2009 LP&L Certificates of Obligation	29,997	-
FY 2009 Storm Water Cash	15,000	-
FY 2009 Storm Water Revenue CO's	1,472,225	-
FY 2009 Tax and Waterworks CO's	98,866	-
FY 2009 Tax Supported Revenue CO's	-	400,000
FY 2009 TIF Revenue CO's	41,731	-
FY 2009 Water Revenue CO's	1,175,000	-
FY 2010 CBD TIF Revenue CO's	27,852	-
FY 2010 Gateway Streets Revenue CO's	701,313	448,687
FY 2010 General Fund Cash	44,824	-
FY 2010 General Obligation Bonds	12,407,200	-
FY 2010 Storm Water Cash	100,000	-
FY 2010 Storm Water Revenue CO's	1,500,000	-
FY 2010 TIF Revenue CO's	20	-
FY 2010 Wastewater Cash	250,000	-
FY 2010 Wastewater Revenue CO's	1,860,359	-
FY 2010 Water Revenue CO's	20,098,568	78,470
FY 2011 10-year Water Revenue CO's	7,205,000	-
FY 2011 CBD TIF Revenue CO's	1,500,000	-
FY 2011 Gateway Streets Revenue CO's	254,022	-
FY 2011 General Fund Cash	883,839	-
FY 2011 General Obligation Bonds	6,245,745	-
FY 2011 Solid Waste Revenue CO's	1,197,329	-
FY 2011 Storm Water Cash	250,000	-
FY 2011 Tax and Waterworks CO's	307,251	-
FY 2011 Tax Supported Revenue CO's	-	86,527
FY 2011 Wastewater Revenue CO's	5,089,098	-
FY 2011 Water Revenue CO's	5,690,469	-

## Exhibit D - Capital Program Summary

<b>Funding Source</b>	<b>Funding to Date</b>	<b>FY 2018-19</b>
FY 2012 10-Year Certificates of Obligation	-	115,516
FY 2012 10-year Water Revenue CO's	2,000,000	-
FY 2012 General Fund Cash	72,190	-
FY 2012 General Obligation Bonds	10,021,737	-
FY 2012 LP&L Cash	425,000	-
FY 2012 Storm Water Revenue CO's	33,925,918	-
FY 2012 Water Revenue CO's	12,834,257	-
FY 2013 10-Year LP&L Revenue Bonds	290,000	-
FY 2013 CBD TIF Cash	300,000	-
FY 2013 General Fund Cash	150,000	-
FY 2013 General Obligation Bonds	5,725,000	-
FY 2013 LP&L Revenue Bonds	1,451,831	-
FY 2013 Solid Waste Cash	72,603	-
FY 2013 Storm Water Revenue CO's	5,253,961	-
FY 2013 Wastewater Revenue CO's	22,210,103	-
FY 2014 10-Year LP&L Revenue Bonds	612	-
FY 2014 10-year Water Revenue CO's	700,000	-
FY 2014 CBD TIF Revenue CO's	2,472,148	-
FY 2014 General Fund Cash	350,000	-
FY 2014 LP&L Cash	530,000	-
FY 2014 LP&L Revenue Bonds	8,590,436	-
FY 2014 Storm Water Cash	250,000	-
FY 2014 Tax Supported Revenue CO's	350,000	25
FY 2014 Wastewater Revenue CO's	701,986	1,313,974
FY 2014 Water Revenue CO's	2,952,890	-
FY 2015 Airport Cash	83,000	-
FY 2015 Airport Revenue CO's	2,331,353	-
FY 2015 CBD TIF Revenue CO's	3,000,000	-
FY 2015 CFC Fund Cash	1,050,000	-
FY 2015 Gateway Streets Revenue CO's	900,000	-
FY 2015 General Fund Cash	1,502,000	-
FY 2015 LP&L Revenue Bonds	3,299,945	-
FY 2015 PFC Revenue CO's	-	381,729
FY 2015 Risk Fund Cash	1,000,000	-
FY 2015 Solid Waste Cash	281,025	-
FY 2015 Storm Water Cash	750,000	-
FY 2015 Tax Supported Revenue CO's	12,400,474	228,575
FY 2015 Wastewater Revenue CO's	57,417,722	1,460,000
FY 2015 Water Cash	-	180,149
FY 2016 10-Year LP&L Revenue Bonds	1,666,661	-
FY 2016 10-Year Solid Waste Revenue CO's	4,985,182	-
FY 2016 10-Year TIF Revenue CO's	1,500,000	-
FY 2016 10-Year Water Revenue CO's	6,000,000	-
FY 2016 30-Year LP&L Revenue Bonds	1,620,000	-
FY 2016 7-Year Solid Waste Revenue CO's	881,497	-
FY 2016 Airport Cash	15,000	-

## Exhibit D - Capital Program Summary

Funding Source	Funding to Date	FY 2018-19
FY 2016 CBD TIF Cash	200,000	-
FY 2016 CBD TIF Revenue CO's	2,250,000	-
FY 2016 General Fund Cash	3,249,963	-
FY 2016 LP&L Cash	204,200	-
FY 2016 LP&L Revenue Bonds	4,514,579	-
FY 2016 PFC Revenue CO's	283,605	-
FY 2016 Storm Water Cash	1,900,000	-
FY 2016 Tax Supported Revenue CO's	60,698,515	-
FY 2016 Wastewater Revenue CO's	18,785,343	653,543
FY 2016 Water Cash	250,000	193,068
FY 2016 Water Revenue CO's	10,684,253	-
FY 2017 10-Year LP&L Revenue Bonds	3,245,000	-
FY 2017 30-Year LP&L Revenue Bonds	13,329,695	-
FY 2017 7-Year Tax Revenue CO's	4,395,392	-
FY 2017 Airport Cash	277,680	-
FY 2017 CBD TIF Revenue CO's	4,500,000	-
FY 2017 CFC Fund Cash	901,194	-
FY 2017 General Fund Cash	4,194,608	-
FY 2017 LP&L Cash	1,775,000	-
FY 2017 North Overton TIF Cash	150,000	-
FY 2017 SIB Loan	7,250,000	-
FY 2017 Solid Waste Cash	693,000	-
FY 2017 Storm Water Cash	750,000	-
FY 2017 Tax Supported Revenue CO's	1,918,048	-
FY 2017 TWBD CO's	35,000,000	-
FY 2017 Wastewater Cash	2,225,708	140,000
FY 2017 Wastewater Revenue CO's	2,692,749	-
FY 2017 Water Cash	5,198,953	690,405
FY 2017 Water Revenue CO's	12,000,000	-
FY 2018 10-Year LP&L Revenue Bonds	35,349,089	-
FY 2018 10-Year Tax-Supported Revenue CO's	10,000,000	-
FY 2018 30-Year LP&L Revenue Bonds	48,400,305	-
FY 2018 Airport Cash	350,000	-
FY 2018 CBD TIF Cash	114,048	-
FY 2018 CFC Fund Cash	1,500,000	-
FY 2018 CFC Revenue Co's	14,500,000	-
FY 2018 Gateway Streets CO's	5,170,000	-
FY 2018 General Fund Cash	9,470,315	-
FY 2018 General Fund Tax Notes	1,300,000	-
FY 2018 LP&L Cash	5,715,000	-
FY 2018 LP&L Revenue Bonds	14,347,976	-
FY 2018 North Overton TIF Cash	1,000,000	-
FY 2018 Storm Water Cash	1,392,142	-
FY 2018 Water/Wastewater Cash	13,052,954	-
FY 2019 10-Year LP&L Revenue Bonds	-	1,125,000
FY 2019 10-Year Water/Wastewater Revenue CO's	-	18,500,000

## Exhibit D - Capital Program Summary

<b>Funding Source</b>	<b>Funding to Date</b>	<b>FY 2018-19</b>
FY 2019 30-Year LP&L Revenue Bonds	-	126,480,000
FY 2019 Airport Cash	-	600,000
FY 2019 Airport Revenue CO's	-	3,134,501
FY 2019 Cemetery Cash	-	80,000
FY 2019 Fleet Cash	-	30,000
FY 2019 General Fund Cash	-	13,389,045
FY 2019 General Fund Tax Notes	-	2,200,000
FY 2019 Hotel Tax	-	393,829
FY 2019 LP&L Cash	-	13,735,000
FY 2019 LP&L Revenue Bonds	-	7,645,000
FY 2019 North Overton TIF Cash	-	800,000
FY 2019 PFC Revenue CO's	-	15,337,161
FY 2019 Storm Water Cash	-	900,868
FY 2019 Tax Supported Revenue CO's	-	50,721,760
FY 2019 Transfer from Information Technology Fund	-	859,480
FY 2019 Transfer from Lake Alan Henry Fund	-	301,550
FY 2019 Water/Wastewater Cash	-	10,338,809
FY 2019 Water/Wastewater Revenue CO's	-	8,265,000
General Capital Project Fund	2,459,126	99,013
Health Fund Cash	-	303,020
Hotel/Motel Funds	4,366,641	-
Information Technology ISF Cash	-	87,500
LAH Repair/Replacement Fund	505,889	-
Market Lubbock Inc. Capital Project Fund	210,000	-
Parks Capital Projects Fund	-	107,135
Prior Year Hotel Funds	-	91,171
Public Works Capital Project Fund	200,000	64,252
Storm Water CIP Fund	-	252,132
TxDOT Participation	757,076	-
Wastewater Capital Project Fund	250,000	-
Wastewater Cash	-	320,082
Water Utility Cash	103,680	-
Water/Wastewater Capital Project Fund	1,085,318	-
<b>Total Funding</b>	<b>\$ 681,167,993</b>	<b>285,608,638</b>

## Exhibit E - Non-Civil Service Pay Plan

Pay Grade		Minimum	Midpoint	Maximum
101	\$	15,030.08	19,408.48	23,865.92
102		15,780.96	20,377.76	25,059.84
103		16,567.20	21,396.96	26,316.16
104		17,397.12	22,468.16	27,630.72
105		18,266.56	23,589.28	29,011.84
106		19,181.76	24,770.72	30,461.60
107		20,138.56	26,006.24	31,984.16
108		21,145.28	27,306.24	33,583.68
109		22,204.00	28,674.88	35,264.32
110		23,312.64	30,108.00	37,028.16
111		24,481.60	31,613.92	38,877.28
112		25,704.64	33,194.72	40,822.08
113		26,988.00	34,852.48	42,864.64
114		28,337.92	36,595.52	45,007.04
115		29,756.48	38,423.84	47,255.52
116		31,245.76	40,345.76	49,620.48
117		32,805.76	42,363.36	52,099.84
118		34,446.88	44,482.88	54,706.08
119		36,169.12	46,706.40	57,441.28
120		37,978.72	49,044.32	60,313.76
121		39,875.68	51,492.48	63,327.68
122		41,870.40	54,069.60	66,497.60
123		43,960.80	56,771.52	69,819.36
124		46,161.44	59,610.72	73,311.68
125		48,470.24	62,591.36	76,976.64

## Exhibit E - Non-Civil Service Pay Plan

Pay Grade		Minimum	Midpoint	Maximum
126	\$	50,891.36	65,719.68	80,826.72
127		53,437.28	69,006.08	84,866.08
128		56,108.00	72,456.80	89,111.36
129		58,911.84	76,078.08	93,564.64
130		61,859.20	79,884.48	98,244.64
131		64,952.16	83,878.08	103,155.52
132		68,201.12	88,071.36	108,313.92
133		71,610.24	92,474.72	113,730.24
134		75,192.00	97,098.56	119,414.88
135		78,950.56	101,955.36	125,388.64
136		82,896.32	107,049.28	131,653.60
137		87,043.84	112,403.20	138,238.88
138		91,395.20	118,025.44	145,152.80
139		95,962.88	123,922.24	152,407.84
140		100,763.52	130,120.64	160,028.96
141		105,799.20	136,626.88	168,030.72
142		111,090.72	143,459.68	176,431.84
143		116,646.40	150,631.52	185,255.20
144		122,478.72	158,163.20	194,517.44
145		128,602.24	166,069.28	204,241.44
146		135,033.60	174,376.80	214,456.32
147		141,785.28	183,094.08	225,176.64
148		148,871.84	192,248.16	236,435.68
149		156,316.16	201,859.84	248,258.40
150		164,130.72	211,952.00	260,669.76

Pay Plan reflects annual salary amount.



## Exhibit E - Part-Time Pay Plan

Pay Grade	Minimum	Midpoint	Maximum
201	\$ 7.226	9.331	11.474
202	7.587	9.797	12.048
203	7.965	10.287	12.652
204	8.364	10.802	13.284
205	8.782	11.341	13.948
206	9.222	11.909	14.645
207	9.682	12.503	15.377
208	10.166	13.128	16.146
209	10.675	13.786	16.954
210	11.208	14.475	17.802
211	11.770	15.199	18.691
212	12.358	15.959	19.626
213	12.975	16.756	20.608
214	13.624	17.594	21.638
215	14.306	18.473	22.719
216	15.022	19.397	23.856
217	15.772	20.367	25.048
218	16.561	21.386	26.301
219	17.389	22.455	27.616
220	18.259	23.579	28.997
221	19.171	24.756	30.446
222	20.130	25.995	31.970
223	21.135	27.294	33.567
224	22.193	28.659	35.246
225	23.303	30.092	37.008

## Exhibit E - Part-Time Pay Plan

Pay Grade	Minimum	Midpoint	Maximum
226	\$ 24.467	31.596	38.859
227	25.691	33.176	40.801
228	26.975	34.835	42.842
229	28.323	36.576	44.983
230	29.740	38.406	47.233
231	31.227	40.326	49.594
232	32.789	42.342	52.074
233	34.428	44.459	54.678
234	36.150	46.682	57.411
235	37.957	49.017	60.283
236	39.854	51.466	63.295
237	41.848	54.040	66.461
238	43.940	56.743	69.785
239	46.136	59.578	73.273
240	48.444	62.558	76.937
241	50.865	65.686	80.784
242	53.409	68.971	84.823
243	56.080	72.419	89.065
244	58.884	76.040	93.518
245	61.828	79.841	98.193
246	64.920	83.835	103.104
247	68.166	88.026	108.258
248	71.573	92.427	113.671
249	75.152	97.048	119.355
250	78.909	101.900	125.322

Pay Plan reflects hourly rate.

# Exhibit E - Police Pay Plan

Steps	Annual						Annual Deputy		
	Annual Cadet PNCSP	Annual Entry Level I PNCEI	Annual Entry Level II PNCE2	Annual Patrol Officer PCS1	Annual Detective / Corporal PCS2	Annual Sergeant PCS3	Annual Lieutenant PCS4	Annual Chief/ Captain PCS5	Annual Asst. Chief PCS6
A	\$ 48,898.72	50,200.80	52,844.48	56,018.56	71,730.88	77,136.80	89,729.12	101,528.96	114,350.08
B				59,485.92	73,128.64	80,583.36	93,425.28	106,240.16	124,280.00
C				63,125.92	74,592.96	84,188.00	97,275.36	111,178.08	135,075.20
D				67,167.36					
E				68,804.32					
F				70,445.44					

Steps	Hourly						Hourly Deputy		
	Hourly Cadet PNCSP	Hourly Entry Level I PNCE1	Hourly Entry Level II PNCE2	Hourly Patrol Officer PCS1	Hourly Detective / Corporal PCS2	Hourly Sergeant PCS3	Hourly Lieutenant PCS4	Hourly Chief/ Captain PCS5	Hourly Asst. Chief PCS6
A	\$ 23.509	24.135	25.406	26.932	34.486	37.085	43.139	48.812	54.976
B				28.599	35.158	38.742	44.916	51.077	59.750
C				30.349	35.862	40.475	46.767	53.451	64.940
D				32.292					
E				33.079					
F				33.868					

Cadet PNCSP is a non-classified, non-civil service, civilian grade for employees seeking to enter a future academy class in order to become classified police officers. Entry Level I-A PNC(EI-A) is a non-classified, non-civil service, civilian grade for employees entering an academy class in order to become classified police officers. All employees of the police department who seek to become classified police officers start at either Cadet PNCSP or Entry Level I-A PNC(EI-A), unless they start employment already certified as peace officers by TCOLE, in which case they start at Entry Level I-B PNC(EI-B). Employees starting at either Cadet PNCSP or Entry Level I-A PNC(EI-A) progress to Entry Level I-B PNC(EI-B) when they become certified as peace officers by TCOLE. Classified service does not begin until an employee reaches Entry Level I-B PNC(EI-B).

Employees without TCOLE certification start at either Cadet PNCSP or Entry Level I-A PNC(EI-A) and progress to Entry Level II PNC(E2) after 12 months of continuous service in Entry Level I-A or B / PNC(EI-A or B). These employees attain Entry Level I-B PNC(EI-B) status upon certification by TCOLE and progress to Patrol Officer PNC(S1) after 6 months continuous service at Entry Level II PNC (E2).

Employees who are employed with an existing TCOLE certification start as Entry Level I-B PNC(EI-B) and progress to Patrol Officer PCS1 after completing a 12 month probationary period and bypass Entry Level II PNC (E2). They may be employed initially as Cadet PNCSP prior to being appointed to a beginning position as Entry Level I-B PNC(EI-B).

A probationary period of 18 months, prior to entering civil service, begins on the first day of employment with department in a beginning position as Entry Level I-A PNC(EI-A) or above, unless the employee is already certified as a Peace Officer by TCOLE, in which case the probationary period is 12 months. For those employees, upon completion of the 12 month probationary period, the certified Peace Officer attains full civil service status and receives longevity pay. Patrol Officer PCS1 then progress through steps A-D in PCS1 annually; then progresses to Step E after completing 8 years as a Patrol Officer and Step F after completing 12 years as a Patrol Officer. Progress from Step A to Step C in the other classifications requires 2 years in each step. If the anniversary date in a classification occurs during the last half of the pay period, the increase does not become effective until the beginning of the next pay period. Progression in each classification is based on time in that classification. Time spent in "move-up" does not count toward time in the "move up" classification. Seniority is based on all years of service as a sworn/classified police officer or firefighter for the City of Lubbock, not merely the last continuous period of service. Disciplinary suspensions do not constitute a break in service. Seniority credit shall be figured to five decimal places. In the event of a conflict between this ordinance and state law, state law will control.

Biweekly rate = Hourly rate \* 80. Annual rate = Biweekly rate \* 26. Monthly rate = Annual rate / 12.

## Exhibit E - Fire Pay Plan (40 Hour Shifts)

Steps	Probationary Fire Fighter FNCS1	Fire Fighter FCS1	Equipment Operator FCS2	Lieutenant FCS3	Captain FCS4	Battalion Chief FCS5	Division Chief FCS6	Deputy Chief FCS7
1	\$ 51,546.56	54,672.80	73,952.32	80,111.20	89,585.60	103,005.76	114,655.84	122,158.40
2		55,588.00	74,293.44	80,548.00	90,253.28	103,814.88	115,117.60	123,757.92
3		56,505.28	74,632.48	80,980.64	90,923.04	104,619.84	115,577.28	125,359.52
4		57,424.64	74,975.68	81,419.52	91,592.80	105,428.96	116,039.04	126,963.20
5		58,344.00	75,316.80	81,852.16	92,260.48	106,233.92	116,498.72	128,564.80
6		59,261.28	75,655.84	82,286.88	92,930.24	107,043.04	116,960.48	130,164.32
7		60,178.56	75,999.04	82,721.60	93,600.00	107,848.00	117,424.32	131,768.00
8		61,097.92	76,340.16	83,158.40	94,271.84	108,659.20	117,888.16	
9		62,015.20	76,681.28	83,597.28	94,939.52	109,464.16	118,345.76	
10		62,932.48	77,020.32	84,032.00	95,609.28	110,271.20		
11		63,849.76	77,361.44	84,468.80	96,276.96	111,078.24		
12		64,771.20	77,702.56	84,901.44	96,948.80			
13		65,686.40	78,043.68	85,338.24	97,616.48			
14		66,607.84	78,384.80	85,772.96				
15		67,527.20	78,728.00	86,211.84				
16		68,440.32	79,067.04					
17		69,359.68	79,410.24					
18		70,279.04						
19		71,198.40						
20		72,115.68						

Steps	Hourly Probationary Fire Fighter FNCS1	Hourly Fire Fighter FCS1	Hourly Equipment Operator FCS2	Hourly Lieutenant FCS3	Hourly Captain FCS4	Hourly Battalion Chief FCS5	Hourly Division Chief FCS6	Hourly Deputy Chief FCS7
1	\$ 24.782	26.285	35.554	38.515	43.070	49.522	55.123	58.730
2		26.725	35.718	38.725	43.391	49.911	55.345	59.499
3		27.166	35.881	38.933	43.713	50.298	55.566	60.269
4		27.608	36.046	39.144	44.035	50.687	55.788	61.040
5		28.050	36.210	39.352	44.356	51.074	56.009	61.810
6		28.491	36.373	39.561	44.678	51.463	56.231	62.579
7		28.932	36.538	39.770	45.000	51.850	56.454	63.350
8		29.374	36.702	39.980	45.323	52.240	56.677	
9		29.815	36.866	40.191	45.644	52.627	56.897	
10		30.256	37.029	40.400	45.966	53.015		
11		30.697	37.193	40.610	46.287	53.403		
12		31.140	37.357	40.818	46.610			
13		31.580	37.521	41.028	46.931			
14		32.023	37.685	41.237				
15		32.465	37.850	41.448				
16		32.904	38.013					
17		33.346	38.178					
18		33.788						
19		34.230						
20		34.671						

Progression in each pay grade is based on seniority in that pay grade. Seniority is defined as the total time of employment as a fire fighter for the City of Lubbock. Time-off for disciplinary suspension does not constitute a loss of seniority time, nor does it constitute a break in service. The time involved in "move-up" is also not included. It does mean all years of service as a fire fighter with the City of Lubbock, whether interrupted or uninterrupted, and not merely the last continuous period of service. Seniority credit shall be figured to five decimal places.

Employees who successfully complete one (1) year as Probationary Fire Fighter move to grade FCS1. Fire Fighters advance through each step annually in FCS1 until reaching the 20th step. Progression through the steps in the other grades also requires one year in each step. However, if the anniversary date occurs during the last half of the pay period, the increase does not become effective until the beginning of the next pay period.

Biweekly rate=Hourly rate\*80. Annual rate=Biweekly rate\*26.

## Exhibit E - Fire Pay Plan (Kelly Shifts)

Steps	Probationary Fire Fighter FNCS1	Fire Fighter FCS1	Equipment Operator FCS2	Lieutenant FCS3	Captain FCS4	Battalion Chief FCS5	Division Chief FCS6	Deputy Chief FCS7
1	\$ 48,783.96	51,743.90	69,991.38	75,820.32	84,785.58	97,487.99		
2		52,609.28	70,313.83	76,233.72	85,419.46	98,254.16		
3		53,477.42	70,633.52	76,641.60	86,053.34	99,014.81		
4		54,348.32	70,958.73	77,057.76	86,687.22	99,780.98		
5		55,219.22	71,281.18	77,468.40	87,318.35	100,541.64		
6		56,087.36	71,603.64	77,879.05	87,952.23	101,307.80		
7		56,955.50	71,928.84	78,289.69	88,586.11	102,071.22		
8		57,823.64	72,251.30	78,703.09	89,222.74	102,837.38		
9		58,691.78	72,573.75	79,119.25	89,853.87	103,600.80		
10		59,559.92	72,893.44	79,529.89	90,487.75	104,364.21		
11		60,428.06	73,215.90	79,943.29	91,118.87	105,127.62		
12		61,301.71	73,541.10	80,353.94	91,755.51			
13		62,167.09	73,863.56	80,767.34	92,386.63			
14		63,040.74	74,186.01	81,177.98				
15		63,908.88	74,511.22	81,594.14				
16		64,774.27	74,830.91					
17		65,645.16	75,156.12					
18		66,513.30						
19		67,384.20						
20		68,252.34						

Steps	Hourly Probationary Fire Fighter FNCS1	Hourly Fire Fighter FCS1	Hourly Equipment Operator FCS2	Hourly Lieutenant FCS3	Hourly Captain FCS4	Hourly Battalion Chief FCS5	Hourly Division Chief FCS6	Hourly Deputy Chief FCS7
1	\$ 17.701	18.775	25.396	27.511	30.764	35.373		
2		19.089	25.513	27.661	30.994	35.651		
3		19.404	25.629	27.809	31.224	35.927		
4		19.720	25.747	27.960	31.454	36.205		
5		20.036	25.864	28.109	31.683	36.481		
6		20.351	25.981	28.258	31.913	36.759		
7		20.666	26.099	28.407	32.143	37.036		
8		20.981	26.216	28.557	32.374	37.314		
9		21.296	26.333	28.708	32.603	37.591		
10		21.611	26.449	28.857	32.833	37.868		
11		21.926	26.566	29.007	33.062	38.145		
12		22.243	26.684	29.156	33.293			
13		22.557	26.801	29.306	33.522			
14		22.874	26.918	29.455				
15		23.189	27.036	29.606				
16		23.503	27.152					
17		23.819	27.270					
18		24.134						
19		24.450						
20		24.765						

Progression in each pay grade is based on seniority in that pay grade. Seniority is defined as the total time of employment as a fire fighter for the City of Lubbock. Time-off for disciplinary suspension does not constitute a loss of seniority time, nor does it constitute a break in service. The time involved in "move-up" is also not included. It does mean all years of service as a fire fighter with the City of Lubbock, whether interrupted or uninterrupted, and not merely the last continuous period of service. Seniority credit shall be figured to five decimal places.

Employees who successfully complete one (1) year as Probationary Fire Fighter move to grade FCS1. Fire Fighters advance through each step annually in FCS1 until reaching the 20th step. Progression through the steps in the other grades also requires one year in each step. However, if the anniversary date occurs during the last half of the pay period, the increase does not become effective until the beginning of the next pay period.

Kelly shift rate (k)=Biweekly rate (40 Hour Shifts)/112. Annual rate=Biweekly rate\*26. All conversions are approximate.

## Exhibit F - Position Control Summary

	Budget FY 2018-19
<b>Administrative Services</b>	
City Attorney	16
City Council	3
City Manager	9
City Secretary	10
Facilities Management	17
Finance	31
Human Resources	6
Internal Audit	3
Public Information	8
<b>Total Administrative Services</b>	<b>103</b>
<b>Development Services</b>	
Building Safety	30
Codes and Environmental Health	37
Planning	8
<b>Total Community Services</b>	<b>75</b>
<b>Cultural and Recreation Services</b>	
Library	36
Cultural Arts	9
Parks and Recreation	79
<b>Total Cultural and Recreation Svcs</b>	<b>124</b>
<b>Public Works</b>	
Solid Waste	96
Engineering	45
Streets	52
Traffic	34
<b>Total Public Works</b>	<b>227</b>
<b>Public Safety and Health Services</b>	
Animal Services	25
Fire	435
Municipal Court	21
Police	565
Public Health	24
<b>Total Public Safety and Health Services</b>	<b>1,070</b>
<b>TOTAL</b>	<b>1,599</b>

## Exhibit F - Position Control Summary

	<b>Budget FY 2018-19</b>
<b>Internal Service Funds</b>	
Fleet	20
Health Benefits	4
Information Technology	29
Telecommunications	2
GIS & Data Services	11
Radio Shop	8
Print Shop/Warehouse	6
Risk Management	9
<b>Total Internal Service Funds</b>	<b>89</b>
<b>Special Revenue Funds</b>	
Civic Lubbock	6
Community Development	12
Economic Development	1
Juvenile Case Manager	1
<b>Total Special Revenue Funds</b>	<b>20</b>
<b>Enterprise Funds</b>	
Airport	50
Cemetery	6
Civic Centers	16
Lake Alan Henry	2
Lubbock Power and Light	329
Storm Water	33
Water/ Wastewater	219
<b>Total Enterprise Funds</b>	<b>655</b>
<b>TOTAL CITY FUNDS</b>	<b>2,363</b>

## Exhibit G - Changes to Proposed FY 2018-19 Budget

### General Fund

#### Funding Sources

Increase in General Consumer Landfill Surcharge (100.6630)	\$	268,426
Decrease in General Consumer Metered (100.7523)		(258,029)
Increase in Utilization of Net Assets		12,544
Decrease in Transfer from Water/Wastewater Fund (100.7931.00541)		(22,941)

### Water/Wastewater Fund

#### Funding Sources

Decrease in Wastewater Metered Services (231.7523)	\$	(458,821)
Increase in Utilization of Net Assets		435,880

#### Expenses

Decrease in Payment in Lieu of Franchise Fee (231.9603.01769)		(22,941)
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### Lubbock Power and Light

#### Expenses

Increase Fleet Administrative Charge		3,424.51
Decrease Communication Equipment		(398.16)
Decrease Information Technology Services		(5,838.98)
Increase Fire Casualty and Boiler		16,758.94
Increase Liability Insurance		0.38
Increase Telephone		491.05

The amounts will be spread to the appropriate cost centers in the final budget.

### Component Unit - Market Lubbock, Inc. - Sports Authority

#### Funding Sources

Decrease in Hotel/Motel Tax	\$	(2,000)
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### FY 2017-18 Operating Budget and Capital Program Amendments

Amendments not included in the FY 2018-19 Proposed Operating Budget and Capital

### Lubbock Business Park TIF Fund

*Approved on the August 23, 2018 City Council Meeting:*

Increase Utilization of Net Assets	\$	500,000
Increase Transfer to CIP		500,000

### Lubbock Business Park TIF Capital Fund

*Approved on the August 23, 2018 City Council Meeting:*

#### CIP 92563 North King Street Project

Increase appropriation and funding	\$	500,000
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## Exhibit G - Changes to Proposed FY 2018-19 Budget

### Grant Fund

*Approved on the July 26, 2018 City Council Meeting:*

Increase TDHCA Comprehensive Energy Assistance Program Grant	\$	478,156
Increase Expenses Related to Grant		478,156

Increase TDHCA Community Services Block Grant	\$	204,090
Increase Expenses Related to Grant		204,090

*Approved on the August 23, 2018 City Council Meeting:*

Increase TxDot Section 5304 Grant	\$	200,000
Increase Expenses Related to Grant		200,000

Resolution No. 2018-R0311

Item No. 7.2

September 13, 2018

**RESOLUTION**

WHEREAS, the City Council of the City of Lubbock has adopted an FY 2018-19 budget that will raise more property tax revenue than was generated in the previous year; and

WHEREAS, Chapter 102 of the Texas Local Government Code requires the City Council to "ratify" the adoption of a budget that will raise more property tax revenue than was generated in the prior year by a separate vote; NOW THEREFORE:

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LUBBOCK:

THAT the City Council of the City of Lubbock hereby ratifies the adoption of a FY 2018-19 budget that will raise more property tax revenue than was generated in the previous year.

Passed by the City Council this 13th day of September, 2018.

VOTING FOR PASSAGE:

Mayor Daniel M. Pope

Mayor Pro Tem Jeff Griffith

Council Member Juan A. Chadis

Council Member Shelia Patterson Harris

Council Member Steve Massengale

Council Member Randy Christian

Council Member Latrelle Joy

VOTING AGAINST PASSAGE:

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\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

Council members present but not voting:

N/A

Council members absent:

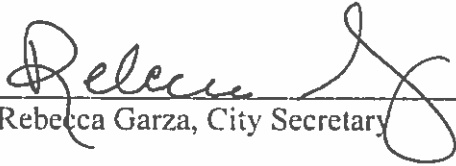
N/A

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**DANIEL M. POPE, MAYOR**

**ATTEST:**

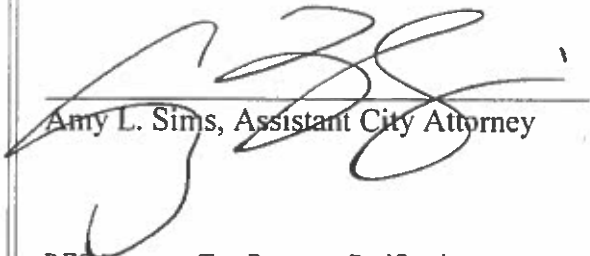


Rebecca Garza, City Secretary

**APPROVED AS TO CONTENT:**

  
D. Blu Kostelich, Chief Financial Officer

**APPROVED AS TO FORM:**



Amy L. Sims, Assistant City Attorney

RES. Property Tax Revenue Ratification  
(8-20-18)

**ORDINANCE NO. 2018-00110**

AN ORDINANCE SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF LUBBOCK, TEXAS, FOR THE YEAR 2018; APPORTIONING SAID LEVY AMONG THE VARIOUS FUNDS AND ITEMS FOR WHICH REVENUE MUST BE RAISED; FIXING THE TIMES IN WHICH SAID TAXES SHALL BE PAID AND ASSESSING PENALTY AND INTEREST FOR NONPAYMENT OF SUCH TAXES WITHIN THE TIME PROVIDED.

WHEREAS, after all notices have been given and hearings held as provided by law, the City Council has determined the tax rate necessary to produce the revenue necessary to operate the affairs of the City of Lubbock for the next fiscal year; NOW THEREFORE:

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LUBBOCK:

SECTION 1. THAT there shall be levied and assessed upon all property subject to taxation within the City of Lubbock, Texas, for the year 2018 the sum of \$0.54802 per One Hundred and No/100s Dollars (\$100.00) valuation thereof and the same shall be applied to the various funds in the following manner:

\$0.13662 per \$100 valuation to the Interest and Sinking Fund;

\$0.38825 per \$100 valuation to the General Fund; and

\$0.02315 per \$100 valuation to the Economic Development Fund.

SECTION 2. THAT all ad valorem taxes shall be paid before the first day of February 2019, and taxes not paid by that time shall be increased by such penalty and interest as is provided by Chapter 18 of the Code of Ordinances of the City of Lubbock.

**THIS TAX RATE WILL RAISE MORE TAXES FOR  
MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX  
RATE**

**THE TAX RATE WILL EFFECTIVELY BE RAISED BY 1.76  
PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND  
OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$7.10.**

(Based on the comparison of the Maintenance and Operations Tax Rate which is the total of the General Fund rate and Economic Development Fund rate above, and the Effective Maintenance and Operations Tax Rate adjusted for Sales Tax)

AND IT IS SO ORDERED

Passed by the City Council on first reading this 30th day of August, 2018.

VOTING FOR PASSAGE:

VOTING AGAINST PASSAGE:

Mayor Daniel M. Pope

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Mayor Pro Tem Jeff Griffith

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Council Member Juan A. Chadis

\_\_\_\_\_

Council Member Shelia Patterson Harris

\_\_\_\_\_

Council Member Steve Massengale

\_\_\_\_\_

Council Member Randy Christian

\_\_\_\_\_

Council Member Latrelle Joy

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Council members present but not voting: N/A

Council members absent: N/A

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Passed by the City Council on second reading this 13th day of September, 2018.

VOTING FOR PASSAGE:

VOTING AGAINST PASSAGE:

Mayor Daniel M. Pope

\_\_\_\_\_

Mayor Pro Tem Jeff Griffith

\_\_\_\_\_

Council Member Juan A. Chadis

\_\_\_\_\_

Council Member Shelia Patterson Harris

\_\_\_\_\_

Council Member Steve Massengale

\_\_\_\_\_

Council Member Randy Christian

\_\_\_\_\_

Council Member Latrelle Joy

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Item No. 7.4

September 13, 2018

**RESOLUTION**

WHEREAS, the City Council of the City of Lubbock, by Ordinance No. 2002-00049, amended Subsection 18.03.001(b)(2) of the Code of Ordinances of the City of Lubbock to allow for allocation of Hotel Occupancy Tax Revenues by Resolution; and

WHEREAS, the City Council of the City of Lubbock deems it to be in the best interest of the citizens of Lubbock to adjust the current allocation of hotel occupancy tax revenues; NOW THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LUBBOCK:

- 1. THAT the funds received from the tax levied under Section 18.03.001(a) of the Code of Ordinances of the City of Lubbock, net of collection expenses, shall be distributed as follows:

Convention & Tourism Bureau	42.38340 percent
Civic Center Operations/Marketing	23.05041 percent
Visiting Participatory & Spectator Sports Marketing	13.81600 percent
North Overton TIF Conference Center Debt Service	6.63654 percent
Civic Lubbock, Inc.	5.92120 percent
Transfer to CIP – Civic Center	6.94357 percent
Buddy & Maria Elena Holly Plaza Debt Service	<u>1.24888percent</u>
Total	100.00000 percent

- 2. THAT to the extent revenue is collected, each of the above entities will receive 100% of actual revenue at the percentage indicated.



**DANIEL M. POPE, MAYOR**

**ATTEST:**

  
Rebecca Garza, City Secretary

**APPROVED AS TO CONTENT:**

  
D. Blu Kostelich, Chief Financial Officer

**APPROVED AS TO FORM:**

  
Amy L. Sims, Deputy City Attorney

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

Any significant changes in Fund Balance are explained and found below each appropriate fund.

	General Fund	Debt Service	Airport Fund	Cemetery Fund
<b>Projected Fund Balance * /</b>				
<b>Total Net Position 9/30/18</b>	<b>\$ 53,093,013</b>	<b>4,657,627</b>	<b>127,980,460</b>	<b>260,931</b>
Revenues				
Taxes	142,558,472	22,264,086	-	-
Licenses and Permits	3,994,481	-	-	-
Intergovernmental	363,326	-	-	-
Fines & Forfeitures	2,807,000	-	-	-
Charges for Services	26,838,177	-	11,220,200	403,000
Miscellaneous	1,495,118	-	138,760	20,500
Interest	426,828	100,000	100,000	4,000
Non-Operating	-	-	-	-
Grant	-	-	-	-
<b>Total Revenues</b>	<b>178,483,403</b>	<b>22,364,086</b>	<b>11,458,960</b>	<b>427,500</b>
Expenditures				
Personnel Services	146,485,465	-	3,207,341	352,917
Supplies	7,910,349	-	271,348	49,613
Maintenance	9,639,938	-	899,215	33,162
Prof. Services / Training	8,511,727	-	2,046,819	182,355
Other Charges	2,538,207	-	1,878	-
Scheduled Charges	12,159,243	-	1,122,344	40,399
Miscellaneous	-	14,000	266	-
Capital Outlay	8,270,432	-	143,000	-
Reimbursements	(2,770,794)	-	-	-
Debt Service	-	42,373,465	2,633,850	77,025
Non-Operating	-	-	279,381	-
<b>Total Expenditures</b>	<b>192,744,567</b>	<b>42,387,465</b>	<b>10,605,441</b>	<b>735,471</b>
<b>Transfers In/(Out)</b>	<b>8,089,647</b>	<b>20,098,485</b>	<b>(241,387)</b>	<b>146,971</b>
<b>Estimated Fund Balance /</b>				
<b>Total Net Position 9/30/19</b>	<b>\$ 46,921,496</b>	<b>4,732,733</b>	<b>128,592,592</b>	<b>99,931</b>

The change in fund balance of (11.6) percent for the General Fund is due to a budgeted utilization of net assets of \$6,171,517.

Revenue: Revenue increased by 4 percent in the General Fund when compared to Reforecasted 17-18.

Expenses: Expenses increased by 4 percent.

The change in fund balance of (61.7) percent for the Cemetery Fund is due to a budgeted utilization of net assets of \$161,000.

Revenue: Revenue increased by 5.0 percent in the Cemetery Fund mainly due to an increase in transfers of \$26,971.

Expenses: Expenses increased by 11.2 percent, or \$82,417.



## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Civic Center Fund	Lake Alan Henry	LP&L	Storm Water Fund
<b>Projected Fund Balance * /</b>				
<b>Total Net Position 9/30/18</b>	<b>\$ 9,075,510</b>	<b>183,282</b>	<b>196,262,714</b>	<b>70,152,783</b>
<b>Revenues</b>				
Taxes	-	-	-	-
Licenses and Permits	-	659,900	-	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	-	-	-
Charges for Services	583,659	-	256,012,832	26,177,623
Miscellaneous	52,657	4,500	560,597	14,150
Interest	4,000	1,500	1,074,254	112,832
Non-Operating	-	-	-	-
Grants	-	-	-	-
<b>Total Revenues</b>	<b>640,316</b>	<b>665,900</b>	<b>257,647,683</b>	<b>26,304,605</b>
<b>Expenditures</b>				
Personnel Services	1,336,302	174,820	23,897,820	1,860,320
Supplies	56,149	9,397	163,794,577	169,397
Maintenance	224,829	20,161	2,305,990	551,102
Prof. Services / Training	75,015	140,803	5,677,092	828,713
Other Charges	12,000	-	1,295,826	57,270
Scheduled Charges	570,975	38,180	4,967,432	96,762
Miscellaneous	-	-	-	2,391
Capital Outlay	36,000	-	1,046,000	-
Reimbursement	-	-	(6,345,954)	-
Debt Service	467,709	3,877	23,985,461	15,658,905
Non-Operating	-	-	4,413,276	235,589
<b>Total Expenditures</b>	<b>2,778,980</b>	<b>387,238</b>	<b>225,037,520</b>	<b>19,460,449</b>
<b>Transfers In/(Out)</b>	<b>2,138,664</b>	<b>(437,843)</b>	<b>(24,925,542)</b>	<b>(4,806,342)</b>
<b>Estimated Fund Balance /</b>				
<b>Total Net Position 9/30/19</b>	<b>\$ 9,075,510</b>	<b>24,102</b>	<b>203,947,335</b>	<b>\$ 72,190,597</b>

The change in fund balance of (86.9) percent for the Lake Alan Henry Fund is due to the utilization of net assets of \$159,181.

Revenue: Revenue increased by 1.1 percent, or \$7,090.

Expenses: Expenses increased 56.8 percent mainly due to a transfer to the Parks Capital Project Fund.

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Transit Fund	Water/Wastewater Fund	Other Internal Services**	Health Benefits
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>9,898,324</b>	<b>498,298,721</b>	<b>\$ 1,081,881</b>	<b>7,849,027</b>
<b>Revenues</b>				
Taxes	-	-	-	-
Licenses and Permits	-	5,100	-	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	335,000	-	-
Charges for Services	5,995,950	133,396,418	21,175,093	31,108,519
Miscellaneous	-	-	-	-
Interest	-	1,300,000	224,322	72,000
Non-Operating	-	-	-	-
Grant	4,251,666	-	-	-
<b>Total Revenues</b>	<b>10,247,616</b>	<b>135,036,518</b>	<b>21,399,414</b>	<b>31,180,519</b>
<b>Expenditures</b>				
Personnel Services	8,711,811	14,984,993	5,866,855	384,616
Supplies	1,287,674	4,390,967	210,700	7,299
Maintenance	1,745,447	4,302,437	8,866,728	-
Prof. Services / Training	695,447	3,630,854	412,641	143,761
Other Charges	508,680	167,610	2,120,119	200
Scheduled Charges	-	15,184,786	331,776	30,608,382
Miscellaneous	-	13,427	-	-
Capital Outlay	695,941	1,054,000	1,005,924	-
Debt Service	-	62,966,682	2,760,441	-
Non-Operating	-	1,739,209	-	-
<b>Total Expenditures</b>	<b>13,644,999</b>	<b>108,434,964</b>	<b>21,575,185</b>	<b>31,144,258</b>
Transfers In/(Out)	3,397,383	(30,522,813)	(901,028)	-
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>9,898,324</b>	<b>494,377,462</b>	<b>\$ 5,082</b>	<b>7,885,288</b>

\*\* Internal Services includes Fleet, Information Technology, Print Shop/Warehouse, and Investment Pool.

The change in fund balance of (99.5) percent for the Other Internal Services Fund is due to the utilization of net assets of \$1,076,799.

Revenue: Revenue increased by 1.6 percent, or \$343,286.

Expenses: Expenses increased 0.9 percent or \$181,907.

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Risk Management	Abandoned Vehicle Fund	Animal Assistance	Bell Farms PID
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>\$ 7,492,920</b>	<b>499,642</b>	<b>407,594</b>	<b>-</b>
Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	268,000	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	-	-	-
Charges for Services	6,385,493	840,000	-	-
Miscellaneous	-	-	-	28,532
Interest	24,000	3,000	2,700	-
Non-Operating	-	-	-	-
Grant	-	-	-	-
<b>Total Revenues</b>	<b>6,409,493</b>	<b>843,000</b>	<b>270,700</b>	<b>28,532</b>
Expenditures				
Personnel Services	792,483	-	24,681	-
Supplies	26,453	261,100	-	-
Maintenance	2,468	-	-	-
Prof. Services / Training	159,579	550,000	70,000	-
Other Charges	2,830	-	-	-
Scheduled Charges	5,957,559	-	-	-
Miscellaneous	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	3,688	-	-	-
Non-Operating	-	-	-	-
<b>Total Expenditures</b>	<b>6,945,059</b>	<b>811,100</b>	<b>94,681</b>	<b>-</b>
Transfers In/(Out)	-	-	-	-
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>6,957,354</b>	<b>531,542</b>	<b>\$ 583,613</b>	<b>28,532</b>

The change in fund balance of 43.2 percent for the Animal Assistance Fund is due to an increase in projected revenues.  
 Revenue: Revenue increased by 116.6 percent, or \$145,700 due to the increases in the fee for animal licensing/registration.  
 Expenses: Expenses decreased 2.7 percent, or \$2,658.

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Cable Services	Central Business District TIF	Community Development***	Criminal Investigations
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>3,236,123</b>	<b>1,084,314</b>	<b>115,404</b>	<b>\$ 474,694</b>
Revenues				
Taxes	-	1,070,015	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	569,315	-	-	272,000
Interest	33,200	16,000	-	5,500
Non-Operating	-	-	-	-
Grant	-	-	5,976,169	-
<b>Total Revenues</b>	<b>602,515</b>	<b>1,086,015</b>	<b>5,976,169</b>	<b>277,500</b>
Expenditures				
Personnel Services	-	86,144	603,732	-
Supplies	-	1,330	71,890	336,590
Maintenance	-	-	24,276	-
Prof. Services / Training	-	217,350	49,740	90,000
Other Charges	25,000	10,000	48,000	-
Scheduled Charges	-	50	110,690	-
Miscellaneous	-	-	5,064,138	-
Capital Outlay	475,000	-	3,703	-
Debt Service	-	964,160	-	-
Non-Operating	-	-	-	-
<b>Total Expenditures</b>	<b>500,000</b>	<b>1,279,034</b>	<b>5,976,169</b>	<b>426,590</b>
Transfers In/(Out)	-	69,300	-	-
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>3,338,638</b>	<b>960,595</b>	<b>115,404</b>	<b>\$ 325,604</b>

The change in fund balance of (11.4) percent for the Central Business District (CBD) Tax Increment Finance (TIF) Fund is due to a budgeted utilization of net assets of \$123,719.

Revenue: Revenues are expected to increase 0.2 percent, or \$500.

Expenses: Expenses decreased by 22 percent, or \$120,589 mainly due to a decrease for Master Development Services.

The change in fund balance of (31.4) percent for the Criminal Investigations Fund is due to a budgeted utilization of net assets of \$149,090.

Revenue: Revenues are expected to increase 4.3 percent, or \$47,618.

Expenses: Expenses decreased by 14.1 percent, or \$209,580,

\*\*\*Community Development includes the Community Development Block Grant, the HOME Investment Partnership Program and the Emergency Solutions Grant as well as State Grants, Texas Department of Housing and Community Affairs Community Services Block Grant and Comprehensive Energy Assistance Program.

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Dept of Justice Asset Sharing	Economic Development	Gateway Streets	Hotel / Motel Tax
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>65,418</b>	<b>132,353</b>	<b>\$ 12,923,967</b>	<b>449,401</b>
<b>Revenues</b>				
Taxes	-	3,778,490	-	7,286,537
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Interest	-	-	-	-
Non-Operating	-	-	-	-
Grant	-	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>3,778,490</b>	<b>-</b>	<b>7,286,537</b>
<b>Expenditures</b>				
Personnel Services	-	118,852	-	-
Supplies	60,000	-	-	-
Maintenance	-	-	-	-
Prof. Services / Training	-	9,070	-	-
Other Charges	-	-	-	-
Scheduled Charges	-	6	-	-
Miscellaneous	-	3,250,562	-	4,526,440
Capital Outlay	-	-	-	-
Debt Service	-	-	8,548,331	91,000
Non-Operating	-	-	-	-
<b>Total Expenditures</b>	<b>60,000</b>	<b>3,378,490</b>	<b>8,548,331</b>	<b>4,617,440</b>
<b>Transfers In/(Out)</b>	<b>-</b>	<b>(400,000)</b>	<b>8,367,122</b>	<b>(2,669,097)</b>
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>5,418</b>	<b>132,353</b>	<b>\$ 12,742,758</b>	<b>449,401</b>

The change in fund balance of (91.7) percent for the Department of Justice Asset Sharing Fund is due to a budgeted utilization of net assets of \$60,000.

Revenue: No revenues are projected for FY 18-19.

Expenses: Expenses increased \$60,000 due to a supplies expenses.

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Juvenile Case Manager	Lubbock Business Park TIF	Lubbock Economic Development Alliance	Municipal Court
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>434,414</b>	<b>2,268,449</b>	<b>\$ -</b>	<b>269,951</b>
Revenues				
Taxes	-	584,864	6,231,310	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	-	-	213,225
Charges for Services	156,275	-	-	-
Miscellaneous	-	-	-	-
Interest	3,000	30,000	-	1,600
Non-Operating Grant	-	-	-	-
<b>Total Revenues</b>	<b>159,275</b>	<b>614,864</b>	<b>6,231,310</b>	<b>214,825</b>
Expenditures				
Personnel Services	72,876	12,035	-	-
Supplies	-	100	-	-
Maintenance	-	-	-	-
Prof. Services / Training	-	4,000	-	-
Other Charges	-	-	-	-
Scheduled Charges	-	25	-	108,480
Miscellaneous	-	-	6,231,310	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Non-Operating	-	-	-	-
<b>Total Expenditures</b>	<b>72,876</b>	<b>16,160</b>	<b>6,231,310</b>	<b>108,480</b>
Transfers In/(Out)	-	-	-	-
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>520,813</b>	<b>2,867,153</b>	<b>-</b>	<b>376,296</b>

The change in fund balance of 19.9 percent for the Juvenile Case Manager Fund is due to anticipating \$86,399 more in revenue than expenses.

Revenue: Revenues Increased \$159,275 due to the implementation of an assessment fee for FY 18-19.

Expenses: Expenses increased \$72,876, due to the addition of one staff position.

The change in fund balance of 26.4 percent for the Lubbock Business Park (LBP) Tax Increment Finance (TIF) Fund is mainly due to anticipating \$598,704 more in revenue than expenses.

Revenue: Revenues increased \$137,517 mainly due the increase in property values.

Expenses: Expenses decreased \$496,693 due to a decrease in the Transfer to LBP Capital.

The change in fund balance of 39.4 percent for the Municipal Court Fund is mainly due to the decrease of expenses, associated with staffing.

Revenue: Revenues decreased 2.3 percent, or \$4,991.

Expenses: Expenses decreased \$98,882, or 47.7 percent, due to a decrease in staff.

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	<b>North and East Lubbock Neighborhood and Infrastructure</b>	<b>North Overton PID</b>	<b>North Overton TIF</b>	<b>North Point PID</b>
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>620,736</b>	<b>958,413</b>	<b>\$ 2,190,089</b>	<b>433,683</b>
<b>Revenues</b>				
Taxes	-	-	4,580,052	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Fines & Forfeitures	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	815,645	158,761	173,933
Interest	-	14,138	25,000	1,705
Non-Operating Grant	-	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>829,783</b>	<b>4,763,813</b>	<b>175,638</b>
<b>Expenditures</b>				
Personnel Services	-	41,524	23,092	23,900
Supplies	-	150	580	500
Maintenance	-	-	-	-
Prof. Services / Training	-	812,080	8,500	191,399
Other Charges	-	-	3,000	-
Scheduled Charges	-	83	25	918
Miscellaneous	354,000	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	3,187,466	-
Non-Operating	-	-	-	-
<b>Total Expenditures</b>	<b>354,000</b>	<b>853,837</b>	<b>3,222,663</b>	<b>216,717</b>
<b>Transfers In/(Out)</b>	<b>310,147</b>	<b>-</b>	<b>(316,426)</b>	<b>-</b>
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>576,883</b>	<b>934,359</b>	<b>\$ 3,414,813</b>	<b>392,604</b>

The change in fund balance of 55.9 percent for the North Overton TIF Fund is due to anticipating \$1,224,724 more in revenue than expenses.

Revenue: Revenues are expected to decrease \$543,550, as taxable values are expected to decrease.

Expenses: Expenses decreased \$912,187 mainly due to a decrease in the transfer to CIP.

\* Projected Fund Balance based on Preliminary FY 2017-18 Comprehensive Annual Financial Report

## Preliminary Summary of Revenues, Expenditures, and Changes in Fund Balance

	Quincy Park PID	Valencia PID	Vintage Township PID
<b>Projected Fund Balance * / Total Net Position 9/30/18</b>	<b>157,993</b>	<b>45,715</b>	<b>\$ 130,481</b>
<b>Revenues</b>			
Taxes	-	-	-
Licenses and Permits	-	-	-
Intergovernmental	-	-	-
Fines & Forfeitures	-	-	-
Charges for Services	-	-	-
Miscellaneous	142,375	26,352	193,937
Interest	3,671	804	-
Non-Operating	-	-	-
Grant	-	-	-
<b>Total Revenues</b>	<b>146,046</b>	<b>27,156</b>	<b>193,937</b>
<b>Expenditures</b>			
Personnel Services	19,484	-	-
Supplies	600	100	-
Maintenance	-	-	-
Prof. Services / Training	205,613	4,836	-
Other Charges	-	-	17,000
Scheduled Charges	1,201	164	-
Miscellaneous	-	-	-
Capital Outlay	-	-	-
Debt Service	-	-	-
Non-Operating	-	-	-
<b>Total Expenditures</b>	<b>226,898</b>	<b>5,100</b>	<b>17,000</b>
<b>Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>(176,937)</b>
<b>Estimated Fund Balance / Total Net Position 9/30/19</b>	<b>77,141</b>	<b>67,771</b>	<b>\$ 130,481</b>

The change in fund balance of (51.2) percent for the Quincy Park PID Fund is due to the utilization of net assets of \$80,852.

Revenue: Revenues increased \$21,346, or 17.1 percent, mainly due to the increase in property values.

Expenses: Expenses decreased \$6,196 or 2.7 percent.

The change in fund balance of 48.3 percent for the Valencia PID Fund is due to anticipating \$22,056 more in revenue than expenses.

Revenues exceeding expenses is historically true of this fund. The PID has not taken over the maintenance of the improvements in the PID to-date.





# Glossary of Financial Terms

Accrual Accounting – The basis of accounting where transactions are recognized in the financial statements when they occur, regardless of when cash is actually received or spent.

Activity Measures – A numerical value used to describe and evaluate work performed in carrying out activity. For example, "The number of alleys bladed per month."

Ad Valorem Tax – An ad valorem tax is based "according to value" of property and is used as the source of monies to pay general obligation debt and to support the General Fund.

Appropriable Net Assets – The amount available in an internal service or enterprise fund that may be spent, generally equivalent to current assets less current liability as stated at the end of the fiscal period.

Appropriation – A legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

Arbitrage – The interest earnings derived from invested bond proceeds or debt service fund balances.

Assessed Valuation – Valuation set upon real estate or other property by a government as a basis for levying taxes. (Note: Property values are established by the Lubbock Central Appraisal District).

Audit – An examination of organization financial statements and the utilization of resources.

Balance Sheet – A financial statement that presents the assets, liabilities, reserves and balances, of a specific governmental fund as of a specified date.

Balanced Budget – A budget in which planned expenditures can be met by current income from taxation and other government receipts.

Bond – A written promise to pay a specified sum of money, called the face value or principle amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue. Bonds are frequently used to finance the construction of large capital projects.

Budget – A plan of financial operation that links all planned revenues and expenditures with various municipal services. The term "budget" usually indicates a financial plan for a single fiscal year.

Budget Document – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriation body.

Budget Ordinance – The official enactment, by City Council, to legally authorize City staff to obligate and expend resources.

Budgetary Control – The control or management of a governmental or enterprise fund in accordance with an approved budget to keep expenditures within the limitations of available appropriations and revenues.

Budgeted Funds – The funds that have been formally or legally appropriated by the City Council.

Capital Program – Items in the Capital Program are usually construction projects or major capital purchases designed to improve and maintain the value of the City's assets.

Capital Outlay – Expenditures which result in the acquisition of or addition to fixed assets.

Cash Accounting – A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management – The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds to achieve the highest interest and return available for temporary cash balances.

# Glossary of Financial Terms

Certificates of Obligation – Certificates of obligation are debt instruments secured by the ad valorem taxing power of a city. They do not require voter authorization.

CFO – Chief Financial Officer

CIP – Capital Improvement Project

City Council – The Mayor and six (6) Council members collectively acting as the legislative and policy making body of the City.

Current Assets – Those assets that are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities – Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded within one year.

Current Taxes – Taxes that are levied and due within one year.

Debt Service – The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund – A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt. May also be called an Interest and Sinking Fund.

Delinquent Taxes – Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Department – An administrative subsection of the City which indicates management responsibility for an operation.

Depreciation – The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Encumbrances – The pledge to expend appropriated funds to purchase an item or service. To encumber funds means to set aside funds for future expenditures.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rates for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise Funds are established for services including water and wastewater, electric, solid waste, airport, storm water, and transit.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

Expenditure – The actual outflow of funds paid for an asset, goods, or services obtained.

Expenses – A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FAA – Federal Aviation Administration.

Fees – Fees are charges for services.

Fiscal Year – A 12-month period to which the annual operating budget applies. The City determines its financial position and the results of its operations at the end of the Fiscal Year. The Fiscal Year for Lubbock begins October 1 and ends September 30.

Fixed Assets – Assets of a long term character which are intended to continue to be held or used, such as land, buildings, machinery, and equipment.

Franchise Fee – A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

FTE – FTE means full time equivalent, authorized position, filled or vacant.

Full Faith and Credit – A pledge of the general taxing power of a government to repay debt obligations. This term is typically used in reference to general obligation bonds.

# Glossary of Financial Terms

Fund – A fiscal and accounting entity with a self balancing set of accounts that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust and agency funds, and internal service funds.

Fund Balance – The excess of assets over liabilities, also known as surplus funds.

Funding Source – A funding source is the specifically identified dollars allocated to meet budgeted requirements.

GASB – Government Accounting Standards Board, an independent, non-profit agency responsible for the promulgation of accounting and financial reporting procedures for governmental entities.

General Fund (GF) – The fund used to account for all financial resources except those required to be accounted for in another fund. This fund includes most of the basic operating services such as fire and police protection, health services, parks and recreation, libraries, street maintenance, and general administration.

GAAP – Generally Accepted Accounting Principles - GAAP are the uniform minimum standards of, and guidelines to, financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentation.

General Obligation Bonds – Bonds for the payment of which the full faith and credit of the City are pledged. These bonds require voter authorization.

Goals – Targets or plans that are reflective of major departmental activities.

GFOA – Government Finance Officers Association

Governmental Accounting – Governmental Accounting is the composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of government.

Governmental Funds – Funds generally used to account for tax-supported activities. Examples of governmental funds are the general fund, special revenue funds, and debt service funds.

Grants – Contributions of assets from another government or entity to be used or expended for a specified purpose, activity, or facility.

Historically Underutilized Business (HUB) - A HUB is defined as a small business concern which is at least 51% owned and controlled by one or more socially and economically disadvantaged individuals, or in the case of any publicly owned business, at least 51% of the stock of which is owned by one or more socially and economically disadvantaged individuals. Socially and economically disadvantaged include Women, Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, and Asian-Indian Americans

Infrastructure – The underlying permanent foundation or basic framework such as streets, drainage facilities, water and wastewater mains.

Interdepartmental Services – Interdepartmental services are budgeted expenses for services provided by another department.

Interest and Sinking Fund – A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt. May also be called a debt service fund.

Interfund Transfers – Amounts transferred from one fund to another.

Internal Service Fund – A fund used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis. Some examples include Fleet Services, Print Shop, Central Warehouse, Information Technology, Health Benefits, and Risk Management.

Levy – To impose taxes, special assessments, or service charges for the support of City services.

# Glossary of Financial Terms

Line - Item Budget – A budget that lists each expenditures category (personnel, supplies, maintenance, etc.) separately, along with the dollar amount budgeted for each specified category.

LEDA – Lubbock Economic Development Alliance

Long-Term Debt Account Group – This account group presents general obligation debt and other long-term obligations of the City which are not an integral part of the financing and operations of proprietary funds. General obligation debt of proprietary funds is reflected in their respective financial statements.

MLI – Market Lubbock Inc.

Modified Accrual Accounting – A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." This type of accounting basis is conservative and is recommended as the standard for most governmental funds.

Operating Budget – The plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

Ordinance – A formal legislative enactment by the governing board of a municipality. It is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

PFC – Passenger Facility Charge – Passenger Facility Charges are authorized by the Federal Aviation Administration (“FAA”). PFC revenues must be used for allowable costs of FAA approved airport projects, including debt service on airport obligations issued for approved airport projects.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective of the department. For example, the percentage of thoroughfares swept monthly, the percentage of lost and runaway children located, or the percentage of library books re-shelved within 48 hours.

PID – Public Improvement District

PILOT – Payment In Lieu of Taxes

Property Tax – Taxes that are levied on both real and personal property according to the property's valuation and tax rate.

Reserve – An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure. A reserve may also be an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Retained Earnings – The equity account reflecting the accumulated earnings of the enterprise funds.

Revenue – Funds that the City receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Revenue Bonds – Bonds whose principle and interest are payable exclusively from earnings of an Enterprise Fund.

ROW – Right-of-way.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Taxes – Compulsory charges levied by a government for financing services performed for the common benefit. This definition does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. The definition also does not include charges for services rendered only to those paying such charges, for example, sanitation service charges.

Tax Rate – The tax rate is the amount of the tax levied for each \$100 of assessed valuation.

# Glossary of Financial Terms

TIF – Tax Increment Fund

Transfers – Transfers are the authorized exchanges of cash or other resources between funds.

Underwriter – A company or entity that administers the public issuance and distribution of securities from a corporation or other issuing body.

Working Capital – Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. The term is used to indicate unencumbered fund balances in enterprise funds.

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### **Alternative Formats**

In accordance with the Americans with Disabilities Act, this document is available in alternative formats upon request. Please contact the Finance Department at 806.775.2105.

The Operating Budget and Capital Program are also available online on the City of Lubbock website at:  
<http://ci.lubbock.tx.us/departments/finance>

