



bböck

CITY OF LUBBOCK

602085  
92016018

LUBBOCK

# PROPOSED OPERATING BUDGET & CAPITAL PROGRAM

## FY19-20 / VOLUME I



Fiscal Year 2019-20  
Proposed 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
Bill Howerton	Deputy City Manager
D. Blu Kostelich	Chief Financial Officer
Mark Yearwood	Assistant City Manager
Jesica McEachern	Assistant City Manager
Brooke Witcher	Assistant City Manager
Shaun Fogerson	Fire Chief
Jerry Brewer	Interim Chief of Police
David McCalla	Director of Electric Utilities
Cheryl Brock	Director of Financial Planning & Analysis
Linda Cuellar	Director of Accounting

This budget will raise more total property taxes than last year's budget by \$6,941,281, or 7.85%, and of that amount \$2,233,883 is tax revenue to be raised from new property added to the roll this year.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lubbock  
Texas**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morrill*

Executive Director



# Table of Contents - Volume 1

## Executive Summary

Executive Summary	1
Summary Tables	13
Budget Process	21
Basis of Accounting	23
Newspaper Ads and Lobbying	25

## General Fund Revenue

Revenue Analysis	27
Line Item Revenue Summary	30
General Fund Fee Changes	34

## General Fund Expenditures

Appropriation Summary	37
Administrative Services	39
City Attorney	41
City Council	43
City Manager	47
City Secretary	50
Facilities Management	54
Finance	56
Human Resources	67
Internal Audit	70
Non-Departmental	74
Communications & Marketing/311 Call Center	76
Cultural and Recreation Services	81
Libraries	83
Cultural Arts	88
Parks and Recreation	92
Development Services	99
Building Safety	101
Codes and Environmental Health	104
Planning	108
Public Works/Solid Waste	113
Engineering	115
Solid Waste	121
Streets	126
Traffic	131
Public Safety and Health Services	137
Animal Services	139
Fire Rescue	142
Municipal Court	150
Police	152
Public Health	159

## General Fund Capital Program

Overview	163
General Fund Appropriation Summary	164
General Fund Funding Summary	166
Administrative Services	169
Cultural and Recreation Services	189
Public Safety and Health Services	223
Public Works	233

## Debt Service Fund

Overview	277
Debt Service Budget	281
Debt Ratios	282
Debt Service for Which Tax is Levied	282
Outstanding Debt - Principal and Interest	283

## Scheduled Charges

Overview	285
Scheduled Charges Matrix	288

## Internal Services

Overview	291
Summary Tables	292
Internal Services Charges Matrix	293
Fleet Services	297
Health Benefits	303
Information Technology	313
Information Technology	315
GIS and Data Services	319
Telecommunications	322
Radio Shop	324
Investment Pool	327
Print Shop and Warehouse	331
Risk Management	337

## Internal Services Capital Program

## Financial Policies

Financial Policy	371
Investment Policy	379
Debt Policy	388



# Executive Summary

## **FY 2019-20 Operating Budget and Capital Program Highlights – Organization-wide**

The City of Lubbock organization exists to provide governmental and quality of life 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 the largest 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. The City also has an obligation to maintain the public's investment in infrastructure, which includes streets and street maintenance in addition to the large investment in utility infrastructure. These services are all important to the success and viability of Lubbock and our visitors. The Fiscal Year (FY) 2019-20 Proposed Operating Budget and Capital Program (Proposed Budget) identifies and describes these in detail. .

The Proposed 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 FY 2019-20 Program of Services also increases the investment in and focus on maintenance and improvement of existing investment. The budget continues to build upon and refine 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 where appropriate and to minimize internal charges. The Proposed Budget includes many exciting changes that will move Lubbock forward. Major changes in this budget are explained in more detail below.

Incorporated into the Proposed Budget is a proposed one cent increase to the total property tax rate. Addition of this one cent allows a greater cash investment in infrastructure maintenance, quality of life and public safety. Related to Public Safety, the second and final debt issuance for the Public Safety Project occurred in April 2019 with \$50 million issued plus the initial \$10 million issued in 2018. The original funding plan called for a total three cent increase to support the project. One cent was added last year.

The Proposed Budget includes a proposed decrease to Storm Water Utility rates of \$1.50 for the Tier 1 residential rate, from \$8.80 to \$7.30. All other categories include prorated decreases of the same percentage. As an example, the per ERU decrease to the Commercial Rate is from \$25.58 to \$21.22. The changes in the rates will be implemented October 2019, which would be the November billing.

No rate changes are proposed in the Water/Wastewater Fund or Solid Waste Funds. The Proposed 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. There are no proposed community wide fee changes in the General Fund.

The Proposed Budget also includes an investment in our workforce in order to keep up with Lubbock's growing needs, as well as providing departments with the additional tools necessary to continue to provide exemplary services to citizens. This investment is a two-pronged approach that focuses on investing in our existing personnel by incorporating a two and a half percent cost of living increase into the Proposed Budget and the addition of 43 new positions in critical areas that are necessary to continue to provide exemplary services to the citizens. The new positions are offset slightly by a decrease of one position for the Juvenile Case Manager Program. This position is a County filled position. With this adjustment and the addition of the positions there is a net change of 42 positions.

In the General Fund 26 positions are added. Two Case Managers and one Health Promotion Worker position are added to Public Health. All three positions are funded primarily through grants or Medicaid funding. One additional Call Taker 1 position is added to the 311 Call Center to reduce wait time on customer calls and increase service. A new Graphic Designer position is being added under the Communication and Marketing Division to enhance our ability to provide timely and proactive information to our residents. One Code Inspector position is added to Code Enforcement to be paid from Community Development. In Planning, one Development Technician and one Planner are added. Park Maintenance added one Park Inspector and also a Senior Grounds Keeper. One additional Customer Service Representative was added to Solid Waste Disposal Division. In Public Safety, one Fire Instructor position and one Medical Instructor were added. Also added in Fire is an Administrative Assistant for Fire Prevention. The Police Division added 12 new sworn police officer positions. Total increase in sworn positions is fourteen between the Fire and Police Departments.

For Internal Services, Communications added an additional Telecommunications Technician position. Fleet Maintenance Department added 4 total additional positions – one Parts Assistant, one Equipment Technician Assistant and two Equipment Technicians. Fleet Services will initiate a split or two shift system to ensure prompt service and equipment availability.



# Executive Summary

The Enterprise Funds added eleven additional new positions. A new Assistant Director of Public Works position was added to the Water Utility and Administration Division while Water Meter and Customer Service added 4 new positions – two Water Meter Service Workers and two Curb Stop and Box Workers. Lubbock Power and Light has 6 new positions.

Special Revenue Funds added one new position. A grant writer was added to the Economic Development Fund at the request of the City Council.

Also incorporated into the Proposed Budget is the second year of a fully-funded fleet replacement program. All vehicle maintenance is included in 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. Vehicle purchases are budgeted in the Fleet Capital Plan. The Proposed Budget also includes the second year of Phase One of the Fleet Vehicle Replacement 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 second year continues 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 and FY 2018-19 that are deposited into the replacement fund for future replacement of that vehicle.

FY 2019-20 is the fourth year of the transition to tax notes as a different funding mechanism for high cost equipment that has an extended lifespan. The program also serves as a take-out for existing capital lease items. 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 Proposed Budget incorporates funding of vehicles and equipment with cash, including prior year cash except for select items funded through tax notes. For FY 2019-20, 69.6 percent of the total cost for vehicle or equipment acquisitions will come from cash, which includes previously issued and unallocated bond proceeds. Total proposed vehicle purchases are \$14.3 million. Funds that are totally cash funding all vehicle and equipment purchases are Fleet, Water/Wastewater, Lubbock Power and Light, Storm Water, Community Development, and Airport. A significant portion of the cost is for the addition of vehicles for the twelve new Police Officers (cash), four Pumper Fire Trucks totaling \$3.2 million a traffic striper for \$600 thousand, and a milling machine for Paved Streets for \$530 thousand. . Other departments receiving vehicles and equipment include Building Safety, Traffic Operations, Engineering, Park Maintenance, and Animal Services. The vehicle replacement list is larger than the prior year and reflects the extension of vehicle life-span

expectations. This extension is most visible in the Police Department replacement schedule.

Continued in the Proposed Budget is the move to cash fund as many of the appropriate capital projects as possible. Total capital project expenditures proposed in the Budget are \$133.1 million, excluding Lubbock Power and Light. Of that, 45.6 percent is funded with grants, existing cash, unallocated bonds, or new cash funding.

New debt totals \$72.3 million. Water/Wastewater infrastructure projects total \$58.7 million while Gateway streets totals \$8.1 million. Internal Services includes \$1.3 million for the Enterprise Resource Planning System. The \$4.3 million tax note debt for fleet is comprised of six pieces of equipment for General Fund departments. This includes four pumpers for the Fire Division as well as a traffic striper for Traffic Operations and a milling machine for Paved Streets. The striper and milling machine support the continued increase in street maintenance funding.

The Airport capital program totals \$13.1 million for FY 2019-20. \$11 million is added to the Terminal Building Remodel for a total project cost of \$45.7 million. The funding for this project is from federal grant funding, unspent bonds and Airport cash. No general fund revenues are appropriated to the Airport.

The total capital program expenditures, including Lubbock Power and Light and vehicles, is \$315.6 million, of which 57.8 percent is Lubbock Power and Light. Lubbock Power and Light is funding \$14.8 million with cash and \$914 thousand in unallocated bond proceeds. The remaining \$166.7 million is funded with a revolving note program.

The budget contains new or expanded projects to address long-standing community needs. Culture and Recreation will receive \$2.3 million in capital projects for the year. Arts and Entertainment will receive \$1.5 million in much needed renovations to the civic center and amphitheatre. Public Safety is set to receive \$800 thousand to replace the 20-year old Zetron Fire Paging System. The Street Maintenance Program will receive \$10 million funded 100 percent with cash, an increase from \$7 million in FY 2018. The respective capital projects contain additional detail on these and other projects.

The FY 2019-20 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 year line item expenditures for lobbying was added. This requirement relates to S.B. 622 which was enacted in Legislative Session 85(R) in June 2017 and amended June 2019. The schedules are included at the end of this section.

Following are the major drivers of the General Fund FY 2019-20 Operating Budget.

# Executive Summary

## I. General Fund Revenue Sources

For FY 2019-20, the estimated funding sources for the General Fund total \$226.7 million, an increase of \$8.3 million, or 3.8 percent, from the FY 2018-19 Re-forecasted. The increase in revenue comes mainly from an increase in sales tax as well as projected property taxes. This budget includes a proposed increase of 1 cent to the property tax rate. General Fund fees for service revenue increase is largely due to growth in the Solid Waste system, both collections and disposal. The rates are not proposed to increase. Other fee changes are proposed in General Fund and can be found in the General Fund Revenue section. Senate Bill 1152 changed a set of telecommunication right-of-way fees that left the City with almost \$1 million less in revenue for FY 2019-20. The change to the telecommunications fee begins January 2020, so the proposed budget represents ¾ of the total impact of this change. A significant change this year to the Revenue Summary includes a reclassification of revenue for two accounts, In Lieu of Property and Franchise Fees. This revenue will no longer be found in the Transfers section.

- Property Tax** **\$6,941,281**  
 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 for a total tax rate of 55.802 cents per \$100 valuation. The total increase in the property tax revenue at 99 percent collection equals \$6.9 million; General Fund portion of the increase is \$6.2 million.

The Operations and Maintenance rate is set at 40.309 cents compared to 38.825 cents per \$100 valuation in the prior year. The increase in the tax rate and property values generates an increase in tax revenues for operations and maintenance of \$6.2 million of which \$1.6 million is new property on the roll. The tax rate for debt service decreased from 13.662 cents to 13.178, or 3.5 percent, in FY 2019-20 due to use of accumulated funds in the Interest and Sinking fund reserve. The property tax rate distribution is illustrated in the following table:

<b>Tax Rate Distribution</b>	<b>2018</b>	<b>2019</b>	<b>+ / -</b>
General Fund	38.825¢	40.309¢	1.484¢
Debt Service Fund	13.662¢	13.178¢	-0.484¢
Economic Development	2.315¢	2.315¢	0.000¢
<b>Total Tax Rate</b>	<b>54.802¢</b>	<b>55.802¢</b>	<b>+1.000¢</b>

The Maintenance and Operations rate increase is created by the addition of one cent to the total tax rate as well as the reduction of the Interest and Sinking rate by .484 of one cent.

- Sales Tax** **\$ 2,351,530**  
 Sales tax revenues are expected to increase 3.3 percent compared to the re-forecasted FY 2018-19 amount.

- Franchise Fees** **\$ (1,156,302)**  
 Franchise Fees are projected to decrease by \$1.2 million or 4 percent. The Franchise Fees for City of Lubbock utilities have been reclassified to this section and are no longer Transfers. Over \$913.2 thousand of this decrease is associated with Franchise Fee from both LP&L and Storm Water. LP&L is projecting a decrease to revenue based on consumption while Storm Water is proposing \$1.50 decrease to the rate. Franchise fee payments are based on 5.0 percent of metered revenues for all Enterprise Fund municipal utilities.

Franchise fees are also impacted negatively by the change to the telecommunication right of way charges made by the legislature this year.

- Fees for Services** **\$ 318,673**  
 The largest revenues in this category are associated with solid waste operations. There are no proposed fee changes made to Solid Waste operations this year. There is still an increase of over \$297.8 thousand in Solid Waste revenue due to an increase in the number of customers and tonnage at the landfill. Other changes to fees for services include increases and additions to fire inspections as well as the addition of an animal surrender fee. This fee will cover the cost of animals that are surrendered at Animal Services to include both an out of city and out of county fee. A decrease of \$53,000 is associated with the death certificates that City Secretary oversees. Funeral homes are now required to order death certificates from the state first. Any additional copies can then be purchased from the City.

- Fee and Fines** **\$ 52,305**  
 License and permit revenues increased \$80,115 or 2.2 percent for FY 2019-20. 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 proposed for food permits. Fines and forfeitures are projected to decrease \$20,000 or 0.7 percent compared to FY 2018-19.

- Other** **\$ 118,341**  
 Interest Earnings is decreasing over \$141.3 thousand compared to re-forecasted FY 2018-19. Although this is decreasing, the amount of interest earned is projected to reach over \$1 million. Payments in lieu of property tax have been reclassified to this section. Payments are received from LP&L, Water/Wastewater and Storm Water enterprise funds.

# Executive Summary

This increased \$159.2 thousand for FY 2019-20 is due to an increase of \$0.01 to the property tax rate.

Recoveries of Expenditures includes a \$40,000 projected revenue for Medicaid Claim reimbursement. Oil and gas royalties continues to increase based on the market.

- **Transfers** **\$ 350,609**  
Indirect Costs are increasing for LP&L, Airport as well as Storm Water. The transfer from the Airport Fund, which includes payment for Airport Fire Fighting Rescue, is increasing by \$143.9 thousand. A new transfer in to the General Fund is from the Risk Fund to cover the cost of the Organizational Development program.
- **Use of Excess Reserves** **\$ 3,548,351**  
The utilization of appropriable net assets decreased \$2.9 million for FY 2019-20.

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 2019-20, expenditures for the General Fund total \$230.3 million, an increase of \$5.4 million, or 2.4 percent, from the Amended FY 2018-19. Major changes in expenditure levels are highlighted below:

- **Compensation** **\$ 4,683,843**  
A two and a half percent cost of living increase beginning October 1, 2019 is included in the FY 2019-20 budget. With this adjustment, compensation totals \$108.8 million for an increase of 4.5 percent over the previous fiscal year. Increase in Police and Fire compensation is \$3.3 million. Total new positions in General Fund increased by 26. In Public Safety, two sworn and one non-sworn positions are added to the Fire Division. The Police Division added 12 new sworn police officer positions. Eleven additional positions are added to critical areas in the General Fund to address the needs of the City.
- **Benefits – Medical Insurance** **\$ 607,179**  
Medical insurance costs increased by 4.1 percent for FY 2019-20. The increase is due to actual increases to the health insurance plan costs. Both the City and Employee side of the plan costs will increase.
- **Benefits – Workers Compensation** **\$ (91,568)**  
Workers compensation charges decreased to the departments. Use of excess reserves in the Risk Fund will be utilized to offset some of the costs to the departments.
- **Benefits – Dental Insurance** **\$ (156,984)**  
Dental insurance costs decreased due to a slight decrease to the dental insurance plan.
- **Benefits – Pension** **\$ 559,106**  
Pension costs increased \$559.1 thousand with the compensation adjustment. The contribution rate decreased slightly from 17.795 percent of payroll to 17.761 percent of payroll for Police and non-Civil Service employees who are members of TMRS, and decreased from 21.78 percent to 21.43 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 – Medical Supplies** **\$ 119,468**  
Medical supplies increased 74.9 percent due to increases to Police Patrol associated with the purchase of nasal narcain kits and nitrile safety gloves and also due to additional medical supplies for animals required to facilitate the Lubbock Animal Shelters current high live release rates.
- **Supplies – Animal Supplies** **\$ 99,520**  
Animal supplies increased over 146 percent to allow Animal Services to maintain a healthy environment for all animals as part of the high live release rates.
- **Supplies –Uniforms** **\$ 129,874**  
Uniforms has increased 14 percent for FY 2019-20 mainly due to increases in Animal Services and the Police Division. The Police Division is budgeting for an additional recruiting class of 20 officers and for the additional 12 new officers.
- **Supplies – Fuel** **\$ (43,485)**  
Unleaded fuel costs increased 15 percent or \$215.5 thousand, while diesel costs decreased 12.7 percent or \$259 thousand when compared to FY 2018-19. For FY 2019-20, fuel was budgeted using prior year actuals. This caused a significant drop in the budget for diesel.
- **Maintenance – Motor Vehicle** **\$ 405,894**  
Vehicle maintenance increased 8.1 percent compared to FY 2018-19 budget due to being proactive in maintaining and repairing the City's light duty fleet.
- **Maintenance –Equipment** **\$ 98,898**  
Equipment maintenance is increasing 11.4 percent for FY 2019-20 primarily due to solid waste container repair costs.
- **Maintenance – Library System** **\$ 120,000**  
System maintenance – library system increased from \$0 in the prior year. The increase reflects a change to a more appropriate account for these costs and does not reflect a true increase to the budget.
- **Professional Services – Special Services** **\$ 237,029**  
Special services increased 16.9 percent due to the inclusion of election costs for FY 2019-20.
- **Professional Services – Contracted Services** **\$ 230,477**  
Privatization increased 8.6 percent due to adjustments to contracts for custodial services associated with the move to Citizens Tower.
- **Professional Services – Training** **\$ 196,579**  
Training and travel increased 27.2 percent for additional training opportunities for City staff, primarily Public Safety employees.
- **Other Charges – Collection Cost Expense** **\$1,095,784**  
The utility billing collection cost expense was moved from the fund level to the Solid Waste cost center.

# Executive Summary

- **Scheduled Charges – IT \$ 121,281**  
Information Technology charges increased 1.7 percent. The increase is associated with the debt payment for the secondary data center.
- **Scheduled Charges – Property \$ (99,253)**  
The allocation of property insurance to the departments decreased due to the use of excess reserves in the Risk Fund.
- **Scheduled Charges – Liability \$ (132,726)**  
The allocation of liability insurance to the departments for FY 2019-20 decreased due to the use of excess reserves in the Risk Fund.
- **Scheduled Charges – Electricity \$ 185,304**  
Electric charges increased 11 percent for FY 2019-20. Electric charges are allocated among City funds based on electricity usage. The budget increased based on historical trends over the last five years as well as to compensate for the move to Citizens Tower.
- **Scheduled Charges – Natural Gas \$ 101,276**  
Natural Gas increased 73.6 percent for FY 2019-20. This increase is associated with a projected increase to Atmos tariffs.
- **Scheduled Charges – Telecommunications \$ 96,178**  
Telecommunications charges increased 10.8 percent for FY 2019-20. Telecommunication charges are allocated among City funds based on telephone units. The increase is due to increases in telephone system costs as well as the increase of one additional Telecommunications position.
- **Capital Outlay – Vehicle and Equipment Debt \$ (915,318)**  
Vehicle and Equipment debt payments decreased 11.9 percent for FY 2019-20. 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 2019-20 is approximately \$6.8 million.
- **Reimbursements \$ (78,047)**  
This is the second year of a reimbursement included for engineering services 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 FY 2018-19 in an effort to gain efficiencies in these areas. The actual cost is distributed among General Fund, Water/Wastewater, and Storm Water.
- **Transfer to Capital Program \$ (483,468)**  
This year the transfer to the capital program totals \$12.1 million. Seventeen capital projects are fully or partially cash funded in FY 2019-20. Five of the projects are related to ongoing maintenance of City infrastructure and are 100 percent cash funded. Several projects solely funded with cash include Comprehensive Plan Implementation, City Council Initiatives, Berl Huffman Parking Lot Lighting, Davis Park Pickle Ball Court, Abernathy Landfill Gate House Renovations, Traffic Signal Construction, Backup Power at Signalized Intersections, American Disability Act Ramp/Sidewalk project, Pedestrian and Cyclist Enhancements, Outer Route Loop 88 Segments 1 and 2 as well as Street Maintenance Program.  
  
The Proposed Budget also includes partially funded cash projects including golf course improvements, garden and arts center exterior renovations, and McAlister park improvements. Other projects partially funded with cash include Wausau Avenue Street from Marsha Sharp Freeway to 82<sup>nd</sup>, Solid Waste Vehicle Replacement FY 2019-20, and Zetron Fire Paging Replacement.
- **Transfer to Fleet Program \$ (1,584,370)**  
This year the transfer to Fleet totals \$2.5 million and funds 48 vehicles and equipment. Police are replacing three pickups, five sedans, six SUV's and twelve new SUV's are budgeted. Solid Waste are replacing eight sideloader refuse trucks, a rear loader, rolloff, dump truck, water truck, compactor and pickup. Fire is scheduled to receive four new pumper fire trucks as well as one pickup. Other departments receiving new or replacement vehicles or equipment include Building Safety, Traffic, Streets, Park Maintenance, and Vector Control.

### III. Budget Calendar

Following is the calendar of events detailing the budget process:

- 07/25: Last day for Chief Appraiser to certify appraisal roll
- 07/29: Operating and CIP budget presentation to City Council; File Proposed Budget with City Secretary
- 08/13: 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
- 08/27: Regular City Council Meeting – First Tax Rate Public Hearing @ 4:30 p.m.; Schedule and

# Executive Summary

announce date for second public hearing on tax rate and first public hearing on the budget

09/4: 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

09/10: 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
2020	0.40309	0.13178	0.02315	0.55802

\* Sales tax swap

## 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 approximately 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.

### 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.

### Proposed Tax Rate

If the City Council proposes a tax rate of \$0.55802 per \$100 valuation, it is anticipated that the tax rate will exceed the effective tax rate, but will be below the rollback tax rate.

If the tax rate proposed by the City Council exceeds the effective tax rate, the City Council follows 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 2019 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.

# Executive Summary

## V. Airport Budget Highlights

Airport revenues are expected to increase \$1.8 million, or 12.4 percent from re-forecasted FY 2018-19. The increase is due to the transfers from Passenger Facility Charge (PFC) Fund needed to cover the debt service and cash on projects funded with PFC revenue. This transfer is offset by a decrease of \$350.2 thousand in department operation revenue, which includes landing, hangar, terminal, and parking as well as decreases to interest and oil and gas royalties.

Expenses for the fund are expected to increase \$3.2 million, or 24.7 percent, from FY 2018-19. The operating budget includes increases to the electric and gas utilities, other equipment, as well as contract maintenance. Fund level increases include a \$1.6 million increase to debt

service, as well as increases to vehicle/equipment debt, indirect costs and transfers for Aircraft Rescue Fire Fighting and capital projects.

The operating budget includes decreases to compensation and benefits, chemical supplies, fuel cost, building maintenance, security systems, joint seal replacement cost, information technology, property and liability insurance, and capital equipment

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues	\$ 16,284,991	15,166,270	15,368,862	15,359,471	15,105,531	15,149,735
Use of Excess Reserves	-	-	-	-	-	-
Total Funding Sources	16,284,991	15,166,270	15,368,862	15,359,471	15,105,531	15,149,735
Operating Expenses	7,506,878	7,507,192	7,699,627	7,900,140	8,109,315	8,327,791
Fund Level Expenses	8,431,530	7,181,502	7,320,133	7,248,629	6,488,047	5,944,303
Total Expenses	\$ 15,938,408	14,688,695	15,019,761	15,148,769	14,597,363	14,272,094

# Executive Summary

## VI. Storm Water Utility Budget Highlights

For FY 2019-20, the rates for both residential and commercial customers are decreasing by 17.05 percent compared to the prior year.

Revenues are expected to decrease \$3.2 million, or 12.1 percent.

Expenses are projected to increase \$230.5 thousand, or 0.9 percent, from FY 2018-19. Budgetary decreases include decreases in compensation and benefits along with supplies, maintenance, professional services/training, other charges, debt service, vehicle and equipment debt, and franchise fee cost associated with rate decrease.

These decreases are offset by increases to scheduled charges, indirect cost allocation, in lieu of property tax, transfer to vehicle replacement fund, transfer to fleet,

transfer to LP&L for collections, customer information system debt, citizens tower and capital purchases. There are also increases to the transfer to General Fund for playa lake maintenance as well as increase to Storm Water capital. The projects funded with cash include Storm Water Master Plan, FEMA Restudy, Digital Orthophotography, Storm Water Rehabilitation and Maintenance, Upland Avenue and 66<sup>th</sup> St. Playa Drainage Improvements, as well as North Quaker and Clovis Drainage Project.

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues	\$ 23,283,753	22,943,079	22,595,031	22,214,808	21,801,505	21,352,107
Use of Excess Reserves	1,213,510	1,120,943	2,066,078	33,114	1,633,897	1,227,715
Total Funding Sources	\$ 24,497,263	24,064,022	24,661,109	22,247,921	23,435,401	22,579,822
Operating Expenses	\$ 3,278,196	3,348,006	3,428,905	3,511,782	3,596,687	3,683,669
Fund Level Expenses	21,219,067	20,716,017	21,232,204	18,736,139	19,838,715	18,896,154
Total Expenses	\$ 24,497,263	24,064,022	24,661,109	22,247,921	23,435,401	22,579,822
<b>Residential Rate Structure</b>						
Residential Rate - Monthly (Tier 1)	7.30	7.00	6.70	6.40	6.10	5.80
Residential Rate - Monthly (Tier 2)	11.18	10.72	10.26	9.80	9.34	8.88
Residential Rate - Monthly (Tier 3)	14.14	13.56	12.98	12.40	11.82	11.24
Residential Rate - Monthly (Tier 4)	21.22	20.34	19.47	18.60	17.73	16.86
<b>Commercial Rate Structure</b>						
Commercial Rate - Monthly	21.22	20.34	19.47	18.60	17.73	16.86



# Executive Summary

## VII. Water/Wastewater Utility Budget Highlights

Revenue is expected to increase \$1.4 million, or 1 percent, from FY 2018-19. The increase is primarily due to water and wastewater metered sales associated with usage. There are no increases to either water or wastewater rates for FY 2019-20, however there are projected increases to the rates in future years. Use of excess reserves totals \$5.6 million for FY 2019-20.

Expenses for the fund are projected to increase \$6.2 million, or 4.4 percent, from FY 2018-19. Major increases to the fund are in compensation and benefits associated with the addition of five positions. There are also increases to chemical supplies, water system maintenance, professional services for engineering services, capital outlay for the acquisition of a gas chromatograph as well as several large valves for the Lake Alan Henry pump station.

Other increases include in payment in lieu of property tax, franchise fees, transfer to Water/Wastewater capital,

transfer to fleet capital, transfer to vehicle replacement fund, and transfer to LP&L for AMI debt, vehicle replacement and capital purchase. All three of these transfers to LP&L are new with the FY 2019-20 budget.

Decreases to this fund are in scheduled charges, debt service, vehicle and equipment debt, indirect cost allocation, transfer for paved streets, and transfer to LP&L for collections, customer information system and 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Revenues	\$ 139,779,890	\$ 143,220,137	\$ 147,607,845	\$ 151,418,469	\$ 155,796,500	\$ 159,654,285
Use of Excess Reserves	5,551,598	2,378,159	-	-	-	-
Total Funding Sources	\$ 145,331,488	145,598,295	147,607,845	151,418,469	155,796,500	159,654,285
Operating Expenses	46,076,540	47,071,780	48,095,644	49,149,390	50,234,356	51,351,963
Fund Level Expenses	99,254,948	98,526,515	92,831,822	95,867,300	98,393,752	102,542,101
Total Expenses	\$ 145,331,488	145,598,295	140,927,466	145,016,690	148,628,109	153,894,064

### Water Rate Analysis

Base Rate	\$ 18.00	18.00	19.00	20.00	21.00	22.00
Volume Charge						
0-1,000 Gallons	\$ -	-	-	-	-	-
1,001-5,000 Gallons	4.03	4.03	4.03	4.03	4.03	4.03
5,001-10,000 Gallons	6.97	6.97	6.97	6.97	6.97	6.97
10,001-30,000 Gallons	8.36	8.36	8.36	8.36	8.36	8.36
30,001 + Gallons	8.57	8.57	8.57	8.57	8.57	8.57

### Wastewater Rate Analysis

Base Rate	\$ 16.50	16.55	16.60	16.65	16.70	16.75
Volume Charge	\$ 3.71	3.71	3.71	3.71	3.71	3.71

# Executive Summary

## VIII. LP&L Budget Highlights

The Electric Utility Board of Lubbock Power & Light (LP&L) is pleased to present a budget that aligns with the previous year's forecast and does not recommend a base rate adjustment for FY 2019-20.

Revenues are expected to decrease \$21.42 million, or 8.2 percent, for FY 2019-20. Power Cost Recovery Factor revenue decreases \$19.7 million, or 11.6 percent. Unit contingent revenue and power marketing revenues, totaling \$2.4 million, have been eliminated. Additionally, franchise fee equivalent (FFE) revenues decrease \$1.1 million due to the decrease in metered revenues. These decreases are mostly offset by an increase of \$1.4 million in transfers from other funds.

Expenses for the fund are expected to decrease \$16.5 million, or 6.4 percent, from FY 2018-19. Capacity costs

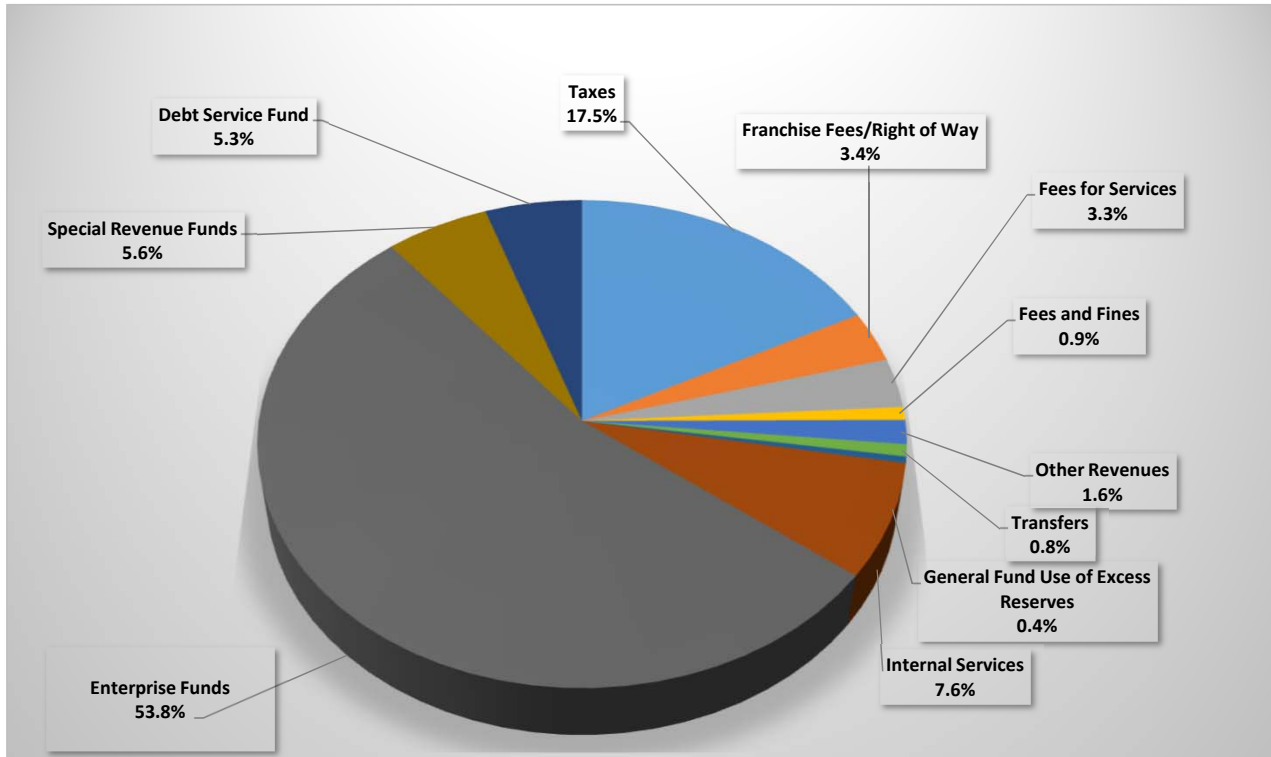
decrease \$9.0 million and energy/fuel costs decline \$8.1 million. Additionally, decreases occur in the FFE transfer to the General Fund, totaling \$1.2 million; in transmission costs, totaling \$1.1 million; in capital outlay, totaling \$990.6 thousand; and in the transfer to Citizens Tower debt service and electric capital, totaling \$1.6 million. The decreases in expenses are offset by increases in debt service of \$2.2 million, compensation and benefits of \$2.0 million, and professional services/training of \$1.3 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.

Lubbock Power and Light has included two different models in their proposed budget: Retail Choice and Non Opt-In-Entity. Both models can be found in Volume II in the LP&L section.



**City of Lubbock**  
**FY 2019-20 Summary of All Funding Sources**



<b>FUNDING SOURCES</b>	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Re-Forecasted FY 2018-19	Budget FY 2019-20
Taxes	119,035,952	122,406,450	129,828,610	136,215,071	144,851,948
Franchise Fees/Right of Way	19,632,445	19,604,254	27,107,249	29,027,257	27,870,955
Fees for Services	3,319,688	3,210,087	26,000,536	26,749,837	27,068,510
Fees and Fines	6,886,333	6,401,797	6,256,231	7,035,995	7,088,300
Other Revenues	10,464,144	11,916,252	12,083,936	13,115,557	13,233,898
Transfers	6,705,385	6,790,044	16,277,903	6,253,944	6,604,553
General Fund Use of Excess Reserves	3,516,967	(524,679)	-	6,459,263	3,548,351
Internal Services	56,745,089	59,421,132	59,564,364	60,830,940	62,702,683
Enterprise Funds	426,493,170	459,077,108	447,301,760	460,447,767	446,238,087
Special Revenue Funds	38,851,031	40,399,563	42,232,848	45,238,692	46,790,146
Debt Service Fund	53,388,401	53,753,586	64,860,459	50,990,880	43,914,932
<b>TOTAL ALL FUNDING SOURCES</b>	<b>\$ 745,038,603</b>	<b>782,455,596</b>	<b>831,513,896</b>	<b>842,365,204</b>	<b>829,912,363</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 \$8.6 million, Internal Service Funds by \$1.9 million, and Special Revenue Funds by \$1.6 million. The increases were offset by a decrease of \$14.2 million in Enterprise Funds and \$7.1 million in the Debt Service Fund.

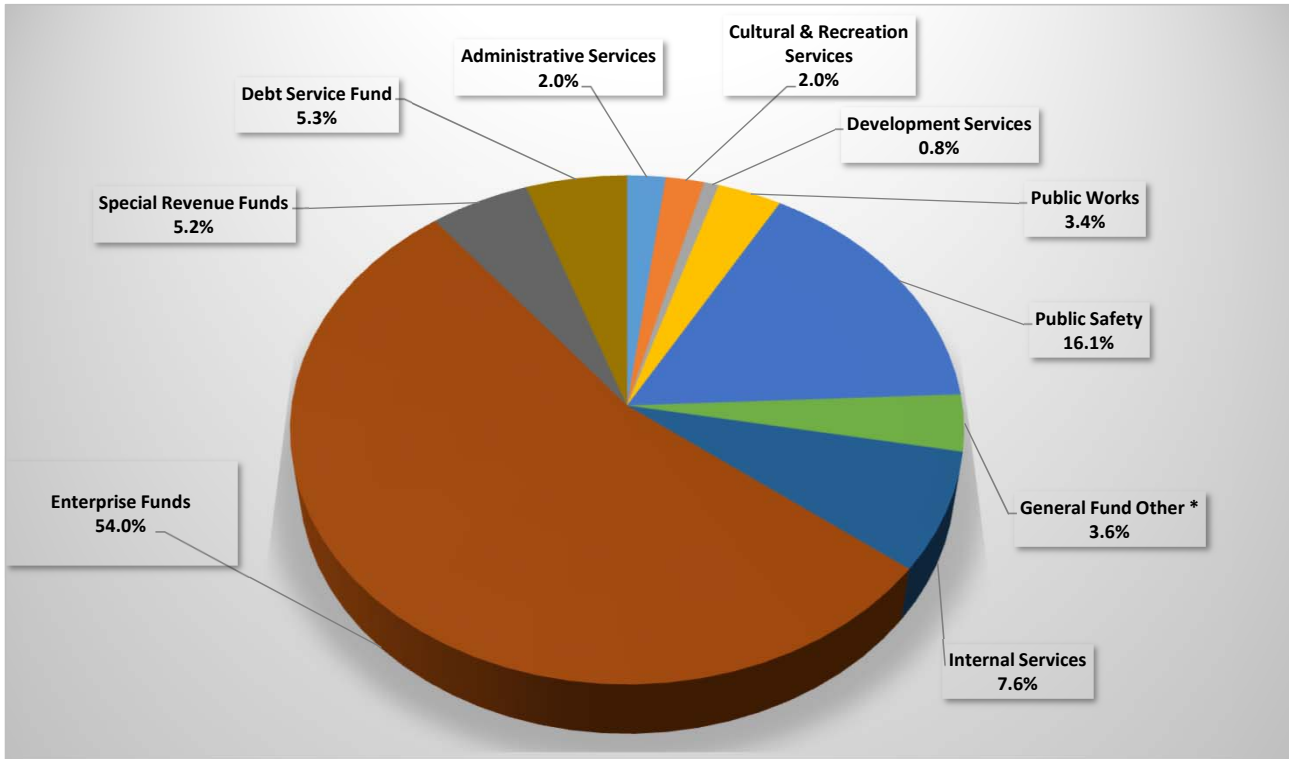
# Funding Source Summary - General Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
TAXES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Forecast
Property Taxes	54,408,587	55,516,662	60,226,061	62,614,582	68,856,999	10.0
Delinquent Taxes/Penalties & Interest	751,163	736,012	499,171	661,000	661,000	-
Sales Tax	62,313,269	64,549,831	67,440,546	71,258,489	73,610,019	3.3
Mixed Beverage Tax	1,295,745	1,334,638	1,431,793	1,431,000	1,473,930	3.0
Bingo Tax	267,189	269,307	231,039	250,000	250,000	-
<b>TOTAL TAXES</b>	<b>119,035,952</b>	<b>122,406,450</b>	<b>129,828,610</b>	<b>136,215,071</b>	<b>144,851,948</b>	<b>6.3</b>
<b>FRANCHISE FEES/RIGHT OF WAY</b>						
Suddenlink	1,194,286	1,199,805	1,882,925	1,912,000	1,470,970	(23.1)
Xcel Energy	2,399	28,069	11,917	169,500	165,935	(2.1)
Atmos	1,311,906	1,519,515	2,546,208	2,380,000	2,572,813	8.1
South Plains Electric Coop.	696,092	718,915	1,474,382	1,632,000	1,962,656	20.3
West Texas Gas	7,946	11,542	13,805	12,200	13,956	14.4
Franchise Fee	14,429,465	14,495,686	18,271,576	20,001,557	19,088,298	(4.6)
Telecom ROW	1,990,350	1,630,723	2,906,438	2,920,000	2,596,327	(11.1)
<b>TOTAL FRANCHISE FEES/RIGHT OF WAY</b>	<b>19,632,445</b>	<b>19,604,254</b>	<b>27,107,249</b>	<b>29,027,257</b>	<b>27,870,955</b>	<b>(4.0)</b>
<b>FEES FOR SERVICES</b>						
Development Services	230,731	208,177	227,269	228,680	228,680	-
General Government	112,396	167,645	191,818	179,608	179,608	-
City Secretary	342,376	328,947	344,549	366,360	313,360	(14.5)
Public Safety	922,598	814,679	801,914	818,169	816,044	(0.3)
Public Works/Solid Waste	189,472	173,963	22,967,087	23,642,327	23,949,056	1.3
Public Health	56,381	57,809	68,219	69,110	69,142	0.0
Animal Shelter	120,162	135,114	83,203	104,600	170,975	63.5
Cultural/Recreational	1,054,534	1,003,264	984,828	1,012,883	1,013,545	0.1
Museum	291,037	320,490	331,648	328,100	328,100	-
<b>TOTAL FEES FOR SERVICES</b>	<b>3,319,688</b>	<b>3,210,087</b>	<b>26,000,536</b>	<b>26,749,837</b>	<b>27,068,510</b>	<b>1.2</b>
<b>FEES AND FINES</b>						
Licenses and Permits	3,569,250	3,279,705	2,746,529	3,694,696	3,774,811	2.2
Intergovernmental	430,373	405,597	420,809	404,299	396,489	(1.9)
Fines and Forfeitures	2,886,710	2,716,495	3,088,892	2,937,000	2,917,000	(0.7)
<b>TOTAL FEES AND FINES</b>	<b>6,886,333</b>	<b>6,401,797</b>	<b>6,256,231</b>	<b>7,035,995</b>	<b>7,088,300</b>	<b>0.7</b>
<b>OTHER REVENUES</b>						
Interest Earnings	202,274	344,933	710,521	1,174,317	1,033,000	(12.0)
In Lieu of Property Tax	9,112,135	10,520,108	9,788,019	10,560,819	10,720,036	1.5
Rental	7,473	5,738	93,018	4,700	4,700	-
Recoveries of Expenditures	847,608	814,399	823,603	749,420	799,950	6.7
Oil and Gas Royalties	31,806	31,384	415,899	425,301	475,212	12
Other	262,849	199,691	252,876	201,000	201,000	-
<b>TOTAL OTHER REVENUES</b>	<b>10,464,144</b>	<b>11,916,252</b>	<b>12,083,936</b>	<b>13,115,557</b>	<b>13,233,898</b>	<b>0.9</b>
<b>TRANSFERS</b>						
Transfers from Special Revenue Funds	149,860	149,860	-	-	-	-
Transfers from LP&L	1,123,599	1,066,407	1,135,647	1,155,378	1,266,838	9.6
Transfers from Water Fund	1,763,000	1,700,086	1,734,057	-	-	-
Transfers from Wastewater Fund	491,484	615,024	685,992	-	-	-
Transfers from Water/Wastewater Fund	-	-	-	2,620,151	2,429,407	(7.3)
Transfers from Solid Waste	983,052	982,761	9,987,288	-	-	-
Transfers from Airport Fund	1,684,171	1,751,227	1,795,178	1,855,620	1,999,528	7.8
Transfers from Risk Fund	-	-	-	-	169,300	-
Transfers from Stormwater	510,219	524,679	939,741	622,795	739,480	18.7
<b>TOTAL TRANSFERS</b>	<b>6,705,385</b>	<b>6,790,044</b>	<b>16,277,903</b>	<b>6,253,944</b>	<b>6,604,553</b>	<b>5.6</b>
<b>TOTAL REVENUE SOURCES</b>	<b>166,043,946</b>	<b>170,328,885</b>	<b>217,554,464</b>	<b>218,397,661</b>	<b>226,718,164</b>	<b>3.8</b>
Use of Excess Reserves	3,516,967	(524,679)	-	6,459,263	3,548,351	(45.1)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 169,560,913</b>	<b>169,804,206</b>	<b>217,554,464</b>	<b>224,856,924</b>	<b>230,266,515</b>	<b>2.4</b>

# Funding Source Summary by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Forecast
Fleet	\$ 1,595,051	2,210,540	6,221,391	5,678,217	6,387,365	12.5
Health Benefits	33,757,383	34,101,078	30,718,372	31,180,519	31,735,913	1.8
Information Technology	7,960,424	8,829,046	10,304,490	11,341,966	10,814,766	(4.6)
Telecommunications	1,883,035	1,992,638	1,980,848	1,482,892	1,583,212	6.8
GIS and Data Services	676,702	756,310	746,893	872,974	889,507	1.9
Radio Shop	2,430,678	2,547,953	2,360,982	2,338,232	2,354,807	0.7
Investment Pool	143,858	151,879	215,331	199,725	174,607	(12.6)
Print Shop/Warehouse	477,590	538,435	633,781	632,076	690,592	9.3
Risk Management	7,820,368	8,293,253	6,382,275	7,104,340	8,071,915	13.6
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>56,745,089</b>	<b>59,421,132</b>	<b>59,564,364</b>	<b>60,830,940</b>	<b>62,702,683</b>	<b>3.1</b>
<b>ENTERPRISE FUNDS</b>						
Airport	11,320,830	11,729,706	13,149,183	14,487,357	16,284,991	12.4
Cemetery	756,825	734,808	584,114	815,471	740,912	(9.1)
Civic Centers	3,700,068	3,824,052	3,489,014	2,824,026	3,703,060	31.1
Lake Alan Henry	601,072	573,036	619,704	825,081	753,489	(8.7)
LP&L	224,975,147	246,125,218	244,726,731	262,193,268	240,774,566	(8.2)
Solid Waste*	21,142,331	23,625,378	-	-	-	-
Storm Water	27,543,578	27,327,767	29,376,579	26,490,744	24,497,264	(7.5)
Transit	12,502,756	12,426,463	13,738,759	13,644,999	14,152,316	3.7
Water/ Wastewater	123,950,562	132,710,678	141,617,676	139,166,820	145,331,488	4.4
<b>TOTAL ENTERPRISE FUNDS</b>	<b>426,493,170</b>	<b>459,077,108</b>	<b>447,301,760</b>	<b>460,447,767</b>	<b>446,238,087</b>	<b>(3.1)</b>
*Solid Waste was incorporated into the General Fund in FY 2017-18						
<b>SPECIAL REVENUE FUNDS</b>						
Abandoned Vehicles	828,109	987,544	1,236,686	843,000	946,100	12.2
Animal Assistance Program	134,150	140,855	152,072	270,700	248,693	(8.1)
Bell Farms Public Improvement District	-	-	-	28,532	63,035	120.9
Cable Services Fund	617,676	575,841	533,005	548,389	548,316	(0.0)
Central Business District TIF	1,071,369	1,077,055	1,209,113	1,511,131	1,247,986	(17.4)
Community Development	4,578,751	4,310,409	5,484,130	5,976,169	6,796,531	13.7
Criminal Investigation Fund	514,890	454,517	228,018	426,590	111,000	(74.0)
Department of Justice Asset Sharing	53,863	24,994	1,317	60,000	45,000	(25.0)
Economic Development	3,256,280	3,443,010	3,620,821	3,778,490	4,096,476	8.4
Emergency Management	503,696	428,666	61,267	61,267	-	(100.0)
Gateway Streets	8,402,503	8,285,110	8,685,322	8,548,331	8,400,761	(1.7)
Hotel Occupancy Tax	6,878,342	7,025,827	7,418,074	7,286,537	7,789,948	6.9
Juvenile Case Manager	30,028	28,596	36,738	84,525	109,593	29.7
Lubbock Business Park TIF	477,727	537,489	584,111	624,683	635,214	1.7
Lubbock Economic Development Alliance	5,664,843	5,868,166	6,130,959	6,231,310	6,691,820	7.4
Municipal Court	221,540	213,116	238,119	215,991	218,440	1.1
North and East Lubbock N & I Fund	472,037	282,456	352,396	354,000	374,229	5.7
North Overton Public Improvement District	573,392	762,032	706,740	853,837	833,469	(2.4)
North Overton TIF	4,165,518	5,334,156	4,905,698	5,476,365	5,518,843	0.8
North Point Public Improvement District	112,844	302,711	156,745	216,717	236,861	9.3
Quincy Park Public Improvement District	99,234	119,063	284,593	150,615	186,465	23.8
Valencia Public Improvement District	12,489	14,148	21,858	27,156	56,514	108.1
Vintage Township Public Improvement Dist.	181,748	183,801	185,067	193,937	195,000	0.5
Grants	-	-	-	1,470,420	1,439,851	(2.1)
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>38,851,031</b>	<b>40,399,563</b>	<b>42,232,848</b>	<b>45,238,692</b>	<b>46,790,146</b>	<b>3.4</b>
<b>SUBTOTAL ALL FUNDS</b>	<b>691,650,202</b>	<b>728,702,010</b>	<b>766,653,437</b>	<b>791,374,323</b>	<b>785,997,431</b>	<b>(0.7)</b>
<b>DEBT SERVICE FUND</b>						
Debt Service Fund	53,388,401	53,753,586	64,860,459	50,990,880	43,914,932	(13.9)
<b>TOTAL DEBT SERVICE FUND</b>	<b>53,388,401</b>	<b>53,753,586</b>	<b>64,860,459</b>	<b>50,990,880</b>	<b>43,914,932</b>	<b>(13.9)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 745,038,603</b>	<b>782,455,596</b>	<b>831,513,896</b>	<b>842,365,204</b>	<b>829,912,363</b>	<b>(1.5)</b>

**City of Lubbock**  
**FY 2019-20 Summary of All Expenses**



	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20
<b>TOTAL EXPENDITURES</b>					
Administrative Services	19,022,824	22,109,430	20,567,095	15,269,004	16,646,470
Cultural & Recreation Services	14,119,735	14,990,257	15,002,055	16,575,996	16,733,276
Development Services	5,113,767	5,307,516	5,861,759	6,415,776	6,479,865
Public Works	7,415,387	7,010,685	24,735,033	25,126,505	27,996,908
Public Safety	109,782,971	114,224,198	121,296,844	129,452,820	132,703,518
General Fund Other *	13,954,436	8,411,409	24,385,686	32,039,824	29,706,477
Internal Services	53,005,579	58,598,330	56,498,696	60,724,811	62,477,832
Enterprise Funds	415,799,087	451,392,477	437,746,760	451,583,518	445,670,150
Special Revenue Funds	36,097,643	36,576,642	40,329,775	42,930,410	43,344,940
Debt Service Fund	52,752,791	53,086,564	63,596,476	50,851,394	43,914,932
<b>TOTAL ALL FUNDS</b>	<b>\$ 727,064,219</b>	<b>\$ 771,707,509</b>	<b>810,020,179</b>	<b>830,970,058</b>	<b>825,674,369</b>

Total expenditures for all City of Lubbock funds are projected to decrease for FY 2019-20. Of the total \$825.7 million budget, 27.8 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 57.6 percent of the General Fund budget and 16.1 percent of the total when all funds are combined. The Enterprise Funds budget is 54.0 percent of the total for all funds with 54 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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
City Attorney	\$ 1,978,305	2,121,797	2,100,325	2,112,887	2,253,917	6.7
City Council	294,769	291,605	526,754	621,240	602,310	(3.0)
City Manager	1,070,107	1,235,860	1,303,079	1,599,596	1,782,502	11.4
City Secretary	1,121,071	1,198,690	1,147,707	1,323,600	1,558,148	17.7
Facilities Management	2,911,246	3,011,772	3,098,866	3,460,599	3,776,586	9.1
Finance	2,543,092	2,627,312	2,914,760	3,003,658	3,027,379	0.8
Human Resources	504,579	496,688	544,897	597,430	844,313	41.3
Internal Audit	405,525	221,288	321,411	325,491	322,166	(1.0)
Non Departmental	7,688,297	10,399,218	8,060,103	1,562,100	1,666,951	6.7
Communications and Marketing	505,832	505,200	549,193	662,403	812,197	22.6
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>19,022,824</b>	<b>22,109,430</b>	<b>20,567,095</b>	<b>15,269,004</b>	<b>16,646,470</b>	<b>9.0</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	3,536,426	3,747,346	3,596,860	3,832,133	3,784,137	(1.3)
Cultural Arts	1,200,937	1,207,779	1,225,146	1,290,922	1,187,336	(8.0)
Parks and Recreation	9,382,372	10,035,133	10,180,049	11,452,942	11,761,803	2.7
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>14,119,735</b>	<b>14,990,257</b>	<b>15,002,055</b>	<b>16,575,996</b>	<b>16,733,276</b>	<b>0.9</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	1,963,520	1,935,885	2,241,985	2,482,186	2,425,107	(2.3)
Code Enforcement	2,495,132	2,668,271	2,803,662	3,064,441	3,111,977	1.6
Planning	655,115	703,361	816,111	869,149	942,781	8.5
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>5,113,767</b>	<b>5,307,516</b>	<b>5,861,759</b>	<b>6,415,776</b>	<b>6,479,865</b>	<b>1.0</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	1,320,921	1,217,229	1,329,872	833,777	745,698	(10.6)
Solid Waste	-	-	15,580,975	15,746,249	18,798,173	19.4
Streets	2,574,389	2,429,462	4,100,862	4,841,360	4,751,081	(1.9)
Traffic	3,520,077	3,363,994	3,723,324	3,705,119	3,701,957	(0.1)
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>7,415,387</b>	<b>7,010,685</b>	<b>24,735,033</b>	<b>25,126,505</b>	<b>27,996,908</b>	<b>11.4</b>
<b>PUBLIC SAFETY</b>						
Animal Services	1,779,703	1,955,884	2,068,966	2,181,569	2,299,090	5.4
Fire	46,395,421	48,137,648	51,468,455	54,149,059	55,055,882	1.7
Municipal Court	1,773,689	1,743,099	1,859,530	1,981,501	1,989,614	0.4
Police	58,507,372	60,992,588	64,563,991	69,566,086	71,647,394	3.0
Public Health	1,326,785	1,394,980	1,335,902	1,574,604	1,711,538	8.7
<b>TOTAL PUBLIC SAFETY</b>	<b>109,782,971</b>	<b>114,224,198</b>	<b>121,296,844</b>	<b>129,452,820</b>	<b>132,703,518</b>	<b>2.5</b>
<b>OTHER</b>						
Transfer to Grants	473,941	410,193	46,837	60,766	-	(100.0)
Transfer to CIP (Pay-as-you-go)	10,210,298	4,730,868	9,120,460	12,581,062	12,097,594	(3.8)
Transfer to Citibus	2,247,383	2,247,383	2,647,383	2,997,383	3,258,473	8.7
Transfer to Cemetery	350,181	315,203	200,000	226,971	354,223	56.1
Transfer to Gateway	-	-	7,958,273	8,383,611	7,890,457	(5.9)
Infstrtr Fund	-	-	282,811	310,147	374,229	20.7
Transfer to CBD TIF	-	-	91,498	69,300	53,461	(22.9)
Transfer to Civic Centers	672,632	660,612	-	-	-	-
Transfer to Fleet CIP (Vehicles)	-	-	1,378,174	4,043,880	2,459,510	(39.2)
Transfer to LP&L - CT (Solid Waste)	-	-	185,383	81,198	-	(100.0)
Transfer to LP&L - CIS Debt (SW)	-	-	2,899	108,387	-	(100.0)
Transfer to LP&L - Collections (SW)	-	-	-	934,309	-	(100.0)
Transfer to Debt Service Fund	-	-	2,420,614	2,242,810	-	(100.0)
Transfer to Economic Development Fund	-	-	-	-	62,000	-
Bond Sale Charges	-	47,150	51,354	-	-	-
<b>TOTAL OTHER</b>	<b>13,954,436</b>	<b>8,411,409</b>	<b>24,385,686</b>	<b>32,039,824</b>	<b>26,549,947</b>	<b>(17.1)</b>
<b>TOTAL</b>	<b>\$ 169,409,120</b>	<b>172,053,496</b>	<b>211,848,472</b>	<b>224,879,924</b>	<b>227,109,985</b>	<b>1.0</b>
Compensation Adjustment	-	-	-	-	3,156,530	-
<b>TOTAL GENERAL FUNE</b>	<b>\$ 169,409,120</b>	<b>172,053,496</b>	<b>211,848,472</b>	<b>224,879,924</b>	<b>230,266,515</b>	<b>2.4</b>



# Appropriation Summary by Fund

	Actual	Actual	Actual	Amended	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Fleet	\$ 1,521,348	1,655,921	5,992,198	5,678,216	6,387,365	12.5
Health Benefits	33,757,383	34,101,078	29,968,063	31,144,258	31,590,682	1.4
Information Technology	7,869,348	8,829,046	8,516,189	11,341,966	10,814,766	(4.6)
Telecommunications	1,750,190	1,992,638	1,908,994	1,482,892	1,583,070	6.8
GIS and Data Services	659,279	702,004	709,014	872,974	886,766	1.6
Radio Shop	2,106,552	2,354,236	2,221,073	2,268,364	2,278,071	0.4
Investment Pool	121,630	131,719	167,108	199,725	174,607	(12.6)
Print Shop/Warehouse	471,860	538,435	633,781	632,076	690,592	9.3
Risk Management	4,747,989	8,293,253	6,382,275	7,104,340	8,071,915	13.6
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>53,005,579</b>	<b>58,598,330</b>	<b>56,498,696</b>	<b>60,724,811</b>	<b>62,477,832</b>	<b>2.9</b>
<b>ENTERPRISE FUNDS</b>						
Airport	10,517,671	11,071,679	11,318,149	12,781,682	15,938,408	24.7
Cemetery	702,516	734,808	584,114	815,471	740,912	(9.1)
Civic Centers	3,370,016	3,403,724	3,489,014	2,824,026	3,703,060	31.1
Lake Alan Henry	479,590	523,171	522,860	825,081	532,135	(35.5)
LP&L	220,775,769	244,797,493	243,504,569	257,258,648	240,774,566	(6.4)
Solid Waste*	21,142,331	23,625,378	-	-	-	-
Storm Water	22,433,875	22,117,222	24,431,047	24,266,791	24,497,264	0.9
Transit	12,426,757	12,408,324	13,738,759	13,644,999	14,152,316	3.7
Water/ Wastewater	123,950,562	132,710,678	140,158,247	139,166,820	145,331,488	4.4
<b>TOTAL ENTERPRISE FUNDS</b>	<b>415,799,087</b>	<b>451,392,477</b>	<b>437,746,760</b>	<b>451,583,518</b>	<b>445,670,150</b>	<b>(1.3)</b>
*Solid Waste was incorporated into the General Fund in FY 2017-18						
<b>SPECIAL REVENUE FUNDS</b>						
Abandoned Vehicles	714,364	970,057	936,453	811,100	946,100	16.6
Animal Assistance Program	81,360	140,855	113,516	94,681	248,693	162.7
Bell Farms Public Improvement District	-	-	-	-	50,160	-
Cable Services Fund	72,520	76,744	71,653	500,000	25,000	(95.0)
Central Business District TIF	953,873	841,315	1,209,113	1,511,131	1,247,986	(17.4)
Community Development	4,578,751	4,310,409	5,484,130	5,976,169	6,796,531	13.7
Criminal Investigation Fund	514,890	454,517	228,018	426,590	111,000	(74.0)
Department of Justice Asset Sharing	53,863	24,994	-	60,000	45,000	(25.0)
Economic Development	3,256,280	3,441,439	3,537,864	3,778,490	4,096,476	8.4
Emergency Management	503,696	428,666	61,267	61,267	-	(100.0)
Gateway Streets	8,402,503	8,285,110	8,168,324	8,548,331	8,400,761	(1.7)
Hotel Occupancy Tax	6,878,342	7,017,628	7,418,074	7,286,537	7,789,948	6.9
Juvenile Case Manager Fund	-	-	499	72,876	75,000	2.9
Lubbock Business Park TIF	12,568	12,673	513,427	196,160	11,130	(94.3)
Lubbock Economic Development Alliance	5,664,843	5,868,166	6,130,959	6,231,310	6,691,820	7.4
Municipal Court	221,540	213,116	134,932	108,480	107,000	(1.4)
North and East Lubbock N & I Fund	472,037	41,225	352,396	354,000	374,229	5.7
North Overton Public Improvement District	434,034	544,087	489,538	853,837	755,281	(11.5)
North Overton TIF	3,044,490	3,360,836	4,905,698	4,022,663	3,490,406	(13.2)
North Point Public Improvement District	34,270	302,711	104,195	216,717	204,589	(5.6)
Quincy Park Public Improvement District	26,623	63,992	284,593	150,615	186,465	23.8
Valencia Public Improvement District	3,697	4,270	3,912	5,100	56,514	1,008.2
Vintage Township Public Improvement Dist.	173,097	173,831	181,214	193,937	195,000	0.5
Grants	-	-	-	1,470,420	1,439,851	(2.1)
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>36,097,643</b>	<b>36,576,642</b>	<b>40,329,775</b>	<b>42,930,410</b>	<b>43,344,940</b>	<b>1.0</b>
<b>SUBTOTAL ALL FUNDS</b>	<b>674,311,428</b>	<b>718,620,945</b>	<b>746,423,703</b>	<b>780,118,663</b>	<b>781,759,438</b>	<b>0.2</b>
<b>DEBT SERVICE FUND</b>						
Debt Service Fund	52,752,791	53,086,564	63,596,476	50,851,394	43,914,932	(13.6)
<b>TOTAL DEBT SERVICE FUND</b>	<b>52,752,791</b>	<b>53,086,564</b>	<b>63,596,476</b>	<b>50,851,394</b>	<b>43,914,932</b>	<b>(13.6)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 727,064,219</b>	<b>771,707,509</b>	<b>810,020,179</b>	<b>830,970,058</b>	<b>825,674,369</b>	<b>(0.6)</b>

# Position History - General Fund

	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
<b>ADMINISTRATIVE SERVICES</b>						
City Attorney	16	16	16	16	16	-
City Council	-	-	3	3	3	-
City Manager	7	7	9	9	9	-
City Secretary	12	12	9	10	10	-
Facilities Management	16	17	17	17	17	-
Finance	30	31	31	31	31	-
Human Resources	6	6	6	6	9	3
Internal Audit	3	3	3	3	3	-
Non Departmental	-	-	-	-	-	-
Public Information and Call Center	7	7	8	8	10	2
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>97</b>	<b>99</b>	<b>102</b>	<b>103</b>	<b>108</b>	<b>5</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	24	26	30	30	30	-
Codes & Environmental Health	32	33	35	37	38	1
Planning	7	7	7	8	10	2
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>63</b>	<b>66</b>	<b>72</b>	<b>75</b>	<b>78</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	79	79	81	2
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>125</b>	<b>125</b>	<b>124</b>	<b>124</b>	<b>126</b>	<b>2</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	17	16	16	45	45	-
Solid Waste	-	-	94	96	97	1
Streets	36	36	50	52	52	-
Traffic	37	37	35	34	34	-
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>90</b>	<b>89</b>	<b>195</b>	<b>227</b>	<b>228</b>	<b>1</b>
<b>PUBLIC SAFETY</b>						
Animal Services	24	24	25	25	25	-
Fire	429	429	434	435	438	3
Municipal Court	20	20	19	21	21	-
Police	545	544	555	565	577	12
Public Health	23	23	23	24	27	3
<b>TOTAL PUBLIC SAFETY</b>	<b>1,041</b>	<b>1,040</b>	<b>1,056</b>	<b>1,070</b>	<b>1,088</b>	<b>18</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>1,416</b>	<b>1,419</b>	<b>1,549</b>	<b>1,599</b>	<b>1,628</b>	<b>29</b>

# Position History by Fund

	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>INTERNAL SERVICE FUNDS</b>						
Fleet	17	17	19	20	24	4
Health Benefits	3	4	4	4	4	-
Information Technology	26	28	28	29	29	-
Telecommunications	2	2	2	2	3	1
GIS & Data Services	8	9	10	11	11	-
Radio Shop	8	8	8	8	8	-
Investment Pool	1	1	1	-	-	-
Print Shop/Warehouse	6	6	6	6	6	-
Risk Management	6	8	9	9	6	(3)
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>77</b>	<b>83</b>	<b>87</b>	<b>89</b>	<b>91</b>	<b>2</b>
<b>ENTERPRISE FUNDS</b>						
Airport	48	48	49	50	50	-
Cemetery	7	7	6	6	6	-
Civic Centers	27	27	21	16	16	-
Lake Alan Henry	1	1	1	2	2	-
LP&L	303	303	324	329	335	6
Solid Waste*	113	112	-	-	-	-
Storm Water	38	38	38	33	33	-
Water/ Wastewater	246	250	249	219	224	5
<b>TOTAL ENTERPRISE FUNDS</b>	<b>783</b>	<b>786</b>	<b>688</b>	<b>655</b>	<b>666</b>	<b>11</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	13	13	12	12	-
Criminal Investigation Fund	-	-	-	-	-	-
Department of Justice Asset Sharing	-	-	-	-	-	-
Economic Development	-	-	1	1	2	1
Emergency Management	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	-	-	-
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>18</b>	<b>17</b>	<b>16</b>	<b>14</b>	<b>14</b>	<b>-</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	6	-
<b>TOTAL COMPONENT UNITS</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>2,294</b>	<b>2,305</b>	<b>2,345</b>	<b>2,363</b>	<b>2,405</b>	<b>42</b>

# 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.

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

<b>Fund</b>	<b>Cost Center Name</b>	<b>FY 2017-18 Actual</b>	<b>FY 2018-19 Budget</b>	<b>FY 2019-20 Budget</b>
North Overton PID	North Overton PID	\$ 525	550	700
North Point PID	North Point PID	721	750	700
Quincy Park PID	Quincy Park PID	558	560	525
Valencia PID	Valencia PID	543	550	-
General	City Manager	400	-	200
General	City Secretary	26,062	28,000	28,000
General	Financial Policy and Analysis	4,372	7,000	5,000
General	Purchasing	562	720	400
Fleet Services	Fleet Services	2,251	1,500	2,500
General	Planning	39,124	35,000	36,000
General	Code Enforcement	9,456	8,000	8,900
Transit	Citibus	168	500	500
General	Public Works Streets	108	300	250
Civic Center	Civic Center	237	237	950
General	Park Maintenance	433	500	500
General	Animal Services	147	147	150
Health	Health Administration	314	500	500
General	Vector Control	165	100	100
General	Fire Administration	157	750	750
General	Police Administration	3,090	4,800	4,800
General	Police Investigations	181	181	181
General	Solid Waste Disposal	374	374	375
Water/Wastewater	Water Conservation & Education	12,635	2,500	2,500
Water/Wastewater	Water Customer Relations	-	10,000	10,000
Water/Wastewater	Water Meter & Customer Service	-	500	500
Water/Wastewater	Water Pumping & Control	175	600	600
Water/Wastewater	Water Treatment	1,005	500	500
Water/Wastewater	Wastewater Treatment	-	4,000	-
Water/Wastewater	Water Production	113	-	-
Water/Wastewater	Wastewater Treatment	-	-	500
Water/Wastewater	Land Application	124	-	-
Water/Wastewater	Wastewater Sampling & Monitoring	138	-	-
Water/Wastewater	Northwest Water Reclamation Plant	290	-	-
Electric	Electric Administration	2,115	1,500	1,500
Electric	Production Operations & Engineering	416	500	-
Electric	Production Cooke Station	255	-	-
Electric	Production Brandon Station	402	-	-
Electric	Distribution Engineering	1,830	-	-
Electric	Distribution Engineering Construction	-	500	300
Electric	Transmission Supv & Engineering	344	340	340
Capital Projects		13,675	14,000	14,000
<b>Total</b>		<b>\$ 123,466</b>	<b>125,959</b>	<b>122,721</b>

**Cost of Lobbying - S.B. No. 29**

General	Non-Departmental	40,077	150,000	150,000
<b>Total</b>		<b>\$ 40,077</b>	<b>150,000</b>	<b>150,000</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) 2019-20 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 2019-20, the estimated revenues for the General Fund total \$226.7 million, an increase of \$8.3 million, or 3.8 percent, from the re-forecasted FY 2018-19 Operating Budget. The increase in revenue comes mainly from an increase in property taxes associated with a 1 cent increase to the tax rate. Increased growth rates in sales tax projections is another key factor to the increase in revenue for FY 2019-20.

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 are 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 Animal Services, Environmental Health, and Fire Prevention. There are also adjustments to fees for Engineering, Cultural Arts, Outdoor and Indoor Recreation as well as City Secretary. The changes in these fees will bring an additional \$218.2 thousand in revenue. All changes to General Fund fees are included behind the General Fund Line Item Funding Source Summary.

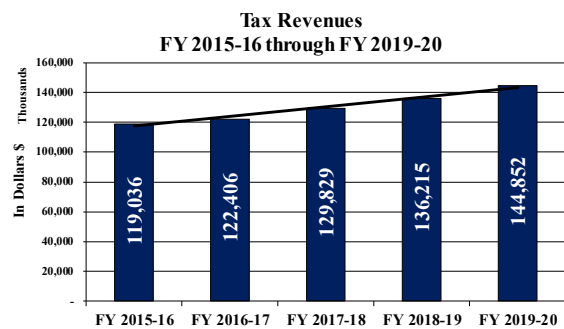
Animal Services is implementing two new fees associated with the surrender of animals to the shelter. There will now be a \$30 surrender fee that owners will be charged when surrendering single dogs, cats or other animal. The surrender fee will cover the cost to care for the projected 2,200 animals coming in to the shelter annually. The increase volume of owner surrender animals has put a strain on current facilities and staff. The outside city processing fee already existed and will increase to \$50 while an outside county processing fee is new and will be set at \$75.

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. There continues to be an increase in the number of food establishment permits.

Fire Inspection fees are needed to recover some of the costs associated with conducting final inspection to buildings. Three new fees are being requested for fire final inspection, re-inspection after failed fire final inspection and game room permit inspection and re-inspection. There is also new language changing fire sprinkler to fire automatic extinguishing system to allow for the inclusion of commercial kitchen vent hood systems, wet and dry chemical systems and inert gas systems.

## Taxes

Tax revenues makeup 63.9 percent of General Fund revenues. Tax revenues are expected to increase 8.6 million, or 6.3 percent, from the re-forecasted FY 2018-19 amount.



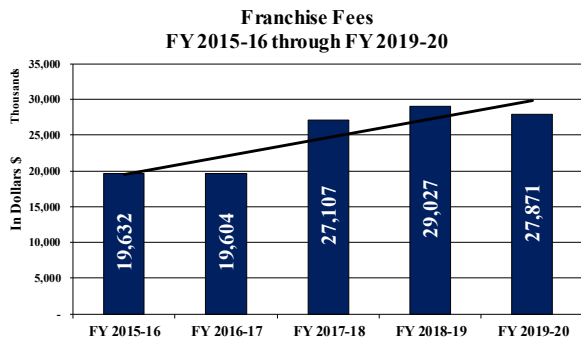
Sales tax revenues are expected to increase \$2.4 million, or 3.3 percent, for FY 2019-20. Projected FY 2018-19 sales tax revenues are expected to grow by 5.7 percent compared to the prior year. The projections are based on historical and current trends as well as current and projected local economic factors.

Property tax revenues for maintenance and operations, including delinquent and penalty and interest revenues, are expected to increase \$6.2 million, or 10.0 percent, for FY 2019-20. This budget increases the tax rate to \$0.55802 per \$100 valuation. The tax rate for operations and maintenance is increasing to \$0.40309 or by \$0.01484. The tax rate for debt service decreased from \$0.13662 to \$0.13178, or \$0.00484, in FY 2019-20. The rate for Economic Development remains the same at \$0.02315. This is based on \$18.7 billion net taxable value.

# General Fund Revenue Analysis

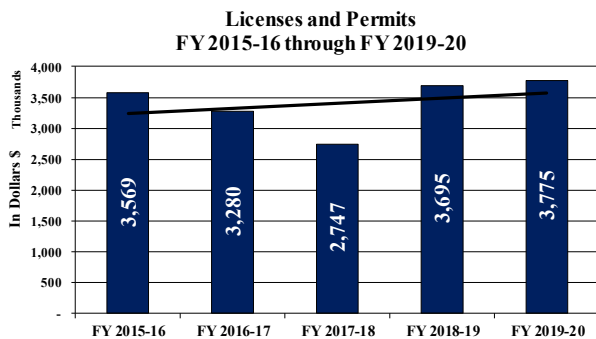
## Franchise Fees

Franchise fees make up 12.3 percent of total General Fund revenues. Franchise Fees now include Franchise Taxes that were found as Transfers In in prior year budgets. This revenue has been reclassified beginning in FY 2019-20. For FY 2019-20, franchise fees are projected to decrease by \$1.2 million, or 4.0 percent. One hundred percent of franchise fees are recorded in the General Fund as was implemented with the FY 2017-18 Adopted Budget.



## Licenses and Permits

Licenses and permits revenues make up 1.7 percent of General Fund revenues. This category is expected to increase \$80.1 thousand, or 2.2 percent, in FY 2019-20 from the FY 2018-19 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 2018-19 and proposed FY 2019-20 is 6.2 percent.

The largest revenues in this category continue to be construction-related permits. Current and projected future economic trends and historical trends are used to project revenue amounts from this area. FY 2018-19 revenue projections from construction-related permits is re-forecasted to come in 45.6 percent above the prior year, which is an increase of \$823.8 thousand when compared to FY 2017-18 actuals. However, FY 2019-20 revenue projections from this same area has been forecasted to decrease \$11,675, or 0.4 percent, when compared to the re-

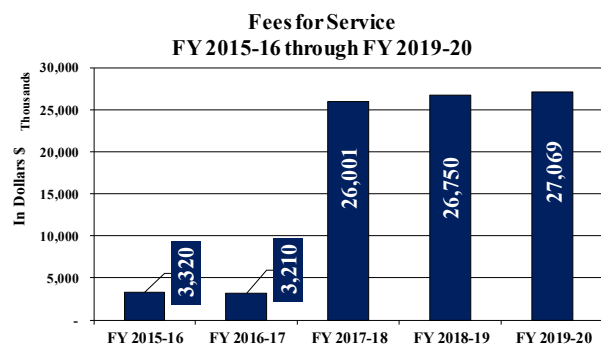
forecasted FY 2018-19 of \$2.6 million. Other increases to Licenses and Permits include changes to Food Permits as well as Coin Operated Machine Permits.

## Fees for Service

Fees for service represent 12.0 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 \$318.7 thousand from the FY 2018-19 re-forecasted amount. The largest revenues in this category are associated with the Solid Waste fund revenues. Solid Waste Collections are projected at \$18.0 million while Solid Waste Disposal is projected at \$5.8 million.

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.

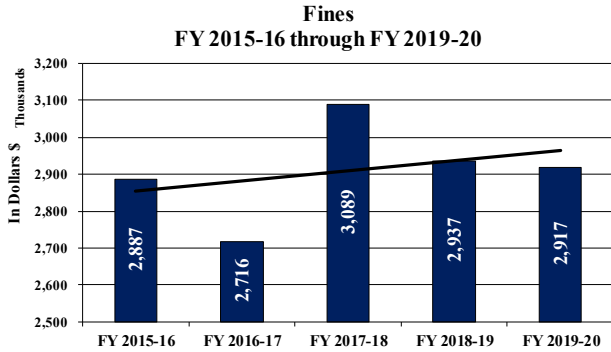
For FY 2019-20 significant changes to fees for services include a \$53,000 decrease to birth and death certificate revenue. This decrease is due to mandating funeral homes to order death certificates from the state first and then allowing additional copies to be purchased from the City. The changes and additions to the animal surrender fees also increase revenue in this area. Other additional changes include new and altered fees in fire inspections, commercial driveway cut inspections, soccer field reservations as well as commercial filming, photography and sound recording fees. There is also a slight decrease to the fee associated with weekly scholarship recreation camps.



# 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 2018-19 re-forecasted amount.



Court fines generate the majority of the revenue in this category and are projected to decrease in FY 2019-20 by 0.7 percent when compared to the FY 2018-19 re-forecasted amount. Library fines make up a smaller portion of this category and are expected to remain the same for FY 2019-20 at \$77,000. These revenues are forecasted based on historical trends and current activity.

## Interest Earnings

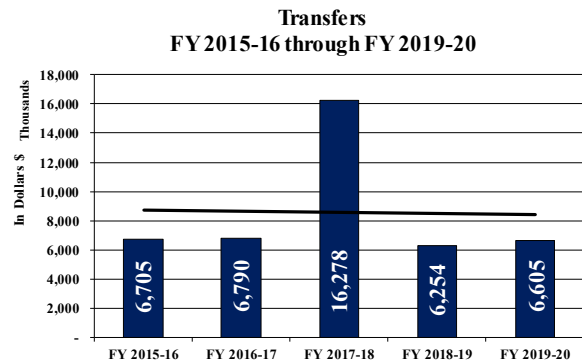
Interest earnings are budgeted at \$1 million for FY 2019-20. This is a 12.1 percent decrease over re-forecasted FY 2018-19. Interest Earnings are projected to exceed the costs of administering the Investment Pool, which includes compensation, bank fees, arbitrage compliance services, bond issuance costs, rating agency fees, and bond counsel fees.

## Other General Fund Revenues

Other revenues, including Recoveries of Expenditures and Intergovernmental Revenue, make up 5.6 percent of total General Fund revenues. The In Lieu of Property Tax has been reclassified to this section and subsequently now totals \$12.6 million. Other revenues also include oil and gas royalties as well as the sale of surplus equipment. Revenues in these categories are expected to increase by \$252.1 thousand for FY 2019-20. Recoveries of Expenditures gained an account specifically established for Medicaid Administrative Claims reimbursements, which is estimated to yield an additional \$40,000 in revenue.

## Transfers

Transfers to the General Fund represent 2.9 percent of total General Fund revenue. This significant change from the prior year is due to reclassifying Payment in Lieu of Property Tax and Franchise Fees. Transfers from enterprise funds now include payments for indirect and maintenance costs. Transfers increased \$350.6 thousand, or 5.6 percent, for FY 2019-20 over re-forecasted FY 2018-19. There are increases in indirect costs from the LP&L, 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. A new transfer from the Risk Fund adds to this increase to fund the transfer of the Organizational Development program that was formally found in the Risk Fund but managed by Human Resources.



Transfers showed a substantial increase in FY 2017-18 due to the close out of the Solid Waste Fund to the General Fund.

# General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Re-forecasted	Budget	% Change from
TAXES	Number	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Re-forecasted
Operation and Maintenance Property Taxes	6002	54,408,587	55,516,662	60,226,061	62,614,582	68,856,999	10.0
Delinquent Property Taxes	6003	398,621	326,702	103,695	276,000	276,000	-
Penalty and Interest - Delinquent Property Taxes	6050	352,541	409,310	395,476	385,000	385,000	-
Sales Tax	6101	62,313,269	64,549,831	67,440,546	71,258,489	73,610,019	3.3
Mixed Beverage Tax	6115	1,295,745	1,334,638	1,431,793	1,431,000	1,473,930	3.0
Bingo Tax	6116	267,189	269,307	231,039	250,000	250,000	-
<b>TOTAL TAXES</b>		<b>119,035,952</b>	<b>122,406,450</b>	<b>129,828,610</b>	<b>136,215,071</b>	<b>144,851,948</b>	<b>6.3</b>
<b>FRANCHISE FEES/RIGHT OF WAY</b>							
Suddenlink Cable Franchise	6102	1,194,286	1,199,805	1,882,925	1,912,000	1,470,970	(23.1)
Xcel Power Franchise	6103	2,399	28,069	11,917	169,500	165,935	(2.1)
Atmos Gas Utility Franchise	6105	1,311,906	1,519,515	2,546,208	2,380,000	2,572,813	8.1
South Plains Electric Cooperative Franchise	6107	696,092	718,915	1,474,382	1,632,000	1,962,656	20.3
West Texas Gas	6110	7,946	11,542	13,805	12,200	13,956	14.4
In Lieu of Franchise	6052	14,429,465	14,495,686	18,271,576	20,001,557	19,088,298	(4.6)
Telecommunications Right-of-Way	6125	1,990,350	1,630,723	2,906,438	2,920,000	2,596,327	(11.1)
<b>TOTAL FRANCHISE FEES/RIGHT OF WAY</b>		<b>19,632,445</b>	<b>19,604,254</b>	<b>27,107,249</b>	<b>29,027,257</b>	<b>27,870,955</b>	<b>(4.0)</b>
<b>LICENSES AND PERMITS</b>							
Mixed Beverage Permit	6201	86,315	103,160	86,635	107,000	86,000	(19.6)
Late Night Mixed Beverage Permit	6202	6,075	7,425	5,775	7,400	5,700	(23.0)
Catering Mixed Beverage Permit	6203	6,500	7,250	10,795	7,250	6,800	(6.2)
Cartage Mixed Beverage Permit	6204	540	590	440	565	565	-
Food Establishment Permit	6206	341,537	364,204	391,080	443,000	540,200	21.9
Swimming Pool Permit	6207	83,475	88,325	91,428	93,142	94,070	1.0
Food Truck Permit	6211	5,750	3,750	5,250	3,750	5,500	46.7
Chauffeur's License	6212	1,250	-	-	-	-	-
Coin Operated Machine Permit	6214	49,360	48,590	58,800	81,000	84,125	3.9
Vehicle for Hire Permit	6216	6,605	6,830	5,605	6,200	6,300	1.6
Tow Truck Permit	6217	3,345	3,120	2,960	3,040	3,310	8.9
Bicycle and Scooter Sharing	6219	-	-	-	1,500	750	-
Underground Storage Tank Inspection Permit	6220	2,220	1,415	1,470	3,070	3,070	-
Photographer's Permit	6221	-	-	-	-	2,400	-
Building Permit	6222	1,477,042	1,262,966	893,317	1,515,000	1,500,000	(1.0)
Electrical Construction Permit	6223	392,006	350,368	288,659	355,000	355,000	-
Plumbing Construction Permit	6224	429,212	407,629	337,640	429,000	429,000	-
Mechanical Construction Permit	6225	330,297	331,162	286,634	331,000	334,325	1.0
Peddler Permit	6226	-	145	-	-	-	-
Outside Promotional Sales Permit	6227	14,645	16,290	13,985	15,600	15,600	-
Charitable Solicitation Permit	6228	2,180	2,655	2,910	2,800	3,580	27.9
Rabies Vaccination Permit	6230	6,830	7,475	4,759	4,900	4,900	-
Land Use License	6232	25,181	19,234	22,706	19,600	19,600	-
Land Abandonment and Closure License	6233	8,877	8,250	7,213	8,100	8,100	-
Loading Zone Permit	6234	800	-	800	550	550	-
Recreational Street Use Permit	6235	20,287	19,241	18,735	19,000	19,020	0.1
Fire Works Permit	6236	460	575	575	575	575	-
Oil and Gas Permit	6237	-	2,500	-	-	-	-
Contractor Registration Permit	6240	85,025	82,500	73,805	75,000	75,000	-
Grease Hauling Permit	6243	3,160	4,700	5,150	5,000	5,000	-
Body Art/Piercing Permit	6244	7,150	13,613	10,063	17,850	17,850	-
Food Protection Certificate	6245	9,700	-	-	1,600	2,800	75.0
False Alarm Permit	6246	120,625	66,725	57,605	75,000	81,600	8.8
Smoking Permit	6248	9,542	12,829	11,867	14,000	14,000	-
Ice Cream Vendor Permit	6249	1,320	1,580	2,560	2,000	2,000	-
Barricade Permit	6250	1,260	1,110	12,634	1,000	1,000	-
Public Interactive Water Feature	6251	450	-	1,100	900	900	-
Environmental Health Plan Review	6252	29,353	32,900	32,800	43,564	44,871	3.0
Inflatables Permit	6253	875	600	775	740	750	1.4
<b>TOTAL LICENSES AND PERMITS</b>		<b>3,569,250</b>	<b>3,279,705</b>	<b>2,746,529</b>	<b>3,694,696</b>	<b>3,774,811</b>	<b>2.2</b>
<b>INTERGOVERNMENTAL REVENUE</b>							
Grant - PD JLEO	6342	-	13,686	10,278	13,920	-	(100.0)
DEA/ATF/FBI Reimbursements	6343	-	-	46,203	44,000	44,000	-
Library - County	6339	203,218	216,573	198,552	197,760	198,870	0.6
Vector Control - County	6340	150,627	152,719	150,326	138,619	138,619	-
State Law Enforcement Training Grant	6356	76,528	22,619	15,450	10,000	15,000	50.0
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>		<b>430,373</b>	<b>405,597</b>	<b>420,809</b>	<b>404,299</b>	<b>396,489</b>	<b>(1.9)</b>

# General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Re-forecasted	Budget	% Change
FEES FOR SERVICE	Number	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Re-forecasted
<b>Development Services Fees</b>							
Zoning Change	6401	94,297	84,941	89,392	91,600	91,600	-
Planning and Zoning	6402	-	-	-	-	-	-
Sale of Map	6403	14	74	9	40	40	-
Tax Certificate	6408	24,759	22,662	24,792	23,500	23,500	-
Zoning Plat	6412	111,611	100,460	112,818	113,500	113,500	-
Zoning Copy	6413	50	40	258	40	40	-
<b>General Government Fees</b>							
Returned Check	6410	1,446	520	420	608	608	-
Library Copy	6411	20,857	24,185	22,923	24,000	24,000	-
Weed Lien	6414	90,093	142,940	168,475	155,000	155,000	-
<b>City Secretary Fees</b>							
City Secretary Copy	6405	220	-	-	-	-	-
Public Notarization	6419	476	348	372	360	360	-
Birth and Death Certificate	6501	341,680	328,599	344,177	366,000	313,000	(14.5)
<b>Public Health Fees</b>							
Reinspection/Repeat Violation Fee	6210	630	1,168	2,750	3,000	3,000	-
Annual Pool School	6429	4,500	3,930	3,830	3,900	3,900	-
Health Department Duplicate Permit	6432	250	3,639	375	250	275	10.0
Group Housing Safety Inspection	6434	1,200	1,100	1,900	1,700	1,700	-
Health Department Late Payment	6435	10,970	13,950	11,100	15,200	15,200	-
Miscellaneous Health	6514	47	70	84	60	67	11.7
Health Department	6517	38,785	33,952	48,180	45,000	45,000	-
<b>Animal Shelter Fees</b>							
Pet Adoption	6241	33,305	45,171	34,375	35,800	35,800	-
Animal Shelter	6502	67,800	68,863	36,763	52,800	119,175	125.7
Animal Services Quarantine Processing	6533	19,057	21,080	12,065	16,000	16,000	-
<b>Public Safety Fees</b>							
Mowing Administration	6122	106,218	43,500	72,208	57,000	57,000	-
Cost of Court	6415	161,588	151,900	181,149	166,000	166,000	-
Citation Dismissal	6421	462,647	421,745	353,936	311,000	273,700	(12.0)
Court Time Payment	6428	37,894	37,657	52,796	55,000	48,000	(12.7)
Code Enforcement Training	6430	2,165	2,140	2,435	2,100	2,200	4.8
Foster Home Safety Inspection	6433	8,790	7,100	5,906	7,300	7,300	-
Fire Inspection	6436	29,000	25,500	22,975	110,000	157,200	42.9
Open Burning	6437	350	-	-	-	-	-
Crossing Guard	6446	31,018	32,571	30,487	31,500	31,500	-
Police Accident Report	6450	49,911	45,286	42,088	36,669	31,474	(14.2)
Police Record Check	6452	1,550	1,310	1,430	1,300	1,370	5.4
Police Fingerprinting	6456	4,680	4,080	2,150	4,100	4,100	-
Fire Classroom	6459	6,500	6,256	8,000	6,200	6,200	-
Junk Vehicle Towing	6461	12,299	33,634	26,355	29,000	29,000	-
Demolition Lien	7501	7,988	2,000	-	1,000	1,000	-
<b>Public Works Fees</b>							
Parking Sign	6439	3,800	-	850	425	425	-
Residential Parking	6441	1,536	1,295	1,705	1,500	1,500	-
Paving Cuts	6470	3,962	10,341	16,801	7,100	10,000	40.8
Strt Light Developers	6475	-	150	-	-	-	-
Engineering Review	7507	180,174	162,176	180,524	174,000	174,000	-
General Consumer Landfill Surcharge	6630	-	-	4,897,425	5,186,767	5,237,892	1.0
Solid Waste Municipal Disposal	6631	-	-	507,859	515,177	515,177	-
Recycled Products	7201	-	-	116,999	103,562	105,000	1.4
General Consumer Metered	7523	-	-	17,122,888	17,545,966	17,791,231	1.4
Municipal Metered	7530	-	-	122,036	107,830	107,830	-
<b>Cultural and Recreational Fees</b>							
Kickball Registration	6442	9,437	6,324	4,475	3,160	3,160	-
Test Proctoring	6444	2,216	1,488	2,352	2,200	2,200	-
Interlibrary Loan	6448	1,945	2,329	2,430	2,300	2,300	-
Swimming Pool Admission	6541	82,475	78,411	72,594	84,645	84,709	0.1
Swimming Pool Instruction	6542	8,259	7,270	7,354	10,820	10,820	-
Swimming Pool Concessions	6543	35,771	36,080	36,936	36,000	36,000	-
Swimming Pool Rental	6544	20,789	24,040	21,193	29,800	29,800	-
Joyland Lease Agreement	6547	38,333	38,333	38,333	38,333	38,333	-
Recreational Room Rental	6548	84,955	82,516	83,818	84,000	84,000	-
Indoor Recreational Class	6549	288,987	291,533	285,103	290,000	287,178	(1.0)
Food Truck Permit	6540	-	-	3,129	500	500	-
Park Usage Fee	6550	100	15,850	13,700	15,000	15,000	-
Park Vendor Commissions	6555	106	950	700	825	825	-
Parks and Recreation Special Events	6557	7,705	12,416	14,096	13,800	13,800	-
Basketball League Registration	6558	4,698	1,635	8	1,600	3,120	95.0
Volleyball League Registration	6559	15,353	16,019	12,288	14,500	14,500	-

# General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Re-forecasted	Budget	% Change
	Number	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Re-forecasted
<b>FEES FOR SERVICE</b>							
Softball League Registration	6561	111,209	92,769	91,410	92,000	92,000	-
Field Reservation	6562	83,634	67,773	78,854	73,000	75,000	2.7
Municipal Athletic Field User	6563	71,529	68,826	70,522	70,000	70,000	-
Adult Baseball League Registration	6564	3,222	1,026	-	-	-	-
Tennis Lesson	6565	20,555	20,809	26,756	22,700	22,700	-
Tennis Tournament	6566	558	395	623	500	500	-
Tennis Center Concessions and Pro Shop	6567	1,000	1,000	1,030	1,000	1,000	-
Tennis Center Ball Machine Rental	6568	2,093	2,275	2,980	2,400	2,400	-
Tennis League Registration	6569	4,268	4,009	4,939	4,400	4,400	-
Tennis Center Court	6570	6,881	8,607	7,852	7,800	7,800	-
Tennis Center Membership	6571	5,653	6,763	6,200	6,300	6,200	(1.6)
Outdoor Recreation Concessions	6572	77,590	67,996	57,680	63,000	63,000	-
Model Airport User	6573	55	36	10	-	-	-
Show Wagon Rental	6575	23,850	16,750	23,275	21,000	21,000	-
Flag Football Registration	6576	5,927	7,200	188	4,400	4,400	-
Recreational Equipment Rental	6577	19,665	8,840	13,335	10,800	10,800	-
Softball Tournament	6579	9,530	8,875	100	4,400	4,400	-
Senior Center Computer Class	6621	240	570	570	-	-	-
Outdoor Recreation Advertising	6625	5,950	3,554	-	1,700	1,700	-
<b>Museum Fees</b>							
Buddy Holly Center Merchandise Sales	6530	59,483	66,284	67,997	68,000	68,000	-
Garden and Arts Center Merchandise Sales	6546	1,090	1,223	765	1,000	1,000	-
Buddy Holly Gift Shop Merchandise	6591	45,478	44,638	54,478	49,500	49,500	-
Garden and Arts Center Special Events	6593	5,425	5,275	5,685	5,500	5,500	-
Buddy Holly Center Class	6594	3,885	3,271	2,603	2,900	2,900	-
Buddy Holly Center Rental	6595	1,355	1,505	1,905	1,700	1,700	-
Buddy Holly Center Tour	6596	1,218	1,455	2,013	1,500	1,500	-
Buddy Holly Center Admission	6597	91,116	103,196	104,125	104,000	104,000	-
Buddy Holly Center Consignments	6598	7,981	10,237	8,811	9,500	9,500	-
Buddy Holly Center Membership	6599	1,995	2,286	1,505	1,900	1,900	-
Silent Wings Group Tour	7674	35,852	40,950	40,381	40,000	40,000	-
Silent Wings Gift Shop Merchandise Sales	7675	26,157	28,606	30,666	32,000	32,000	-
Silent Wings Facility Rental	7676	2,825	3,340	3,499	3,500	3,500	-
Silent Wings Class	7694	2,047	3,055	2,785	2,600	2,600	-
Silent Wings Research Services	7695	80	430	142	200	200	-
Silent Wings Membership	7696	5,050	4,740	4,290	4,300	4,300	-
<b>TOTAL FEES FOR SERVICES</b>		<b>3,319,688</b>	<b>3,210,087</b>	<b>26,000,536</b>	<b>26,749,837</b>	<b>27,068,510</b>	<b>1.2</b>
<b>FINES</b>							
Municipal Court Fines	6701	2,799,943	2,642,227	3,011,768	2,860,000	2,840,000	(0.7)
Library Fines	6702	86,768	74,268	77,124	77,000	77,000	-
<b>TOTAL FINES</b>		<b>2,886,710</b>	<b>2,716,495</b>	<b>3,088,892</b>	<b>2,937,000</b>	<b>2,917,000</b>	<b>(0.7)</b>
<b>INTEREST EARNINGS</b>							
Interest on Investments	6802	195,037	319,560	632,620	1,174,317	1,033,000	(12.0)
Interest on Bank Accounts	6803	7,237	8,465	30,838	-	-	-
Interest on Account Notes	6804	-	1,242	-	-	-	-
Interest Tax Notes	6854	-	15,666	47,063	-	-	-
<b>TOTAL INTEREST EARNINGS</b>		<b>202,274</b>	<b>344,933</b>	<b>710,521</b>	<b>1,174,317</b>	<b>1,033,000</b>	<b>(12.0)</b>
<b>RECOVERIES OF EXPENDITURES</b>							
Health - Medicaid	6510	-	-	-	-	40,000	-
Tow Truck Cost Recovery	7002	199,950	276,000	276,000	276,000	276,000	-
Recovery of Indirect Cost	7006	51,000	61,000	41,000	51,000	51,000	-
Recovery of Miscellaneous Expenses	7011	10,339	9,782	22,090	10,000	10,000	-
Recovery of Discounts	7012	105	140	5,547	-	-	-
Restitution/New Sub City Engineer	7024	-	940	801	-	-	-
Subrogation	7510	228,494	161,553	174,040	75,000	75,000	-
Recovery of Outside Work	7517	131,697	95,417	71,132	105,000	105,000	-
Signs for New Subdivisions	7581	12,000	15,800	20,000	18,000	18,000	-
TxDOT Signal Maintenance Agreement	7594	86,453	71,807	99,160	99,160	106,660	7.6
Recovery of Weed Mowing Cost	7599	29,460	12,689	23,790	20,500	20,500	-
MPO Congestion Management Study	7614	7,000	7,000	7,000	-	3,010	-
Texas Tech Signal Maintenance Agreement	7615	12,720	12,756	12,740	12,720	12,740	0.2
TxDOT TMC and Fiber Maintenance Agreement	7617	78,389	89,516	70,303	82,040	82,040	-
<b>TOTAL RECOVERIES OF EXPENDITURES</b>		<b>847,608</b>	<b>814,399</b>	<b>823,603</b>	<b>749,420</b>	<b>799,950</b>	<b>6.7</b>

# General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Re-forecasted	Budget	% Change
	Number	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Re-forecasted
<b>OTHER REVENUE</b>							
Oil and Gas Royalties	6238	31,806	31,384	415,899	425,301	475,212	11.7
In Lieu of Property	6051	9,112,135	10,520,108	9,788,019	10,560,819	10,720,036	1.5
Wireless Communications	6472	-	-	-	30,000	30,000	-
Land and Lease Rent	6902	7,473	5,738	3,728	4,700	4,700	-
Building/Agricultural Rent	6919	-	-	89,291	-	-	-
Sale of Abandoned and Closed Streets and Alleys	7102	680	12,919	33,117	19,500	19,500	-
Sale of Surplus Equipment	7104	94,504	-	-	-	-	-
Sale of Land/Buildings	7107	41,575	22,000	579	600	600	-
Sale of Miscellaneous Art at Municipal Museums	7111	3,385	7,130	1,781	2,500	2,500	-
Sale of Scrap Metal	7112	258	8,810	18,672	7,300	7,300	-
Vending Machine Commissions	7573	17,318	15,566	15,661	15,600	15,600	-
Bond Revenue-Sale of Bonds	7801	-	-	-	-	-	-
Miscellaneous Other General Fund Revenue	7681	105,129	133,267	183,065	125,500	125,500	-
<b>TOTAL OTHER REVENUE</b>		<b>9,414,262</b>	<b>10,756,920</b>	<b>10,549,812</b>	<b>11,191,820</b>	<b>11,400,948</b>	<b>1.9</b>
<b>TRANSFERS</b>							
Transfers from Special Revenue Fund	7903	149,860	149,860	-	-	-	-
Transfers from LP&L	7918	1,123,599	1,066,407	1,135,647	1,155,378	1,266,838	9.6
Transfers from Water Fund	7924	1,763,000	1,700,086	1,734,057	-	-	-
Transfers from Wastewater Fund	7931	491,484	615,024	685,992	-	-	-
Transfers from Water/Wastewater Fund	7932	-	-	-	2,620,151	2,429,407	(7.3)
Transfers from Solid Waste	7937	983,052	982,761	9,987,288	-	-	-
Transfers from Airport Fund	7941	1,684,171	1,751,227	1,795,178	1,855,620	1,999,528	7.8
Transfers from Risk Fund	7949	-	-	-	-	169,300	-
Transfers from Storm Water	7973	510,219	524,679	939,741	622,795	739,480	18.7
<b>TOTAL TRANSFERS</b>		<b>6,705,385</b>	<b>6,790,044</b>	<b>16,277,903</b>	<b>6,253,944</b>	<b>6,604,553</b>	<b>5.6</b>
<b>TOTAL REVENUE SOURCES</b>		<b>166,043,946</b>	<b>170,328,885</b>	<b>217,554,464</b>	<b>218,397,661</b>	<b>226,718,164</b>	<b>3.8</b>
Use of Excess Reserves		3,516,967	(524,679)	-	6,459,263	3,465,405	-
<b>TOTAL FUNDING SOURCES</b>		<b>\$ 169,560,913</b>	<b>\$ 169,804,206</b>	<b>217,554,464</b>	<b>224,856,924</b>	<b>230,183,569</b>	<b>2.4</b>



# Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Actual 2017-18	Amended 2018-19	Budget 2019-20	\$ Change from Amended
Environmental Health	Café Permits Food Risk Category 1	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	125.00	150.00	200.00	50.00
Environmental Health	Café Permits Food Risk Category 2	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	200.00	250.00	300.00	50.00
Environmental Health	Café Permits Food Risk Category 3	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	300.00	350.00	400.00	50.00
Environmental Health	Café Permits Food Risk Category 4	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	400.00	450.00	500.00	50.00
Environmental Health	Café Permits Food Processing- Manufacturing/Warehousing 0-1,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	150.00	175.00	200.00	25.00
Environmental Health	Café Permits Food Processing- Manufacturing/Warehousing 1,001-5,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	200.00	250.00	300.00	50.00
Environmental Health	Café Permits Food Processing- Manufacturing/Warehousing 5,001-10,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	300.00	350.00	400.00	50.00
Environmental Health	Café Permits Food Processing- Manufacturing/Warehousing >10,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	400.00	450.00	500.00	50.00
City Secretary	Coin Operated Machine Permit- Background Check (New)	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. The background check fee will be charged per person.	0.00	0.00	50.00	50.00
City Secretary	Coin Operated Machine Permit- 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	500.00	750.00	250.00
City Secretary	Coin Operated Machine Permit- Late Fee (New)	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. Any permit submitted to our office after December 31 will be charged an additional late fee.	0.00	0.00	100.00	100.00
City Secretary	Coin Operated Machine Permit- Switching of Local Agent (New)	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. Any Game Room Permit that needs to switch the Local Agent on their application will be charged a fee.	0.00	0.00	25.00	25.00
City Secretary	Coin Operated Machine Permit- Release of Machine Fee (Per Machine) (New)	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. This fee will be charged per machine for any machine sealed by the chief of police to be unsealed.	0.00	0.00	5.00	5.00
City Secretary	Application fee for ambulance permit - Transfer Ambulance	6216	Revenue derives from fees for ambulance permit applications for operation within the city's corporate limits.	75.00	75.00	100.00	25.00
City Secretary	Application fee for ambulance permit - Emergency Ambulance	6216	Revenue derives from fees for ambulance permit applications for operation within the city's corporate limits.	75.00	75.00	100.00	25.00

# Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Actual 2017-18	Amended 2018-19	Budget 2019-20	\$ Change from Amended
City Secretary	Tow Truck Permit - Driver	6217	Revenue derives from fees for tow truck permit applications for operation within the city's corporate limits.	15.00	15.00	20.00	5.00
City Secretary	Processing fee for tow truck permit application	6217	Revenue derives from fees for tow truck permit applications for operation within the city's corporate limits.	20.00	20.00	25.00	5.00
City Secretary	Charitable Solicitations Permit-Renewal Fee	6228	In order to conduct a charitable solicitations campaign within the city limits, the person, organization, society, association, or corporation conducting the campaign is required to register the campaign. A renewal registration will only be issued within one year from the original registration expiration date and upon payment of a renewal fee.	35.00	35.00	45.00	10.00
City Secretary	Charitable Solicitations Permit-New Permit Fee	6228	In order to conduct a charitable solicitations campaign within the city limits, the person, organization, society, association, or corporation conducting the campaign is required to register the campaign.	50.00	50.00	60.00	10.00
City Secretary	Public Right of Way Permits-Noise / Repetitive Days (each additional day)	6235	Revenue is from parade permits, circus permits, and loudspeaker permits.	\$100 first 2 days) + \$15 each additional day	\$100 first 2 days) + \$15 each additional day	\$100 first 2 days) + \$25 each additional day	10.00
Fire Prevention	Fire Inspections Fee - Fire Alarm	6436	Fees collected for fire alarm, <del>fire sprinkler</del> fire automatic extinguishing system permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	40.00	.01 per square foot of area covered by system; min of \$100	No change in rate	-
Fire Prevention	Fire Inspections Fee - <del>Sprinkler</del> Fire Automatic Extinguishing System	6436	Fees collected for fire alarm, <del>fire sprinkler</del> fire automatic extinguishing system permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	40.00	.01 per square foot of area covered by system; min of \$101	No change in rate	-
Fire Prevention	Fire Inspections Fee - Hydrant Flow	6436	Fees collected for fire alarm, <del>fire sprinkler</del> fire automatic extinguishing system permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	40.00	120.00	No change in rate	-
Fire Prevention	Fire Inspections Fee for Hospitals	6436	Fees collected for fire alarm, <del>fire sprinkler</del> fire automatic extinguishing system permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	275.00	\$4 per bed; \$275 min charge	No change in rate	-
Fire Prevention	Fire Inspections Fee for Nursing Homes	6436	Fees collected for fire alarm, <del>fire sprinkler</del> fire automatic extinguishing system permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	275.00	\$4 per bed; \$275 min charge	No change in rate	-
Fire Prevention	Resubmittal of plans after rejection fee	6436	Fees collected for fire alarm, <del>fire sprinkler</del> fire automatic extinguishing system permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	0.00	0.015 per square foot of area covered by system; min of \$100	No change in rate	-

# Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Actual 2017-18	Amended 2018-19	Budget 2019-20	\$ Change from Amended
Fire Prevention	Reinspection fee after failed acceptance inspection for alarms and <del>sprinkler fire automatic extinguishing system</del> <b>fire automatic extinguishing system</b>	6436	Fees collected for fire alarm, <del>fire-sprinkler fire automatic extinguishing system</del> permit, and hydrant flow testing as well as hospital and nursing home inspection services provided by the Fire Marshal's Office.	0.00		0.015 per square foot of area covered by system; min of \$100 No change in rate	-
Fire Prevention	Fee for fire final inspection (New)	6436	Fees collected for fire alarm, fire automatic extinguishing system 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	.005 per square foot of area covered by system. Minimum charge of \$100.	-
Fire Prevention	Reinspection fee after failed fire final inspection (New)	6436	Fees collected for fire alarm, fire automatic extinguishing system 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	.010 per square foot of area covered by system. Minimum charge of \$100.	-
Fire Prevention	Game Room permit inspection and reinspection fee (New)	6436	Fee is to recover some of the inspectors time and reduce re-inspections for this annual permit inspection.	0.00	0.00	100.00	100.00
Fire Prevention	Day Care annual inspection and reinspection fee (New)	6436	Fee is to recover some of the inspectors time and reduce re-inspections for this annual permit inspection.	0.00	0.00	100.00	100.00
Animal Services	Animal Shelter Receiving-Owner Surrender Fee (New)	6502	Fee to surrender owned single dogs, cats or other animal.	0.00	0.00	30.00	30.00
Animal Services	Animal Shelter Receiving Processing Fee- Outside City Limits	6502	Fee for impoundment, boarding, humane euthanasia, rabies vaccination, micro chip implant, and animal drop off from citizens residing outside the City limits.	20.00	20.00	50.00	30.00
Animal Services	Animal Shelter Receiving Processing Fee- Outside County limits (New)	6502	Fee for impoundment, boarding, humane euthanasia, rabies vaccination, micro chip implant, and animal drop off from citizens residing outside the County limits.	0.00	0.00	75.00	75.00
Indoor Recreation	Instruction/Classes: All Camps Scholarship Weekly Fee	6549	Fees from all Indoor Recreational Camps based on scholarship weekly fee rate.	37.50	37.50	20.00	-17.50
Outdoor Recreation	Soccer field reservation fee for a tournament - synthetic turf; per day and per field. (New)	6562	Fees from rental of synthetic turf soccer fields for a tournament. (per day, per field)	0.00	0.00	200.00	200.00
Outdoor Recreation	Soccer field reservation fee for a tournament - grass; per day and per field (New)	6562	Fees from rental of grass soccer fields for a tournament. (per day, per field)	0.00	0.00	100.00	100.00
Outdoor Recreation	Soccer field reservation fee for practice or other games - synthetic turf; per hour and per field (New)	6562	Fees from rental of synthetic turf soccer fields for practice and/or other games. (per hour, per field)	0.00	0.00	50.00	50.00
Outdoor Recreation	Soccer field reservation fee for practice or other games - grass; per day and per field (New)	6562	Fees from rental of grass soccer fields - practice/other games. (per hour, per field)	0.00	0.00	25.00	25.00
Cultural Arts	Commercial Filming, Photography & Sound Recording Fee (New) - Per occurrence	6221	Fee for requests for filming, photographing and sound recording by commercial documentarians per visit/event	0.00	0.00	600.00	600.00

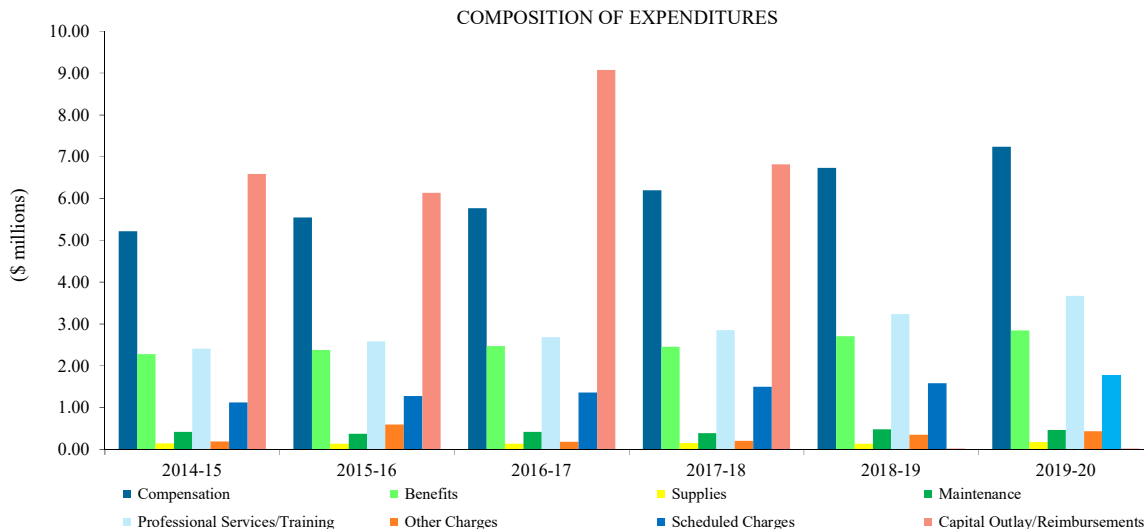
# Appropriation Summary

	Actual	Actual	Actual	Amended	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
City Attorney	\$ 1,978,305	2,121,797	2,100,325	2,112,887	2,253,917	6.7
City Council	294,769	291,605	526,754	621,240	602,310	(3.0)
City Manager	1,070,107	1,235,860	1,303,079	1,599,596	1,782,502	11.4
City Secretary	1,121,071	1,198,690	1,147,707	1,323,600	1,558,148	17.7
Facilities Management	2,911,246	3,011,772	3,098,866	3,460,599	3,776,586	9.1
Finance	2,543,092	2,627,312	2,914,760	3,003,658	3,027,379	0.8
Human Resources	504,579	496,688	544,897	597,430	844,313	41.3
Internal Audit	405,525	221,288	321,411	325,491	322,166	(1.0)
Non Departmental	7,688,297	10,399,218	8,060,103	1,562,100	1,666,951	6.7
Comm. & Marketing and Call Center	505,832	505,200	549,193	662,403	812,197	22.6
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>19,022,824</b>	<b>22,109,430</b>	<b>20,567,095</b>	<b>15,269,004</b>	<b>16,646,470</b>	<b>9.0</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	3,536,426	3,747,346	3,596,860	3,832,133	3,784,137	(1.3)
Cultural Arts	1,200,937	1,207,779	1,225,146	1,290,922	1,187,336	(8.0)
Parks and Recreation	9,382,372	10,035,133	10,180,049	11,452,942	11,761,803	2.7
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>14,119,735</b>	<b>14,990,257</b>	<b>15,002,055</b>	<b>16,575,996</b>	<b>16,733,276</b>	<b>0.9</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	1,963,520	1,935,885	2,241,985	2,482,186	2,425,107	(2.3)
Codes & Environmental Health	2,495,132	2,668,271	2,803,662	3,064,441	3,111,977	1.6
Planning	655,115	703,361	816,111	869,149	942,781	8.5
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>5,113,767</b>	<b>5,307,516</b>	<b>5,861,759</b>	<b>6,415,776</b>	<b>6,479,865</b>	<b>1.0</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	1,320,921	1,217,229	1,329,872	833,777	745,698	(10.6)
Solid Waste	-	-	15,580,975	15,746,249	18,798,173	19.4
Streets	2,574,389	2,429,462	4,100,862	4,841,360	4,751,081	(1.9)
Traffic	3,520,077	3,363,994	3,723,324	3,705,119	3,701,957	(0.1)
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>7,415,387</b>	<b>7,010,685</b>	<b>24,735,033</b>	<b>25,126,505</b>	<b>27,996,908</b>	<b>11.4</b>
<b>PUBLIC SAFETY</b>						
Animal Services	1,779,703	1,955,884	2,068,966	2,181,569	2,299,090	5.4
Fire	46,395,421	48,137,648	51,468,455	54,149,059	55,055,882	1.7
Municipal Court	1,773,689	1,743,099	1,859,530	1,981,501	1,989,614	0.4
Police	58,507,372	60,992,588	64,563,991	69,566,086	71,647,394	3.0
Public Health	1,326,785	1,394,980	1,335,902	1,574,604	1,711,538	8.7
<b>TOTAL PUBLIC SAFETY</b>	<b>109,782,971</b>	<b>114,224,198</b>	<b>121,296,844</b>	<b>129,452,820</b>	<b>132,703,518</b>	<b>2.5</b>
<b>OTHER</b>						
Transfer to Grants	473,941	410,193	46,837	60,766	-	(100.0)
Transfer to CIP (Cash)	10,210,298	4,730,868	9,120,460	12,581,062	12,097,594	(3.8)
Transfer to Storm Water CIP	-	-	-	-	-	-
Transfer to Citibus	2,247,383	2,247,383	2,647,383	2,997,383	3,258,473	8.7
Transfer to Cemetery	350,181	315,203	200,000	226,971	354,223	56.1
Transfer to Gateway	-	-	7,958,273	8,383,611	7,890,457	(5.9)
Transfer to North & East Lubbock	-	-	-	-	-	-
Neighborhood & Infrastructure Fund	-	-	282,811	310,147	374,229	20.7
Transfer to CBD TIF	-	-	91,498	69,300	53,461	-
Transfer to Civic Centers	672,632	660,612	-	-	-	-
Transfer to Fleet CIP (Vehicles)	-	-	1,378,174	4,043,880	2,459,510	(39.2)
Transfer to LP&L -CT (Solid Waste)	-	-	185,383	81,198	-	(100.0)
Transfer to LP&L - CIS Debt (SW)	-	-	2,899	108,387	-	(100.0)
Transfer to LP&L - Collections (SW)	-	-	-	934,309	-	(100.0)
Transfer to Debt Service Fund	-	-	2,420,614	2,242,810	-	(100.0)
Transfer to Economic Development Fund	-	-	-	-	62,000	-
Bond Sale Charges	-	47,150	51,354	-	-	-
Motor Vehicles Capital Outlay	-	-	-	-	-	-
Transfer to Internal Service Fund	-	-	-	-	-	-
<b>TOTAL OTHER</b>	<b>13,954,436</b>	<b>8,411,409</b>	<b>24,385,686</b>	<b>32,039,824</b>	<b>26,549,947</b>	<b>(17.1)</b>
<b>TOTAL</b>	<b>\$ 169,409,120</b>	<b>172,053,496</b>	<b>211,848,472</b>	<b>224,879,924</b>	<b>227,109,985</b>	<b>1.0</b>
Compensation Adjustment	-	-	-	-	3,156,530	-
<b>TOTAL</b>	<b>\$ 169,409,120</b>	<b>172,053,496</b>	<b>211,848,472</b>	<b>224,879,924</b>	<b>230,266,515</b>	<b>2.4</b>

# Position History by Department

	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>ADMINISTRATIVE SERVICES</b>						
City Attorney	16	16	16	16	16	-
City Council	-	-	3	3	3	-
City Manager	7	7	9	9	9	-
City Secretary	12	12	9	10	10	-
Facilities Management	16	17	17	17	17	-
Finance	30	31	31	31	31	-
Human Resources	6	6	6	6	9	3
Internal Audit	3	3	3	3	3	-
Non Departmental	-	-	-	-	-	-
Comm. & Marketing and Call Center	7	7	8	8	10	2
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>97</b>	<b>99</b>	<b>102</b>	<b>103</b>	<b>108</b>	<b>5</b>
<b>CULTURAL &amp; RECREATION SVCS</b>						
Library	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks	80	80	79	79	81	2
<b>TOTAL CULTURAL &amp; RECREATION SVCS</b>	<b>125</b>	<b>125</b>	<b>124</b>	<b>124</b>	<b>126</b>	<b>2</b>
<b>DEVELOPMENT SERVICES</b>						
Building Safety	24	26	30	30	30	-
Codes & Environmental Health	32	33	35	37	38	1
Planning	7	7	7	8	10	2
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>63</b>	<b>66</b>	<b>72</b>	<b>75</b>	<b>78</b>	<b>3</b>
<b>PUBLIC WORKS/SOLID WASTE</b>						
Engineering	17	16	16	45	45	-
Solid Waste	-	-	94	96	97	1
Streets	36	36	50	52	52	-
Traffic	37	37	35	34	34	-
<b>TOTAL PUBLIC WORKS/SOLID WASTE</b>	<b>90</b>	<b>89</b>	<b>195</b>	<b>227</b>	<b>228</b>	<b>1</b>
<b>PUBLIC SAFETY</b>						
Animal Services	24	24	25	25	25	-
Fire	429	429	434	435	438	3
Municipal Court	20	20	19	21	21	-
Police	545	544	555	565	577	12
Public Health	23	23	23	24	27	3
<b>TOTAL PUBLIC SAFETY</b>	<b>1,041</b>	<b>1,040</b>	<b>1,056</b>	<b>1,070</b>	<b>1,088</b>	<b>18</b>
<b>TOTAL GENERAL FUND</b>	<b>1,416</b>	<b>1,419</b>	<b>1,549</b>	<b>1,599</b>	<b>1,628</b>	<b>29</b>

# General Fund - Administrative Services



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 5,545,431	5,768,026	6,195,264	6,736,757	7,239,665	7.5
Benefits	2,376,392	2,471,739	2,450,936	2,709,491	2,845,309	5.0
Supplies	137,580	134,440	153,281	141,291	173,841	23.0
Maintenance	376,778	420,057	385,389	484,258	467,568	(3.4)
Professional Services/Training	2,585,217	2,686,482	2,857,306	3,240,055	3,674,843	13.4
Other Charges	590,431	188,032	207,646	350,652	433,220	23.5
Scheduled Charges	1,274,207	1,363,057	1,498,299	1,584,849	1,791,627	13.0
Capital Outlay/Reimbursements	6,136,787	9,077,598	6,818,973	21,651	20,398	(5.8)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 19,022,824</b>	<b>22,109,430</b>	<b>20,567,095</b>	<b>15,269,004</b>	<b>16,646,470</b>	<b>9.0</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
City Attorney	\$ 1,978,305	2,121,797	2,100,325	2,112,887	2,253,917	6.7
City Council	294,769	291,605	526,754	621,240	602,310	(3.0)
City Manager	1,070,107	1,235,860	1,303,079	1,599,596	1,782,502	11.4
City Secretary	1,121,071	1,198,690	1,147,707	1,323,600	1,558,148	17.7
Facilities Management	2,911,246	3,011,772	3,098,866	3,460,599	3,776,586	9.1
Finance	2,543,092	2,627,312	2,914,760	3,003,658	3,027,379	0.8
Human Resources	504,579	496,688	544,897	597,430	844,313	41.3
Internal Audit	405,525	221,288	321,411	325,491	322,166	(1.0)
Non-Departmental	7,688,297	10,399,218	8,060,103	1,562,100	1,666,951	6.7
Comm. & Marketing and Call Center	505,832	505,200	549,193	662,403	812,197	22.6
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 19,022,824</b>	<b>22,109,430</b>	<b>20,567,095</b>	<b>15,269,004</b>	<b>16,646,470</b>	<b>9.0</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
City Attorney	16	16	16	16	16	-
City Council	-	-	3	3	3	-
City Manager	7	7	9	9	9	-
City Secretary	12	12	9	10	10	-
Facilities Management	16	17	17	17	17	-
Finance	30	31	31	31	31	-
Human Resources	6	6	6	6	9	3
Internal Audit	3	3	3	3	3	-
Non-Departmental	-	-	-	-	-	-
Comm. & Marketing and Call Center	7	7	8	8	10	2
<b>TOTAL STAFFING</b>	<b>97</b>	<b>99</b>	<b>102</b>	<b>103</b>	<b>108</b>	<b>5</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 2018-19

- Researched and drafted an ordinance to regulate dogs on outdoor dining patios.
- Researched and drafted an ordinance regulating game rooms.
- Researched and drafted revised City Council Rules in regard to a legislative invocation.
- Drafted a Memorandum of Understanding to facilitate transfer of City Hall to South Plains College.
- Researched, conducted, and drafted necessary documentation to reclassify park property for proposed police substation at 19<sup>th</sup> Street and Martin Luther King Blvd.

- Researched and drafted an ordinance regulating electric scooters.
- Drafted all required documents and procedures for the abandonment of the Municipal Auditorium and Coliseum.
- Drafted a Task Force Agreement for the Lubbock Police Department (LPD) to establish the Lubbock Metropolitan Special Crimes Unit.
- In 2018-2019, the City handled 60 lawsuits in-house. Five lawsuits are being handled by outside counsel.
- Drafted and submitted approximately 500 briefs to the Texas Attorney General requesting an opinion on open record requests.
- Prepared for and conducted 78 hearings to obtain orders for demolitions on substandard structures.

## Objectives for FY 2019-20

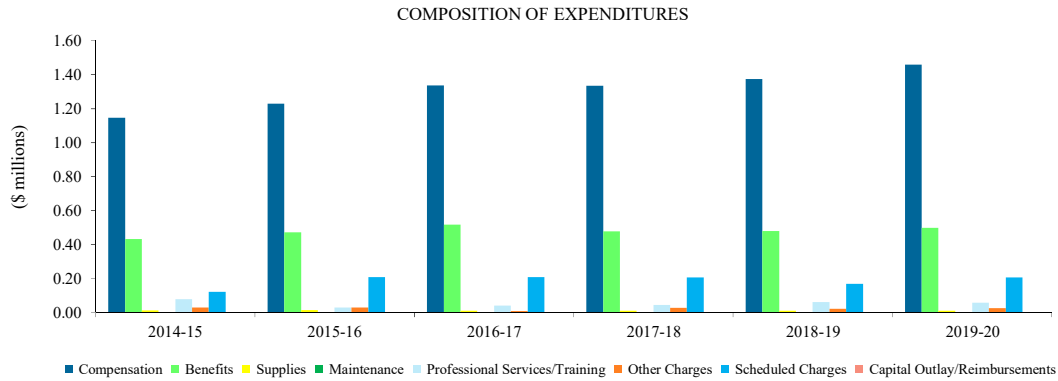
- Focus on providing high quality services to the City.
- Provide effective legal representation.

## Expenditure Overview

- Total expenditures increased by \$141 thousand, or 6.7 percent, when compared to the FY 2018-19 Operating Budget.
- Compensation increased \$83,937, or 6.1 percent, due to reclassification of positions, compensation adjustments and an increase for terminal pay.
- Benefits increased \$19,040, or 4 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$390, or 4.1 percent, due to additional office supply costs.
- Scheduled charges increased \$37,662, or 22.4 percent, due to increases in information technology services, liability insurance and telecommunication charges.



# City Attorney Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 1,228,294	1,336,856	1,335,283	1,375,412	1,459,349	6.1
Benefits	471,901	517,119	477,233	479,173	498,214	4.0
Supplies	13,585	10,518	9,783	9,618	10,008	4.1
Maintenance	-	-	-	-	-	-
Professional Services/Training	28,267	41,103	44,200	60,045	56,635	(5.7)
Other Charges	29,046	9,165	27,386	20,173	23,583	16.9
Scheduled Charges	207,211	207,036	206,439	168,466	206,128	22.4
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,978,305</b>	<b>2,121,797</b>	<b>2,100,325</b>	<b>2,112,887</b>	<b>2,253,917</b>	<b>6.7</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
City Attorney	12	16	16	16	16	-
Prosecutor	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	1
Attorney III	4
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 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 backup 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 PowerPoint and other appropriate presentations, amenities and resources, as well as 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 backup materials for the Mayor's and City Council members' appointments, appearances, and activities.

## Accomplishments for FY 2018-19

- Planned, attended, and provided staff support at several public meetings including the following:
  - Mayor's Community Engagement Task Force Meetings and Public Forums,
  - Coffee with the Mayor,
  - West Texas Mayor's Conferences,
  - 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.
- Continued to provide the City Council Office with the highest level of professional staff support during the departure, hiring, and transition of a key staff position.
- Hired new Assistant to the Mayor Position.

## Objectives for FY 2019-20

- 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 backup or supplemental resources are provided for meetings.
- Assist with and adapt staff support to the new City Council member(s) who will take office in 2020.
- Ensure a smooth transition of City Council Office operations from current City Hall to Citizens Tower.
- Maintain, and facilitate effective communications between elected officials, constituents, and the City organization.
- Provide thorough, well-researched, and informative materials and backup information for elected officials' meetings, projects, appointments, appearances, and requests.

## Expenditure Overview

- Total expenditures decreased by \$18,930, or 3.0 percent, when compared to the FY 2018-19 Operating Budget.
- Compensation decreased \$18,095, or 8.3 percent, due to a reduction in part time personnel and reclassification of positions.
- Benefits decreased \$9,695, or 6.2 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$3,190, or 11.7 percent, to accommodate supply needs of potential new council members.
- Professional Services and Training increased \$1,700, or 2.0 percent due to an increase in professional dues and

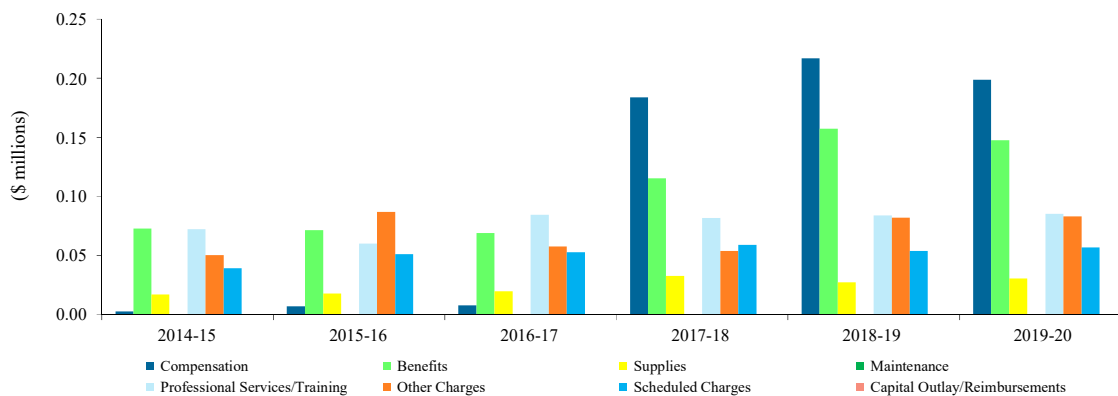
# City Council Overview

membership fees, offset slightly by a decrease in anticipated travel requirements.

- Other charges increased \$1,200, or 1.5 percent, due to an increase in computer equipment costs.
- Scheduled charges increased \$2,771, or 5.1 percent, due to an increase in liability insurance and telecommunications.

# City Council Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 7,230	7,719	183,831	216,729	198,634	(8.3)
Benefits	71,585	68,971	115,364	157,293	147,598	(6.2)
Supplies	17,797	19,898	32,877	27,330	30,520	11.7
Maintenance	-	-	-	-	-	-
Professional Services/Training	60,099	84,461	81,845	83,800	85,500	2.0
Other Charges	86,774	57,701	53,863	82,000	83,200	1.5
Scheduled Charges	51,284	52,856	58,974	54,088	56,859	5.1
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 294,769</b>	<b>291,605</b>	<b>526,754</b>	<b>621,240</b>	<b>602,311</b>	<b>(3.0)</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
City Council	-	-	3	3	3	-
<b>TOTAL STAFFING</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Document, research, and appropriately communicate citizen inquiries	2,250	1,750	3,897	3,166	3,500	10.5
Process within 24 hours (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Document and communicate appointments, meeting requests, invitations to public events	3,600	4,600	1,203	1,250	1,230	(1.6)
Process within 24 hours (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Travel arrangements	-	15	18	60	40	(33.3)
24 hours upon elected official's request or within 3 days pending the Council member's confirmation (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Organize Town Hall meetings, public forums, State of the City address, and other public engagements	2	16	51	60	60	-
Finalize arrangements within 5 working days prior to the meeting date (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Deliveries (agenda books, elected official requests, items for City business)	174	168	125	184	160	(13.0)
Same day or within 24 hours if appropriate (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Prepare proclamations, special recognitions, certificates, speeches, talking points, and correspondence	3,698	1,500	551	1,200	1,000	(16.7)
24 hours upon elected official's request, otherwise within 5 days prior to presentation deadline (Goal 100%)	-	-	100.0%	100.0%	100.0%	-

# City Council Overview

---

FULL-TIME POSITIONS	
Assistant to the City Council	1
Assistant to the Mayor	1
Chief of Staff	1
TOTAL FULL-TIME POSITIONS	<u>3</u>

# 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 2018-19

- Supported Council strategic planning efforts.
- Supported and implemented Council goals.
- Identified areas of strategic study and evaluated for implementation.
- Completed organizational re-structuring and completed the hiring of key senior management positions.
- Recruited for, and hired, a new Fire Chief.
- Began hiring process for a new Police Chief.
- Recruited for and hired a new Director of Internal Audit.
- Continued to modify and work to enhance the customer experience within Development Services.
- Continued to implement performance based accountability metrics.
- Reviewed and began implementation changes to human resource management policy and procedure.
- Adopted and began implementation of the PlanLubbock 2040 Comprehensive Plan.
- Provided support staff for the Comprehensive Plan Oversight Committee in order to implement proposed changes identified in the Comprehensive Plan.
- Began process to complete the Unified Development Code following the completion of the Comprehensive Plan.
- Began process to complete the Comprehensive Operational Analysis to identify ways to operate the local transit system in a more efficient manner that will provide the best service possible to the citizens of Lubbock.
- Identify and evaluate efforts regarding strategic water supply options and reuse alternatives.
- Continue to build a culture that will foster the delivery of excellent customer service throughout the organization.
- Increased emergency management capabilities and provided several successful activations including December snow event, multiple wind events, Final Four and National Championship events, the Mayor's Marathon and Triathlon.
- Combined water and wastewater – received 1<sup>st</sup> revenue bond rating.

# City Manager Overview

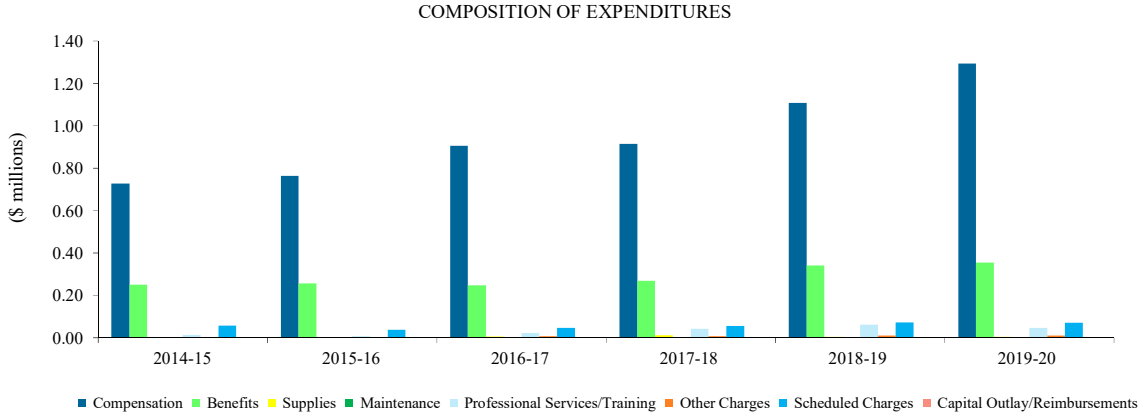
## Objectives for FY 2019-20

- Continue to support Council goals and adjust as new priorities are identified.
- Support Council strategic planning efforts.
- Continue to evaluate strategic planning opportunities and study when applicable.
- Continue to improve and expand performance based accountability metrics.
- Finalize improvements to the human resource management policies and procedures.
- Continue to provide training and resources to senior management to allow them to increase their leadership capacity and effectiveness.
- Support the work of the Comprehensive Plan Oversight Committee as they implement proposed changes identified in the Plan Lubbock 2040 Comprehensive Plan.
- Support efforts to complete the Comprehensive Operational Analysis for the local transit system.
- Continue process of completing the Unified Development Code.
- Continue to identify and evaluate efforts regarding strategic water supply and reuse alternatives.
- Continue to grow a culture that will allow the organization, as a whole, to emphasize customer service as services are delivered.
- Increase more employee engagement activities.

## Expenditure Overview

- Total expenditures increased \$182.9 thousand, or 11.4 percent, when compared to FY 2018-19 Operating Budget.
- Compensation increased by \$185.2 thousand, or 16.7 percent, due to compensation adjustments, filling the City Manager for Community Services position, in addition to an increase in part time and stability pay.
- Benefits increased \$13,980, or 4.1 percent, due to changes in compensation and an increase to health care costs, offset by a reduction in the TMRS rate.
- Supplies increased \$390, or 8.1 percent, due to an increase in office supplies.
- Professional Services and Training decreased \$14,600, or 23.5 percent, due to recruitment costs from the prior fiscal year not carrying over into the new year.
- Scheduled charges decreased \$2,062, or 2.8 percent, due to a decrease in charges for information technology services and postage, offset by an increase for liability insurance and telecommunications charges.

# City Manager Overview



	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 762,839	904,920	915,496	1,107,568	1,292,766	16.7
Benefits	255,971	247,188	268,990	340,951	354,931	4.1
Supplies	3,696	5,931	12,392	4,830	5,220	8.1
Maintenance	-	156	-	-	-	-
Professional Services/Training	7,945	23,436	42,572	62,200	47,600	(23.5)
Other Charges	1,207	7,102	8,037	11,000	11,000	-
Scheduled Charges	38,450	47,128	55,593	73,047	70,985	(2.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,070,107</b>	<b>1,235,860</b>	<b>1,303,079</b>	<b>1,599,596</b>	<b>1,782,502</b>	<b>11.4</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
City Manager	7	7	9	9	9	-
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>

## FULL-TIME POSITIONS

Administrative Asst	1
Asst City Mgr Community Svcs	1
Asst. City Mgr Develop Svcs	1
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 publications, 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.
- Process a variety of permit applications including but not limited to right-of-way, recreation, vehicle, and charitable, in a timely manner.

## Accomplishments for FY 2018-19

- Added more department users to the electronic Records Management System, and developed corresponding workflows for each department.
- Published the 2018 Annual Boards/Commissions Report.
- Supported Appointments Advisory Board.
- Completed sunset review for Boards/Commissions.
- Completed recommendations for Boards/Commissions policies and procedures, and submitted to City Council.
- Conducted Board/Commission Staff Liaison Training for City staff.
- Conducted Records Management Training for City staff.
- Successfully implemented the Texas Electronic Vital Events Registrar (TxEVER) system in Vital Statistics.
- Received the 2018 Vital Statistics Five Star Exemplary Award from the Department of State Health Services.

- Restructured and overhauled Board/Commission appointment process and transitioned to making quarterly appointments.
- Put One-Pagers on City website regarding City Boards.
- Published Board Rosters on the City website.
- Completed Permanent Documents Policy.
- Made the Citizen Portal Live with all Resolutions on the City website.
- Completed Invocation policy, compiled database of religious congregations in Lubbock, Texas and mailed out letters to 269 congregations.
- 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. Office of the City Secretary revised the application.
- Brought forward a Bike/Scooter Share Ordinance to City Council, which took effect October 2018 and developed application.
- Acknowledgement of Paternity Certification for five employees.
- Issued approximately 332 permits (right-of-way, recreation, vehicle, and charitable), 2,754 game decals; 5,306 birth records, 3,615 death records, and 884 burial transit permits.

## Objectives for FY 2019-20

- Add more department users to the electronic Records Management System, and develop corresponding workflows for each department.
- Publish the 2019 Annual Boards/Commissions Report.
- Conduct Board/Commission Staff Liaison Training for City staff.
- Conduct Records Management Training for City staff.
- Email Policy.
- Revise Records Management policy.

## Expenditures Overview

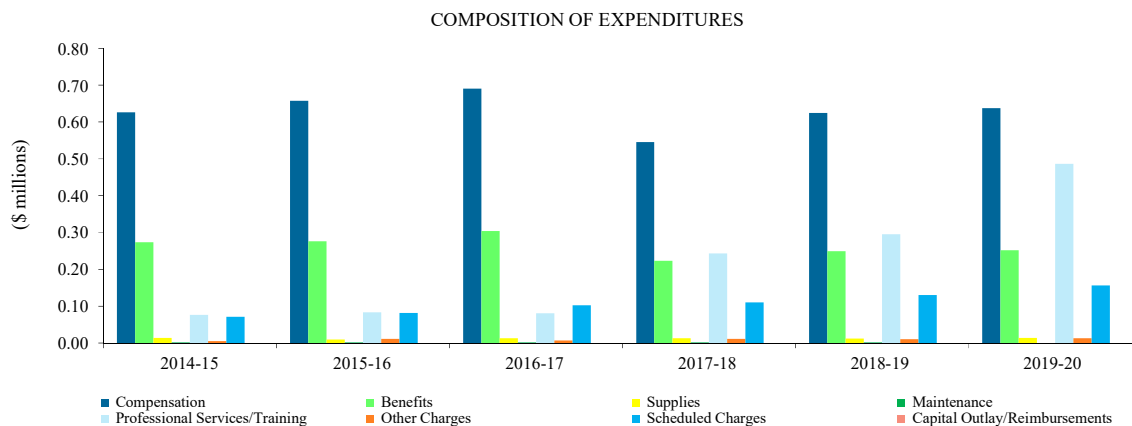
- Total expenditures increased \$234.5 thousand, or 17.7 percent, when compared to the FY 2018-19 Operating Budget.
- Compensation increased \$12,650, or 2 percent, due to reclassification of positions and compensation adjustments.
- Benefits increased \$2,814, or 1.1 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$890, or 7.2 percent, due to addition of personnel requiring an increase to office supply costs.
- Maintenance expenditures decreased \$2,300, or 100 percent, due prior year requirements not being carried over into the new fiscal year.
- Professional services increased \$191.6 thousand, or 64.9 percent, due to anticipated election costs for the upcoming general election offset by a reduction in

# City Secretary Overview

contracted services not carried over into the new fiscal year.

- Other charges increased \$2,500, or 24.9 percent, due to anticipated computer equipment purchases.
- Scheduled charges increased \$26,419 thousand, or 20.3 percent, due to an increase in telecommunications, liability insurance and postage charges.

# City Secretary Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 658,019	690,692	545,487	624,763	637,413	2.0
Benefits	276,194	303,609	223,478	249,111	251,925	1.1
Supplies	9,872	12,541	12,511	12,330	13,220	7.2
Maintenance	1,224	1,649	1,344	2,300	-	(100.0)
Professional Services/Training	83,284	80,504	243,281	295,104	486,679	64.9
Other Charges	10,778	6,979	10,964	10,025	12,525	24.9
Scheduled Charges	81,700	102,717	110,642	129,967	156,386	20.3
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,121,071</b>	<b>1,198,690</b>	<b>1,147,707</b>	<b>1,323,600</b>	<b>1,558,148</b>	<b>17.7</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
City Secretary	12	12	9	10	10	-
<b>TOTAL STAFFING</b>	<b>12</b>	<b>12</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
2 Records Management Liaison Training	-	-	2	2	2	-
2 Boards & Commissions Staff Liaison Training	-	-	2	2	2	-
Ordinances/Resolutions Processed	628	625	703	640	665	3.9
Return to department within 2 workdays after receipt of completed documents (Goal 98%)	-	-	100.0%	100.0%	98.0%	(2.0)
Legal Notices Published	222	220	253	240	240	-
Submit no later than Tuesday following Council meeting (Goal 98%)	-	-	100.0%	100.0%	98.0%	(2.0)
City Council Minutes	45	40	52	40	45	12.5
Submit for approval no later than 2 meetings after respective Council (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Recreational Street Use Permits/Noise Permits/Carnival Permits	-	-	235	250	245	(2.0)
Issue permit no later than 1 day after final approval; or same day late event (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Charitable Permits	-	-	73	40	79	97.5
Issue permit no later than 1 week receipt of completed application (Goal 95%)	-	-	100.0%	100.0%	95.0%	(5.0)
Vehicle for Hire Permits	-	-	9	12	12	-
Issue permit within 1 week of receipt of completed application (Goal 100%)	-	-	100.0%	100.0%	100.0%	-

# City Secretary Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Non-Consent Tow Truck Permits	-	-	7	7	7	-
Issue permit within 2 weeks of receipt of completed application (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Transfer Ambulance Permits	-	-	4	4	4	-
Issue permit within 30 days of receipt of completed application (Goal 95%)	-	-	100.0%	100.0%	95.0%	(5.0)
Mobile Billboard Permits	-	-	4	4	4	-
Issue permit within 1 week of completed application (Goal 95%)	-	-	100.0%	100.0%	95.0%	(5.0)
Game Room - Operating Permits	-	-	50	45	45	-
Issue permit within 1 business day of receipt of all approvals (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Game Room - Decals	-	-	2,754	2,100	2,100	-
Issue decals within 1 business day of receipt of approval (s) (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Records Destruction Approval Requests from Departments	-	-	154	200	200	-
Process within 1 week of receipt (Goal 98%)	-	-	100.0%	100.0%	98.0%	(2.0)
Vital Statistics - Birth Records Filed	-	5,700	5,306	5,700	5,500	(3.5)
File within 5 days of receipt (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Vital Statistics - Death Records Filed	-	3,400	3,615	3,560	3,560	-
File within 10 days of receipt (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Vital Statistics - Medical Amendments Filed	-	300	396	500	400	(20.0)
File within 10 days of receipt (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Vital Statistics - Acknowledgement of Paternity Filed	-	40	40	60	40	(33.3)
File within 1 day of receipt (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
<b>FULL-TIME POSITIONS</b>						
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 specific locations that are maintained by the respective departments.

## Accomplishments for FY 2018-19

- Continued the renovations of the Citizens Tower.
- Continued Public Safety Improvement Projects including three sub-stations, Police Department Headquarters, Crime Lab/Property Room, and Municipal Courts.
- Maintained City facilities in a proactive, cost effective manner.
- Inspected and remediated any environmental issues in City facilities.
- Directly managed approximately 225 Job Order Contract projects and/or single discipline projects including work at Fire Stations 1, 2, 3, 4, 7, 11, 13, and Administration. Worked also at Buddy Holly Center and Silent Wing Museum.
- Directly performed or managed 145 environmental inspections on City-owned or operated facilities.
- Replaced over 52,000 square feet of roofs valued at more than \$635 thousand including reroofs at Fire Stations 7, 8, and 13. Roof replacement at Southeast Water Reclamation Plant Digester Building, Maxey Community Center, Trejo Super Center, and the Garden and Arts Center.
- Demoed almost 245 thousand square feet of substandard structures valued at nearly \$675 thousand including the old animal shelter and parking lot, "Robertson" Building, Omni Garage, and North Landfill Shop.

- Efficiently managed \$142.5 million in Capital Improvement Projects. Current projects include work at Silent Wings Museum, Buddy Holly Center, Garden and Arts Center, Safety City, Citizens Tower, three sub-stations, Police Department Headquarters, Crime Lab/Property Room and Municipal Courts, various Fire Stations, LP&L Engineering, Animal Shelter, Fleet, and Landfill facilities.

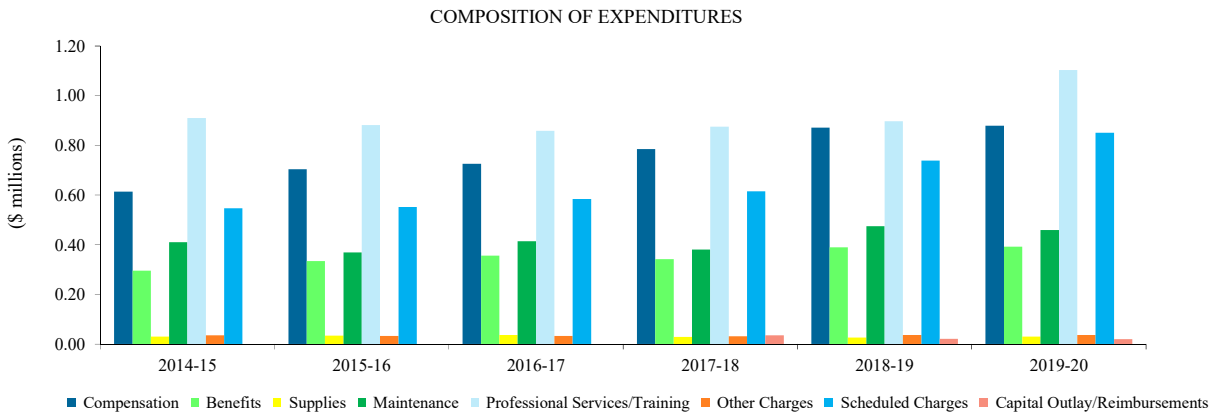
## Objectives for FY 2019-20

- Continue the renovations of high profile projects such as the Citizens Tower and other Public Safety Improvement Projects.
- Continue the renovation of routine projects.
- Maintain City facilities in a proactive manner as funding allows.
- Inspect and remediate any environmental issues in City facilities.
- Effectively manage \$142.5 million in Capital Improvement Projects.

## Expenditures Overview

- Total expenditures increased \$316 thousand, or 9.1 percent, when compared to FY 2018-19 Operating Budget.
- Compensation increased \$7,766, or 0.9 percent, due to personnel turnover and an increase in education incentive pay.
- Benefits increased \$2,146, or 0.5 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$3,976, or 14.7 percent, due to a need for additional office supplies and items for new projects.
- Maintenance decreased \$15,211, or 3.2 percent, due to consolidating departments from several buildings into Citizen's Tower.
- Professional Services and Training increased \$206.4 thousand, or 23 percent, due to adjustments to contracts for services for the move to Citizen's Tower.
- Scheduled charges increased \$112.2 thousand, or 15.2 percent, due to an increase in information technology services, liability insurance, and utilities offset by a decrease in telecommunications and property insurance charges.
- Capital outlay decreased \$1,253, or 5.8 percent, due to a lower vehicle debt payment.

# Facilities Management Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 704,786	726,292	785,586	872,113	879,879	0.9
Benefits	334,635	356,373	342,526	390,575	392,721	0.5
Supplies	34,065	36,704	29,837	26,988	30,964	14.7
Maintenance	369,881	414,247	381,227	475,163	459,952	(3.2)
Professional Services/Training	882,198	859,419	875,954	897,882	1,104,288	23.0
Other Charges	33,148	33,726	31,811	36,858	36,858	-
Scheduled Charges	552,533	585,011	615,963	739,370	851,527	15.2
Capital Outlay/Reimbursements	-	-	35,961	21,651	20,398	(5.8)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,911,246</b>	<b>3,011,772</b>	<b>3,098,866</b>	<b>3,460,599</b>	<b>3,776,586</b>	<b>9.1</b>

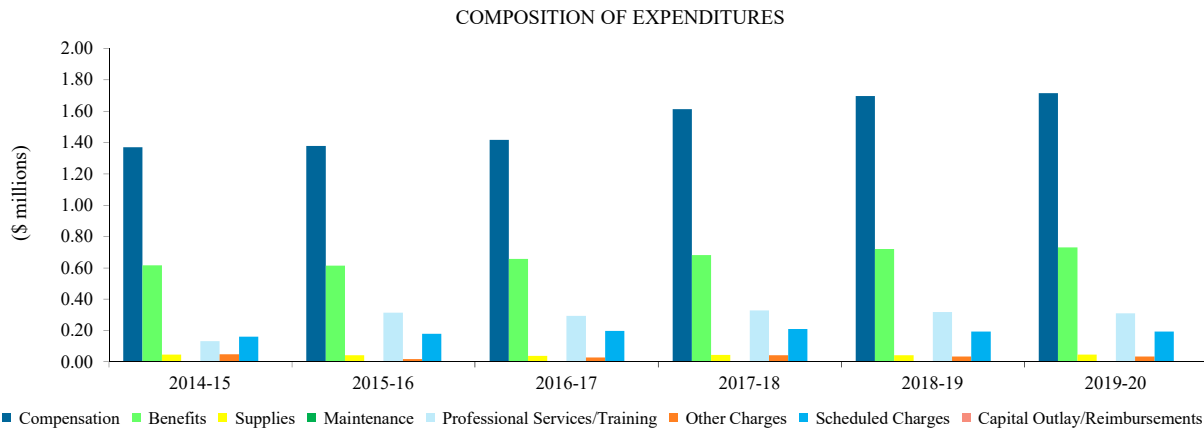
STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Facilities Management	16	17	17	17	17	-
<b>TOTAL STAFFING</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Total facilities operated (square foot)	3,489,372	3,489,372	3,489,372	3,512,972	3,493,596	(0.6)
Custodial complaints	130	130	72	120	100	(16.7)
Environmental inspections	120	130	74	145	145	-
Capital Improvement Projects	32	58	73	75	75	-
Job Order Contract Projects	205	210	206	225	225	-
Single Discipline Contract Projects	80	100	108	150	150	-
<b>Performance Metrics</b>						
Completion of normal work requests within one eight-hour shift (Goal 90%)	-	-	90.0%	90.0%	90.0%	-
Emergency call responses within 30 minutes or less (Goal 95%)	-	-	90.0%	90.0%	90.0%	-

## 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



	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 1,376,496	1,416,345	1,611,678	1,696,547	1,714,886	1.1
Benefits	612,557	656,031	681,262	720,551	729,031	1.2
Supplies	42,518	38,303	43,453	42,484	46,338	9.1
Maintenance	2,228	-	163	-	-	-
Professional Services/Training	313,349	293,074	327,998	316,615	309,562	(2.2)
Other Charges	17,560	26,847	40,644	33,810	34,010	0.6
Scheduled Charges	178,384	196,711	209,563	193,650	193,553	(0.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,543,092</b>	<b>2,627,312</b>	<b>2,914,760</b>	<b>3,003,658</b>	<b>3,027,379</b>	<b>0.8</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Accounting	\$ 1,395,685	1,495,474	1,723,853	1,731,234	1,734,586	0.2
Financial Planning & Analysis	611,720	576,556	625,815	645,921	655,018	1.4
Purchasing	535,687	555,281	565,092	626,502	637,776	1.8
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 2,543,092</b>	<b>2,627,312</b>	<b>2,914,760</b>	<b>3,003,658</b>	<b>3,027,379</b>	<b>0.8</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Accounting	15	16	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>31</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 2018-19

- Received Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting and Popular Annual Financial Reporting.
- Conducted 10 payroll training sessions for payroll clerks.
- Conducted six cash management training sessions.
- Increased the City's purchasing card rebate by 1 percent, which is approximately \$11,913 monthly.

- Switched external audit firms after fourteen years.
- Submitted annual report on Hotel Occupancy Revenue to the Comptroller of Public Accounts.
- Implemented GASB 75 – Other Post-Employment Benefits (OPEB).

## Objectives for FY 2019-20

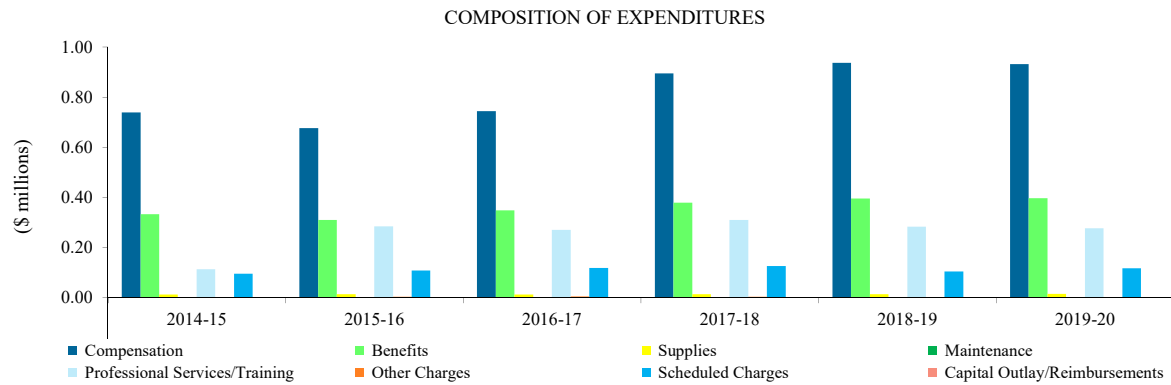
- Approve and implement Grant Management policy.
- Revise Property Plant and Equipment policy.
- Implement a yearly grant training program.
- Produce travel training using video.
- Produce procurement card training using video.
- Begin implementation of new enterprise resource planning (ERP) system.

## Expenditure Overview

- Total expenditures increased \$3,352, or 0.2 percent compared to the FY 2018-19 Operating Budget
- Compensation decreased \$5,302, or 0.6 percent due to staff turnover.
- Benefits increased \$463, or 0.1 percent due to the increase in health cost offset by decrease in TMRS.
- Professional Services/Training decreased \$5,618, or 2 percent, due to a decrease in training and travel and armored car service.
- Scheduled charges increased \$12,165, or 11.7 percent due to increases in the information technology and telecommunication allocations.



# Accounting Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 675,873	743,125	893,813	936,389	931,087	(0.6)
Benefits	309,712	348,286	377,712	395,290	395,752	0.1
Supplies	13,272	11,279	13,519	13,255	14,898	12.4
Maintenance	2,228	-	163	-	-	-
Professional Services/Training	283,886	270,256	309,205	281,923	276,305	(2.0)
Other Charges	2,637	4,254	3,287	360	360	-
Scheduled Charges	108,077	118,273	126,154	104,018	116,183	11.7
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,395,685</b>	<b>1,495,474</b>	<b>1,723,853</b>	<b>1,731,234</b>	<b>1,734,586</b>	<b>0.2</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Accounting	15	16	16	16	16	-
<b>TOTAL STAFFING</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
<b>Performance Metrics</b>						
Month end closed within 10 business days of month	95.0%	95.0%	95.0%	95.0%	95.0%	-
Comprehensive Annual Financial Report (CAFR) by 2nd Council Meeting in February	3/17	2/18	2/19	2/19	2/19	-
GFOA Certificate Awarded	Yes	Yes	Applied	Will Apply	Will Apply	-
Issue interim reports before 25th of following month (%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Complete bank recons within 30 days of month end (%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Procurement card rebates (dollar amounts)	\$ 53,091	51,143	67,626	140,000	140,000	-
<b>Service Metrics</b>						
Reporting funds (number)	46	46	46	45	45	-
Vendor ACH payments (number)	1,533	1,579	1,906	1,906	1,906	-
Procurement Card Transactions (number)	31,237	31,939	33,118	33,118	33,118	-
1099's issued (number)	300	300	258	258	258	-

# Accounting Overview

---

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
TOTAL FULL-TIME POSITIONS	<u>16</u>

# 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.
- Manage and monitor General Fund financial model.
- 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 2018-19

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2018-19 Budget document.
- 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 Management reports 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.
- Submitted 2019 reports on all Special Districts on the Comptroller of Public Accounts Special Districts database.

- 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 and provided quarterly financial reports.

## Objectives for FY 2019-20

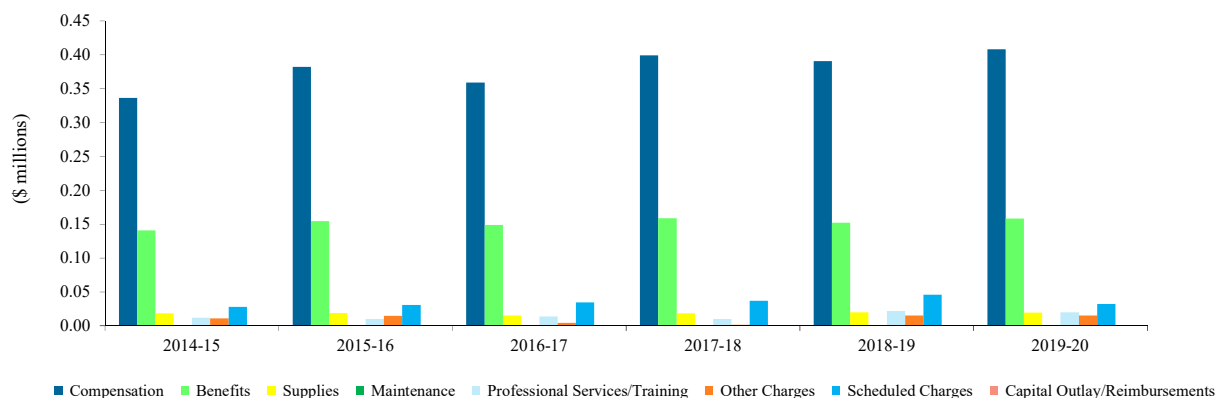
- Obtain the GFOA Distinguished Budget Presentation Award for the FY 2019-20 Budget document.
- Attain and implement use of new budget software package to assist in monitoring and completion of annual budgets.
- Provide timely monthly financial reports to Management and the City Council.
- Create a budget-in-brief 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 increased \$9,097, or 1.4 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$17,597, or 4.5 percent, due to the change in allocation of staff.
- Benefits increased \$6,510, or 4.3 percent, due to the change in compensation.
- Professional Services/Training decreased \$1,544, or 7.1 percent, due to a slight decrease in training and travel and professional dues.
- Scheduled charges decreased \$13,557, or 29.4 percent, due to a decrease in the information technology allocation.

# Financial Planning & Analysis Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 382,655	359,282	399,384	390,966	408,563	4.5
Benefits	154,585	149,046	159,062	152,156	158,665	4.3
Supplies	19,084	15,217	18,670	19,830	19,720	(0.6)
Maintenance	-	-	-	-	-	-
Professional Services/Training	10,046	13,864	10,178	21,704	20,160	(7.1)
Other Charges	14,638	4,270	1,578	15,200	15,400	1.3
Scheduled Charges	30,711	34,877	36,943	46,066	32,509	(29.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 611,720</b>	<b>576,556</b>	<b>625,815</b>	<b>645,921</b>	<b>655,018</b>	<b>1.4</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change 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 FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Budget Amendments submitted to City Council for Approval	-	40	27	22	18	(18.2)
Fee Review Project - Departments that fees have been reviewed	-	-	2	6	6	-
Capital projects closed annually	-	-	40	75	50	(33.3)
Capital projects reconciled	-	-	20	20	20	-
No. of Capital Projects financially managed	-	-	227	205	210	2.4
PID Maintenance Contracts managed	-	-	4	4	4	-
PID Financial Reports prepared	-	-	12	8	10	25.0
TIF Financial Reports prepared	-	-	10	12	12	-
TIF Development Agreements	-	-	2	1	2	100.0
<b>Performance Metrics</b>						
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Will Apply	-
Complete monthly reports within 15 working days after month closes (Goal 95%)	80.0%	50.0%	50.0%	90.0%	90.0%	-
Complete annual budget by deadline (%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Close capital projects within 30 days of receiving signed closure memo from department (Goal 100%)	75.0%	80.0%	85.0%	100.0%	100.0%	-
Budget amendments entered into E1 within a week of receiving executed ordinance from City Secretary's Office (Goal 100%)	75.0%	75.0%	90.0%	90.0%	100.0%	11.1

# Financial Planning & Analysis Overview

---

FULL-TIME POSITIONS	
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	1
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 2018-19

- Developed an automated purchasing system for goods and services that has proven to be an effective method that speeds up the communication process by reducing the time for approvals and eliminating some unnecessary paperwork. To date, 749 request for goods and service have been processed using EnerGov.
- Created a general prevailing wage for public works contracts in accordance to Texas Government Code 2258.022. The Administrative Policies and Procedures were revised to be applicable to Federal Aviation Administration, Federal Transport Administration and Uniform Guidance procurement requirements.
- Conducted Procurement Training 101 and EnerGov refresher for 118 city employees. The trainings are schedule for two days at the LP&L training center, each class is 45 minutes. Each participant receives a notebook with the Purchasing policies and procedures and other related documents.
- The Purchasing department participated in the Small Business Expo with Texas Tech University and Governors Small Business Forum. The Director of Purchasing is the Vice Chair of TASB, Local

Government Board, a Director of the Texas Public Purchasing Association, and Treasurer for the Caprock Purchasing Association.

- Submitted a resolution to Council to approve an Interlocal agreement with Education Services Center Region 20, and the PACE Purchasing Cooperative. Potential savings by using this Interlocal agreement is \$36,877.
- Nominated natural gas units pursuant to the City's agreement with West Texas Gas in the amount of \$142,094 and transportation fees to Atmos in the amount \$3,858 to transport natural gas to municipal facilities.
- Participated and provided support to departments submitting 350 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 \$881,032 in conformance with 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 \$29,821. Conducted quarterly trainings sessions for departments regarding the Rebate programs.
- Conducted 358 solicitations in which 10,750 vendors participated.
- Purchasing staff hold certifications though the State of Texas Comptrollers of Public Accounts.

## Objectives for FY 2019-20

- Continue evaluating processes for efficiency and improvements.
- Monitor and review all federal, state and local rules and regulations to stay in compliance.
- 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, the cost of goods and service, and increase efficiency.
- Conduct Procurement Training 101 and EnerGov refresher for city employees.

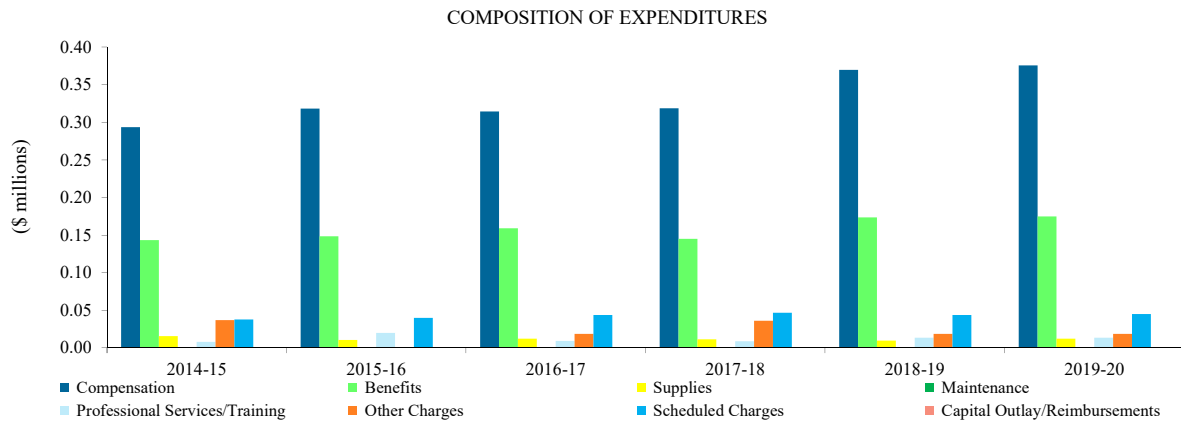
## Expenditure Overview

- Total expenditures increased \$11,274, or 1.8 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$6,043, or 1.6 percent due to partial distribution of Management Assistant position and reclassification of Assistant Buyer to Buyer I.
- Benefits increased \$1,508, or 0.9 percent due to the change in compensation and the increase in workers compensation cost.
- Supplies increased \$2,320, or 24.7 percent, due to increase in actual spending over past 5 years.

# Purchasing Overview

- Professional Services/Training increased \$109, or 0.8 percent, due to an increase in training and travel for Purchasing staff.
- Scheduled charges increased \$1,293, or 3 percent due to an increase in the telecommunication allocation and liability insurance.

# Purchasing Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 317,969	313,938	318,481	369,192	375,235	1.6
Benefits	148,260	158,699	144,488	173,105	174,613	0.9
Supplies	10,162	11,806	11,265	9,400	11,720	24.7
Maintenance	-	-	-	-	-	-
Professional Services/Training	19,417	8,954	8,614	12,988	13,097	0.8
Other Charges	285	18,322	35,778	18,250	18,250	-
Scheduled Charges	39,596	43,561	46,466	43,567	44,860	3.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 535,687</b>	<b>555,281</b>	<b>565,092</b>	<b>626,502</b>	<b>637,776</b>	<b>1.8</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
<b>Service Metrics</b>						
Purchase Orders Processed	14,906	14,908	14,952	14,500	14,500	-
Bids Submitted for City Council Approval	123	370	400	350	350	-
Purchase Orders Issued by Purchasing Department (Millions)	\$ 30.8	20.1	25.1	25.1	22.0	(12.4)
Purchase Orders Issued by Using Departments (Millions)	\$ 1.6	1.2	2.0	2.0	6.5	225.0
Public Works Contracts Awarded (Millions)	\$ 125.0	92.0	125.0	125.0	104.5	(16.4)
\$ to Lubbock Vendors (Millions)	\$ 12.5	10.6	13.0	13.0	10.7	(17.7)
\$ to DBE Firms (Millions)	\$ 4.1	1.6	2.0	1.5	2.3	53.3
<b>Performance Metrics</b>						
Percent of employees with professional certifications (Goal 50%)	-	-	33.0%	50.0%	60.0%	20.0
Average no. bids received per solicitation (Goal of 3)	-	-	3.2	3.0	3.6	20.0
Competitive sealed bids \$50,000 or > have target-date of 30 to 45 workdays (Goal 95%)	-	-	100.0%	95.0%	95.0%	-
Request for proposals or qualifications \$50,000 or > have a target-date of 30 to 45 workdays (Goal 95%)	-	-	100.0%	95.0%	95.0%	-



# Purchasing Overview

---

FULL-TIME POSITIONS	
Administrative Asst	1
Buyer	4
Dir Purchasing & Contract Mgmt	1
Asst. Dir Purchasing & Contract Mgmt	1
Buyer III	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 and City directives.
- 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.

- Enable supervisors to become better leaders through organizational development training.
- Support departments in closing performance gaps by providing trainings that are adapted to a specific need.

## Accomplishments for FY 2018-19

- Released from the Department of Justice consent decree.
- Department gained another Professional in Human Resources certified staff member.
- Administered customer service training to all employees.
- Conducted Lubbock 101 to enrich the public's knowledge about the mechanics of municipal government.
- Attained a 93 percent completion rate for all required trainings.
- Identified a leave and time-keeping system.
- Created and implemented a new Employee Policy Manual.

## Objectives for FY 2019-20

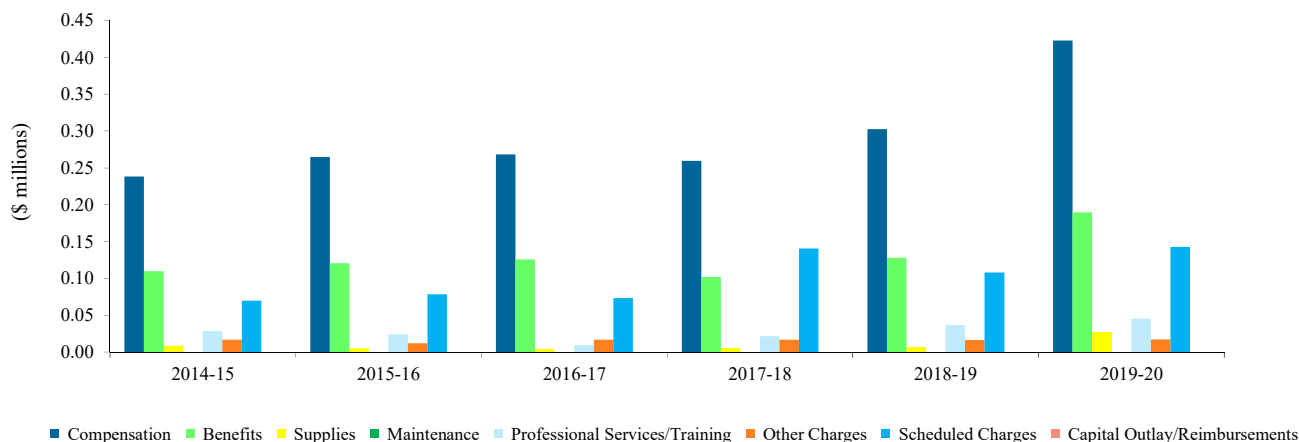
- Implementation of Human Capital Management system.
- Cross-train staff to better serve internal customers.
- Move Organization Development to Human Resources.
- Grow online training presence.
- Provide updates to supervisors through an annual refresher course.
- Focus training efforts to better alleviate performance gaps.
- Develop and conduct a basic computer training.

## Expenditures Overview

- Total expenditures increased \$246.9 thousand, or 41.3 percent when compared to the FY 2018-19 Operating Budget.
- Compensation increased \$120.3 thousand, or 39.8 percent, due to moving one Administrative Assistant position from Risk Management. This position supports Human Resources administration. Two other positions, the Trainer and the Organizational Development Coordinator, were also moved from Risk Management. Organizational Development is a Human Resources function. This program will continue to be funded by the Risk Fund through a transfer to the General Fund.
- Benefits increased \$61,534, or 48.2 percent, due to moving three positions to Human Resources from the Risk Fund.
- Supplies increased \$20,325 due an increase to Education Supplies associated with moving the Organizational Development program to Human Resources.
- Professional Services/Training increased \$8,853, or 24.2 percent, primarily due to training costs associated with moving the Organizational Development program to Human Resources.
- Scheduled Charges increased \$34,609, or 32.1 percent due to higher allocations for information technology and telecommunications.

# Human Resources Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 264,667	268,113	259,219	302,295	422,593	39.8
Benefits	120,498	125,807	101,612	127,724	189,258	48.2
Supplies	4,975	4,169	5,290	6,849	27,173	296.8
Maintenance	-	-	-	-	-	-
Professional Services/Training	24,171	9,174	21,547	36,615	45,468	24.2
Other Charges	12,035	16,423	16,827	15,986	17,250	7.9
Scheduled Charges	78,233	73,002	140,402	107,962	142,571	32.1
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 504,579</b>	<b>496,688</b>	<b>544,897</b>	<b>597,430</b>	<b>844,313</b>	<b>41.3</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Human Resources	6	6	6	6	9	3
<b>TOTAL STAFFING</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>3</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Number of Positions opened	390	421	442	463	450	(2.8)
Number of Requisitions received	-	-	-	460	400	-
Number of Requisitions opened	-	-	-	360	350	-
Number of Applications received	19,751	15,960	15,996	16,032	16,000	(0.2)
Number of new employees hired	385	386	379	383	400	4.4
Minority Applications received:						
Non-Civil Service	53.0%	54.0%	54.0%	55.0%	55.0%	-
Civil Service	56.0%	52.0%	57.0%	59.0%	55.0%	(6.8)
Classification Recommendations	85	76	68	59	65	10.2
Job Description prepared/revised	29	20	14	12	25	108.3
Number of Employee Grievances resolved in Step I, II, or III	40	35	26	18	14	(22.2)
<b>Performance Metrics</b>						
Average number of work days to classify filled positions (7 days)	7	7	7	6	4	(33.3)
Average number of work days to classify vacant positions (5 days)	6	5	3	3	2.5	(16.7)
Market Surveys for position comparison	-	-	12	12	-	(100.0)
Turnover Rate	-	-	1.1%	1.0%	1.0%	-
Retention Rate	-	-	98.9%	99.0%	99.0%	-
Average number of days to Post a Job - from Department Requisition	-	-	5.5	5.5	4	(27.3)
Average number of days to Post a Job - from Vacancy	-	-	70	60	50	(16.7)

# Human Resources Overview

---

FULL-TIME POSITIONS	
Administrative Assistant	1
Assistant Director of Human Resources	1
Director of Human Resources	1
Employee Relations Coordinator	1
Human Resources Coordinator	1
Management Assistant	1
Organizational Development Coordinator	2
Payroll Technician	1
Trainer	1
TOTAL FULL-TIME POSITIONS	<u>9</u>

# Internal Audit Overview

## Mission and Purpose

Internal Audit supports the City by assessing the effectiveness of risk management, internal controls, operational efficiencies, and regulatory compliance. 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 needed or requested.

## Goals and Objectives

- Provide independent and objective assurance and consulting services that improve City operations.
- Deliver high quality consulting services to departments, senior management, and the Audit & 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.
- Develop relevant and sustainable solutions emphasizing innovation and overall process improvement.
- Gather performance metrics and further define level-of-service standards and best practices.

## Accomplishments for FY 2018-19

- Prepared a risk-based Audit Plan, inclusive of budget, for review and approval by the City Manager and the Audit & Investment Committee.
- Completed the 12 projects as listed in the FY 2018-19 Annual Audit Plan.
- Revised the Internal Audit Charter and Policy with updated industry standards and guidance.
- Completed special assignments as requested and investigations as needed to promote and protect the City from various risks.
- Continued staff professional development with industry and project-specific training.
- Established the new role of a process improvement analyst with special project assignments across the City.

## Objectives for FY 2019-20

- Prepare and submit a risk-based Annual Audit Plan, inclusive of a budget, for review and approval by City Manager and the Audit and Investment Committee.
- Revise, as necessary, the Internal Audit Charter and Policies.
- Continue to develop the portfolio of special projects to assist departments and management with process and procedure efficiencies.
- Protect the City from unnecessary liability and improve service where possible.
- Continue staff professional development via education and training.
- Review and update the City's Fraud Administrative Policy and Procedures. Last update was during 2015.
- Develop and distribute audit-specific resources on CLIC and the City website.

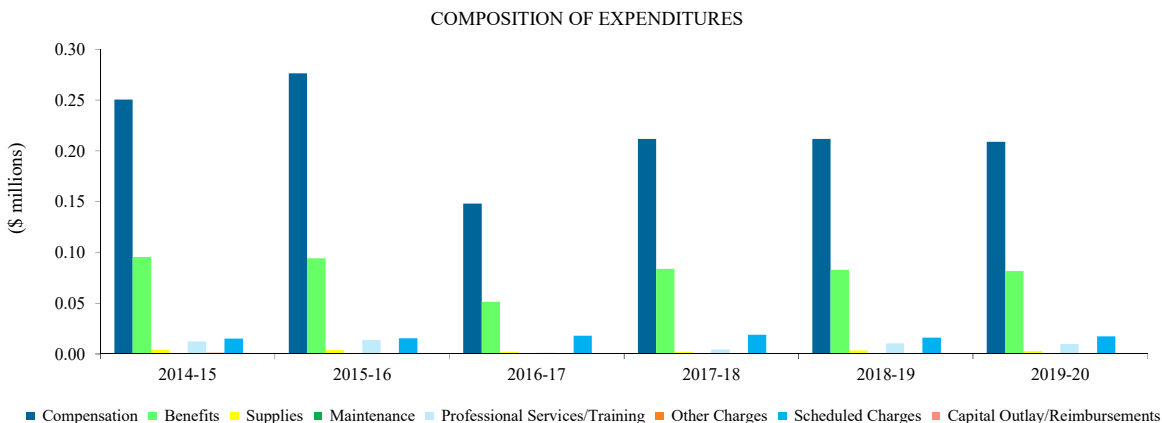
## Expenditure Overview

- Total expenditures decreased \$3,324, or 1.0 percent, when compared to the FY 2018-19 Operating Budget.
- Compensation decreased \$2,610, or 1.2 percent, due to personnel turnover, offset slightly by an increase to terminal pay costs.
- Benefits decreased by \$1,046, or 1.3 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies decreased \$510, or 14.4 percent, due to a reduction in anticipated costs for education supplies.
- Training decreased \$500, or 4.8 percent, due to personnel turnover reducing the amount of anticipated professional dues.
- Miscellaneous charges decreased \$200, or 25 percent, due to a reduction in work-related mileage reimbursements.

# Internal Audit Overview

- Scheduled charges increased by \$1,542, or 9.6 percent, due to increased charges for information technology services, liability insurance and telecommunications.

# Internal Audit Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 276,546	148,115	211,901	211,696	209,086	(1.2)
Benefits	94,336	51,535	83,773	82,905	81,859	(1.3)
Supplies	3,942	2,172	2,129	3,530	3,020	(14.4)
Maintenance	-	-	-	-	-	-
Professional Services/Training	14,131	1,270	4,537	10,500	10,000	(4.8)
Other Charges	931	-	-	800	600	(25.0)
Scheduled Charges	15,639	18,196	19,072	16,060	17,602	9.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 405,525</b>	<b>221,288</b>	<b>321,411</b>	<b>325,491</b>	<b>322,166</b>	<b>(1.0)</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change 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 FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Number of Audit Reports	12	11	11	12	12	-
Annual Audit Plan Completed (Goal 100%)	92.0%	85.0%	91.7%	100.0%	100.0%	-
<b>Performance Metrics</b>						
Audits completed within budgeted time (Goal 90%)	85.0%	90.0%	92.0%	100.0%	100.0%	-
Audit Reports include Recommendations that Improve the Audit Program's Efficiency and Effectiveness (Goal 95%)	90.0%	90.0%	97.0%	100.0%	90.0%	(10.0)
Audit Reports Represent an Independent, Reliable, and Objective Assessment of Department Programs (Goal 95%)	-	-	100.0%	100.0%	100.0%	-
Audit Recommendations are Reasonable and Help to Improve Operations (Goal 90%)	-	-	92.0%	100.0%	95.0%	(5.0)
Internal Audit Kept Departments Informed on the Status of Audits (Goal 100%)	-	-	96.0%	100.0%	100.0%	-
Internal Audit Provided Updates and Timely Information throughout Process (Goal 95%)	-	-	100.0%	100.0%	100.0%	-
Report was Clear and Concise, Easy-to- Read and Follow (Goal 90%)	-	-	100.0%	100.0%	95.0%	(5.0)
Report was Objective and Fair (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Internal Audit Professionalism (Goal 100%)	-	-	100.0%	100.0%	100.0%	-

# Internal Audit Overview

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
Internal Audit Request Input and Participation (Goal 90%)	-	-	100.0%	100.0%	95.0%	(5.0)
<b>FULL-TIME POSITIONS</b>						
Director of Internal Audit	1					
Process Improvement Analyst	1					
Senior Auditor	1					
<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:

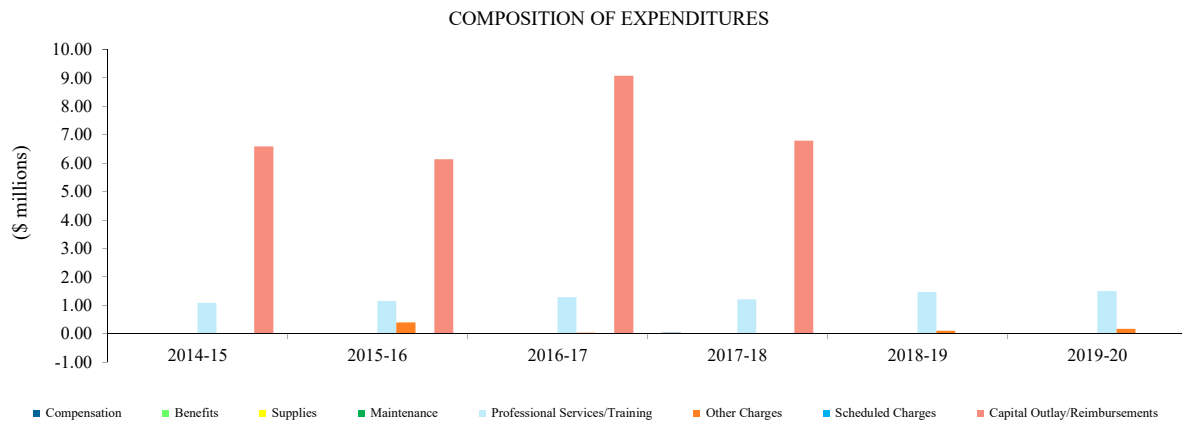
- Lubbock Central Appraisal District property tax collection fees \$1.2 million: This funds the City of Lubbock portion of the Lubbock Central Appraisal District's annual operating budget.
- Professional Dues \$145.2 thousand: Ports to Plains membership dues are \$129.5 thousand. This funds the City of Lubbock Ports to Plains membership dues. Texas Municipal League (TML) dues are \$15,649.
- Miscellaneous Fees – Worker's Compensation and Liability Insurance \$1,085: This is the workers compensation and liability insurance cost for Ports to Plains employees who remain on the City of Lubbock payroll, but will be reimbursed by Port to Plains.

- City Contract with Lobbyist \$150 thousand: This funds the City of Lubbock contract with a lobbyist to assist in legislative matters.
- Funding for the Mayor's Marathon, \$45,000, and the Triathlon, \$22,000, has been included in Non-Departmental for FY 2019-20

## Expenditure Overview

- Total expenditures increased \$104.9 thousand, or 6.7 percent, when compared to the FY 2018-19 Operating Budget.
- Professional Services/Training increased \$37,617, or 2.6 percent due to increase in Lubbock Central Appraisal District cost, offset slightly by the decrease due to PCORI fees no longer being paid going forward.
- Other Charges increased by \$67,500, or 67.5 percent, due to the addition of cost related to the Mayor's Marathon and Triathlon.
- Scheduled Charges decreased \$235, or 27.7 percent, due to a decrease in the liability insurance allocation.

# Non-Departmental Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ -	(84)	38,352	-	-	-
Benefits	783	584	14,775	499	469	(6.1)
Supplies	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	1,148,436	1,288,010	1,204,717	1,460,749	1,498,366	2.6
Other Charges	398,951	30,089	18,115	100,000	167,500	67.5
Scheduled Charges	3,339	3,022	1,133	851	616	(27.7)
Capital Outlay/Reimbursements	6,136,787	9,077,598	6,783,011	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 7,688,297</b>	<b>10,399,218</b>	<b>8,060,103</b>	<b>1,562,100</b>	<b>1,666,951</b>	<b>6.7</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, 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 online service request system that allows citizens to submit requests or notify the City of issues 24 hours a day.

## Goals and Objectives

- Be the citizens' go-to source for the latest City information, during both emergency situations and day-to-day operations, using all forms of communication (website, social media, and government access channel) to the fullest potential.
- 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 online services that are easy to use and provide answers to frequently asked questions.

- Effectively portray the City's messages to citizens.
- Assist other departments, and the City as a whole, in gaining exposure and recognition for services, programs, and accomplishments.

## Accomplishments for FY 2018-19

- Grew audience participation in all social media platforms as strategies continued to evolve due to changing algorithms, audience trends, and other factors.
- Grew local story and PSA production for City of Lubbock Connect channels.
- Enhanced customer service in 311 by procuring a City of Lubbock app to better meet the needs of a more digital citizen base.
- Successful satellite production of City Council meetings and special events.
- Increased involvement in Emergency Operations planning and active situations.
- Increased collaboration with departmental special projects (Storm Water, Keep Lubbock Beautiful, Recycling, LP&L, and Lubbock 101).
- Produced videos of the Mayor's State of the City Address.
- Performed extensive documentation of Comprehensive Plan Advisory Committee (CPAC) meetings for the adoption of Plan Lubbock 2040.
- Created and launched LBKAlert print, digital, and social media campaign for severe weather season.
- Through several activations at the Emergency Operation Center (EOC) due to severe weather, the Department crafted successful communication plans that both informed citizens, and helped in building public trust.
- Updated City's social media policy for the first time since 2010.
- Implemented 30 preview social media videos to inform citizens of what to expect at the next City Council meeting.

## Objectives for FY 2019-20

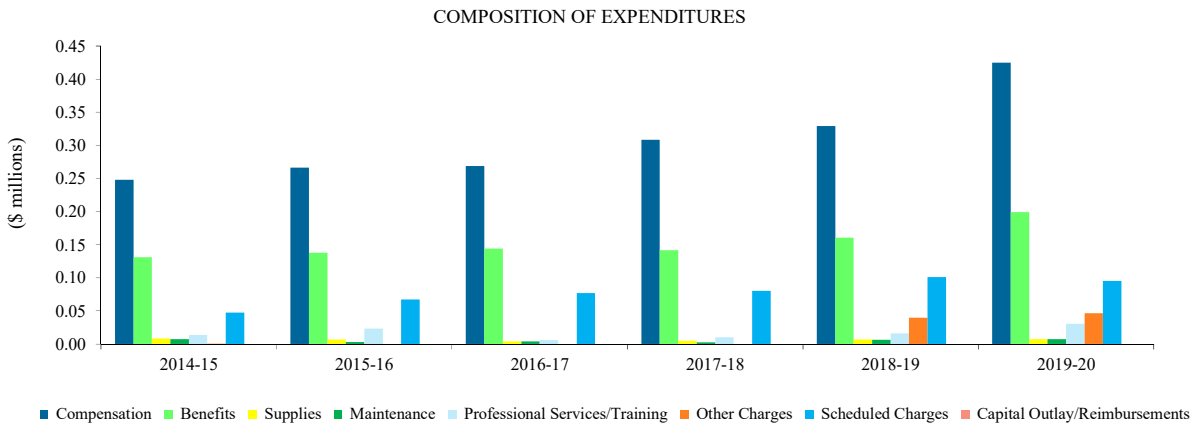
- Grow audience engagement on all social media platforms.
- Increase local story and PSA production for the City of Lubbock channel.
- Launch a City of Lubbock app with capabilities to report an issue to 311, and see City calendar of events, City Council agendas, maps of parks, etc.
- Adopt a more concrete branding guide for the City (graphics, colors, and logos).
- Reimplement internal training initiatives like Social Media Socials, website training, and training videos.
- Continue involvement with Emergency Management and other local agencies for crisis situation training.
- Update and upgrade existing video and channel equipment to go with the City's state-of-the-art facility at Citizens Tower.

# Communication and Marketing and Call Center Overview

## Expenditure Overview

- Total expenditures increased \$149.8 thousand, or 22.6 percent, when compared to FY 2018-19 Operating Budget.
- Compensation increased \$95,425, or 28.9 percent, due to the reclassification of positions and addition of a call taker position and graphic artist position. Additional funding was also added for part-time positions in both Communications and Marketing and the 311 Call Center.
- Benefits increased \$38,595, or 24 percent, due to changes in compensation and increases to health care costs, offset slightly by a decrease to the TMRS rate.
- Maintenance increased by \$821, or 12.1 percent, due to an increase in vehicle maintenance offset by a decrease in computer equipment not carrying over from the prior fiscal year.
- Professional Services and Training increased \$14,200, or 85.8 percent, due to new media monitoring and news release program launch.
- Other charges increased \$6,694, or 16.7 percent, due to computer and other equipment required for new positions.
- Scheduled charges decreased \$5,986, or 5.9 percent, due to a decrease in charges for information technology services offset by an increase in telecommunication charges.

# Comm. & Marketing and Call Center Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 266,553	269,057	308,432	329,636	425,061	28.9
Benefits	137,931	144,522	141,924	160,708	199,303	24.0
Supplies	7,130	4,206	5,008	7,333	7,378	0.6
Maintenance	3,445	4,006	2,655	6,795	7,616	12.1
Professional Services/Training	23,338	6,030	10,654	16,545	30,745	85.8
Other Charges	-	-	-	40,000	46,694	16.7
Scheduled Charges	67,434	77,379	80,519	101,386	95,400	(5.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 505,832</b>	<b>505,200</b>	<b>549,193</b>	<b>662,403</b>	<b>812,197</b>	<b>22.6</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	Change from Amended
Public Information	3	3	4	4	5	1
311 Call Center	4	4	4	4	5	1
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
311 Calls Answered by Call Takers	122,621	114,765	119,604	132,000	130,000	(1.5)
311 On-Line Citizen Service Requests						
Entered by Citizens	1,928	2,457	2,371	2,200	2,200	-
News Releases sent out	305	378	343	325	325	-
Employee Broadcasts sent out	105	60	64	70	70	-
Main City Facebook Likes (Total)	4,986	5,571	8,659	12,000	12,500	4.2
Main City Twitter Followers (Total)	5,319	5,804	7,621	8,500	9,000	5.9
Graphic Design Projects	34	238	218	250	250	-
Video Projects (Stories, PSA)	38	107	108	110	110	-
Meeting Broadcasts	42	41	39	40	40	-
Internal Newsletter sent out	-	-	-	-	-	-

<b>FULL-TIME POSITIONS</b>	
311 Customer Service Supervisor	1
Call Taker I	4
Public Info & Marketing Mgr	1
Video Producer/Director	1
Lead Communications & Marketing Specialist	1
Graphic Designer	1
Digital Content Creator	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>10</b>

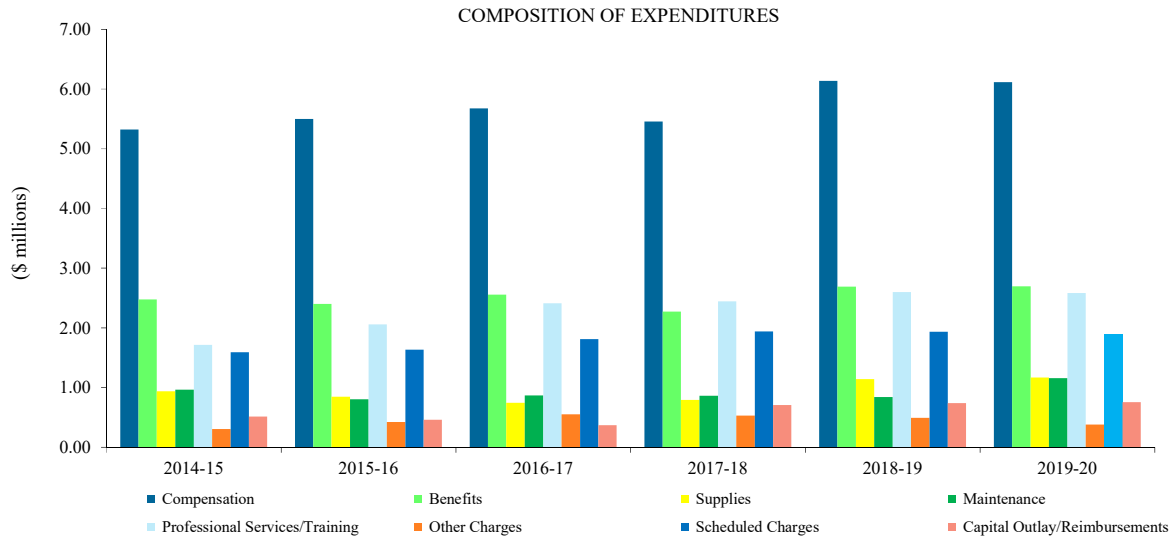
# Comm. & Marketing and Call Center Expenditures

<b>Public Information</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 147,666	148,346	175,286	199,413	253,336	27.0
Benefits	67,058	70,533	72,276	90,111	111,122	23.3
Supplies	4,608	2,927	3,196	5,004	4,708	(5.9)
Maintenance	3,445	4,006	2,655	6,795	7,616	12.1
Professional Services/Training	23,226	5,925	10,612	16,545	30,745	85.8
Other Charges	-	-	-	40,000	46,200	15.5
Scheduled Charges	30,533	36,235	40,336	63,507	35,747	(43.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL PUBLIC INFORMATION</b>	<b>\$ 276,535</b>	<b>267,972</b>	<b>304,361</b>	<b>421,374</b>	<b>489,474</b>	<b>16.2</b>

<b>311 Call Center</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 118,886	120,710	133,147	130,223	171,725	31.9
Benefits	70,874	73,989	69,648	70,597	88,181	24.9
Supplies	2,522	1,279	1,812	2,330	2,670	14.6
Maintenance	-	-	-	-	-	-
Professional Services/Training	112	105	42	-	-	-
Other Charges	-	-	-	-	494	-
Scheduled Charges	36,902	41,144	40,183	37,879	59,652	57.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL 311 CALL CENTER</b>	<b>\$ 229,296</b>	<b>237,228</b>	<b>244,832</b>	<b>241,029</b>	<b>322,722</b>	<b>33.9</b>



# General Fund - Cultural and Recreation Services



	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 5,499,710	5,677,411	5,455,753	6,137,724	6,115,587	(0.4)
Benefits	2,400,483	2,559,036	2,273,206	2,692,050	2,693,354	0.0
Supplies	843,975	742,518	793,423	1,141,216	1,167,103	2.3
Maintenance	805,562	870,787	861,787	841,176	1,153,389	37.1
Professional Services/Training	2,055,659	2,408,771	2,444,041	2,597,927	2,582,991	(0.6)
Other Charges	422,253	551,550	528,570	489,423	377,132	(22.9)
Scheduled Charges	1,631,904	1,808,679	1,938,966	1,934,703	1,888,816	(2.4)
Capital Outlay/Reimbursements	460,188	371,505	706,309	741,777	754,904	1.8
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 14,119,735</b>	<b>14,990,257</b>	<b>15,002,055</b>	<b>16,575,996</b>	<b>16,733,276</b>	<b>0.9</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Libraries	\$ 3,536,426	3,747,346	3,596,860	3,832,133	3,784,137	(1.3)
Cultural Arts	1,200,937	1,207,779	1,225,146	1,290,922	1,187,336	(8.0)
Parks and Recreation	9,382,372	10,035,133	10,180,049	11,452,942	11,761,803	2.7
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 14,119,735</b>	<b>14,990,257</b>	<b>15,002,055</b>	<b>16,575,996</b>	<b>16,733,276</b>	<b>0.9</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Libraries	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks and Recreation	80	80	79	79	81	2.0
<b>TOTAL STAFFING</b>	<b>125</b>	<b>125</b>	<b>124</b>	<b>124</b>	<b>126</b>	<b>2.0</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: 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 2018-19

- The Friends of the Library donated \$186.5 thousand for library projects including program expenses for children, teens, and adults, collections subscriptions, staff education, leased book collection, e-books, and library summer reading programs.
- The CH foundation awarded a grant of \$19,991 for the purchase of e-books and downloadable audio books via the Overdrive platform.
- As a member of the TexShare Consortium, the library paid \$5,718 for over \$428.8 thousand worth of database access for library patrons and staff. The databases are supported by the Library Services and Technology Act (LSTA) funds from the Institute of Museum and Library Services, along with state funds.
- Three library staff traveled to various professional conferences in 2019.
- Purchased a device charger for the computer lab which has been heavily used by library patrons.
- Replaced all lighting fixtures with LED lights resulting in better efficiency and a more natural lighting environment. This project included lighting the computer lab where the lights had been out for several years.
- Installed a large digital sign at the entrance of the Mahon (Main) library to help with outdated signage in

the library, and promoted and marketed library events and programs.

- Circulated mobile hotspots at Patterson and Mahon branches as a much-needed service to patrons in the community who need internet access, and in an effort to increase circulation and attendance at these two branches.
- Converted all staff and patron access computers to the City network.
- Converted all library branch telephones to the Voice over Internet Protocol (VoIP) upgrade.
- All library branches installed fax kiosks which was a service heavily requested by library patrons. The patrons pay a small fee to use kiosks to fax documents, whereas formerly the library did not offer this service.
- Implemented a service through an Integrated Library System (ILS) for patrons to be able to pay for fines online.
- Partnered with the Lubbock Food Bank to offer two opportunities for patrons to pay for fines via food donation. This option allows patrons to remove library fines and return to the library to check out books and participate in other library activities.
- Offered a day program and book club for adults with Autism. Mahon staff librarians planned and coordinated this program with funds from the Friends of the Library.
- Mahon staff coordinated a multifaceted program on Lubbock Historic Buildings, including a grant to display historical images in the library, a visiting photo collection from the Lubbock History Archive, and a lecture on historic buildings of Lubbock. Eighty patrons attended the lecture, over 400 patrons viewed the panels and photos, and the story of the program was featured in the Texas Library Association Newsletter.
- Staff participated in Medical Reference Training due to a partnership with the TTU Health Sciences Center. Five librarians will become certified as Medical Information Specialists.
- Concentrated on marketing events and programs on social media. Formalized the posting schedule, and followers increased as well as patron interaction on Facebook, Twitter, and Instagram platforms.
- Downloadable item checkout increased by seven percent this year.
- Acquired access to the HeinOnline Slavery in America and the World: History, Culture and Law database.
- All branches interfiled the genres into one larger collection to better serve patrons who will be able to find all books by an author, and all books in a series in one location. In addition, interfiled collection resulted in higher circulation counts.
- Implemented the "Team Reads" program which provided multiple copies of the same books in a bag

# Libraries Overview

with book club resources to encourage group reading in the community.

## Objectives for FY 2019-20

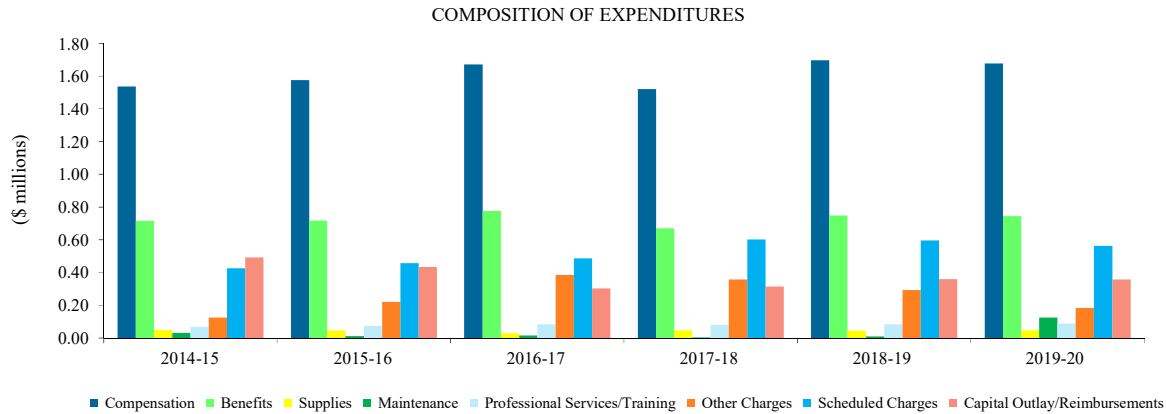
- Increase grant funding opportunities to provide a wider variety of programming and technology enhancements to the library and its patrons.
- Work with Information Technology to purchase and install a new patron computer software system that is updated and better serves the needs and services of computer use and copy services for library patrons.
- Expand electronic resources collections.
- Explore the feasibility of a floating library collection where all library books are homed in the respective returned collection. This results in a more dynamic rotation of the library collection and allows for concentrations of topics to collect at communities that need them.
- Explore updates to the interior of the Mahon library to allow for a better atmosphere and more dynamic public area for library patrons in the community.
- Provide and increase customer service and other relevant training to all library staff to improve services to the community.

## Expenditure Overview

- Total Expenditures decreased \$47,995, or 1.3 percent, when compared to FY 2018-19 Operating Budget.

- Compensation decreased \$19,913, or 1.2 percent, due to personnel turnover and reduction in part time.
- Benefits decreased \$5,023, or 0.7 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$3,601, or 8.1 percent, due to additional book repair supply costs.
- Maintenance increased \$115.1 thousand, due to realignment of expenditures to correct accounts: library systems maintenance and patron-use furniture maintenance.
- Professional Services and Training increased by \$4,545, or 5.5 percent, due to a slight increase to Mahon's security service contract.
- Miscellaneous charges decreased \$108.7 thousand, or 37.2 percent, due to realignment of expenditures to correct accounts: library systems maintenance and patron-use furniture maintenance.
- Scheduled charges decreased \$33,915, or 5.7 percent, due to a decrease in charges for information technology services, property insurance, telecommunications, and postage offset by an increase in utility costs.
- Capital outlay decreased \$3,674, or 1.0 percent, due to a decrease in the vehicle debt payment and the realignment of expenditures to correct account for library systems maintenance.

# Libraries Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 1,575,657	1,670,943	1,521,707	1,697,129	1,677,216	(1.2)
Benefits	717,666	775,937	670,186	748,860	743,837	(0.7)
Supplies	46,866	28,960	47,841	44,440	48,042	8.1
Maintenance	11,370	14,028	2,470	10,405	125,483	1,106.0
Professional Services/Training	74,220	83,212	80,600	82,816	87,361	5.5
Other Charges	220,720	384,660	356,992	292,488	183,793	(37.2)
Scheduled Charges	456,336	486,661	602,184	595,843	561,929	(5.7)
Capital Outlay/Reimbursements	433,592	302,945	314,880	360,151	356,476	(1.0)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 3,536,426</b>	<b>3,747,346</b>	<b>3,596,860</b>	<b>3,832,133</b>	<b>3,784,137</b>	<b>(1.3)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
<b>Materials circulated</b>						
Mahon	-	-	305,850	320,000	322,000	0.6
Godeke	-	-	277,795	315,000	316,000	0.3
Patterson	-	-	47,810	52,700	53,000	0.6
Groves	-	-	178,874	193,000	194,000	0.5
Digital Materials	-	-	141,400	165,000	166,000	0.6
<b>Materials circulated Total</b>	<b>1,280,215</b>	<b>1,068,870</b>	<b>951,729</b>	<b>1,045,700</b>	<b>1,051,000</b>	<b>0.5</b>
<b>Library Attendance</b>						
Mahon	-	-	171,503	166,000	167,000	0.6
Godeke	-	-	117,300	119,000	120,000	0.8
Patterson	-	-	44,278	44,000	44,500	1.1
Groves	-	-	101,605	93,000	93,500	0.5
<b>Library Attendance Total</b>	<b>501,346</b>	<b>492,704</b>	<b>434,686</b>	<b>422,000</b>	<b>425,000</b>	<b>0.7</b>
<b>Program Attendance</b>						
Mahon	-	-	13,818	15,000	15,500	3.3
Godeke	-	-	9,043	7,300	7,500	2.7
Patterson	-	-	17,389	16,500	16,500	-
Groves	-	-	8,200	7,800	8,000	2.6
<b>Program Attendance Total</b>	<b>-</b>	<b>35,297</b>	<b>48,450</b>	<b>46,600</b>	<b>47,500</b>	<b>1.9</b>

# Libraries Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Information User Assistance</b>						
Mahon	-	-	70,105	84,000	84,500	0.6
Godeke	-	-	141,555	132,000	132,500	0.4
Patterson	-	-	29,517	27,000	27,500	1.9
Groves	-	-	58,550	52,000	52,500	1.0
<b>Information User Assistance Total</b>	<b>556,784</b>	<b>355,619</b>	<b>299,727</b>	<b>295,000</b>	<b>297,000</b>	<b>0.7</b>
<b>Computer Lab Usage</b>						
Mahon	-	-	22,549	20,500	21,000	2.4
Godeke	-	-	14,241	22,500	23,000	2.2
Patterson	-	-	10,823	11,000	11,500	4.5
Groves	-	-	11,889	16,000	16,500	3.1
<b>Computer Lab Usage Total</b>	<b>-</b>	<b>41,507</b>	<b>59,502</b>	<b>70,000</b>	<b>72,000</b>	<b>2.9</b>
<b>FULL-TIME POSITIONS</b>						
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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 943,723	1,019,652	864,813	1,010,371	992,111	(1.8)
Benefits	425,455	462,948	378,308	439,179	434,803	(1.0)
Supplies	37,512	18,229	34,546	34,174	36,138	5.7
Maintenance	9,241	10,144	2,293	7,405	123,983	1,574.3
Professional Services/Training	73,822	81,529	78,049	81,676	86,021	5.3
Other Charges	62,078	74,783	191,031	122,225	7,000	(94.3)
Scheduled Charges	319,939	304,431	353,949	318,790	324,465	1.8
Capital Outlay/Reimbursements	217,658	87,655	114,766	132,531	129,293	(2.4)
<b>TOTAL MAHON LIBRARY</b>	<b>\$ 2,089,428</b>	<b>2,059,371</b>	<b>2,017,755</b>	<b>2,146,351</b>	<b>2,133,814</b>	<b>(0.6)</b>

## Godeke Library

EXPENDITURES BY CATEGORY						
Compensation	\$ 242,716	246,441	234,576	252,106	254,473	0.9
Benefits	103,616	107,946	95,227	105,117	106,064	0.9
Supplies	1,882	2,820	4,079	3,330	4,050	21.6
Maintenance	233	1,000	177	1,000	500	(50.0)
Professional Services/Training	135	1,547	922	800	600	(25.0)
Other Charges	134,030	225,396	164,812	169,243	175,223	3.5
Scheduled Charges	43,324	63,452	68,183	64,068	70,295	9.7
Capital Outlay/Reimbursements	69,729	104,832	89,133	75,000	75,000	-
<b>TOTAL GODEKE LIBRARY</b>	<b>\$ 595,664</b>	<b>753,433</b>	<b>657,108</b>	<b>670,664</b>	<b>686,205</b>	<b>2.3</b>

## Patterson Library

EXPENDITURES BY CATEGORY						
Compensation	\$ 167,143	178,463	187,894	206,099	195,264	(5.3)
Benefits	84,104	95,581	92,514	100,987	98,742	(2.2)
Supplies	3,829	4,571	4,410	3,407	3,927	15.3
Maintenance	419	688	-	1,000	500	(50.0)
Professional Services/Training	22	79	764	140	340	142.9
Other Charges	18,516	81,705	193	170	670	294.1
Scheduled Charges	45,883	48,771	101,342	142,462	99,793	(30.0)
Capital Outlay/Reimbursements	54,917	26,785	65,519	76,867	76,632	(0.3)
<b>TOTAL PATTERSON LIBRARY</b>	<b>\$ 374,832</b>	<b>436,643</b>	<b>452,635</b>	<b>531,132</b>	<b>475,868</b>	<b>(10.4)</b>

## Groves Library

EXPENDITURES BY CATEGORY						
Compensation	\$ 222,075	226,388	234,424	228,553	235,368	3.0
Benefits	104,490	109,462	104,137	103,577	104,228	0.6
Supplies	3,643	3,339	4,807	3,530	3,927	100.0
Maintenance	1,478	2,196	-	1,000	500	100.0
Professional Services/Training	242	57	865	200	400	100.0
Other Charges	6,096	2,775	956	850	900	5.9
Scheduled Charges	47,189	70,007	78,710	70,523	67,376	(4.5)
Capital Outlay/Reimbursements	91,288	83,673	45,462	75,752	75,552	(0.3)
<b>TOTAL GROVES LIBRARY</b>	<b>\$ 476,502</b>	<b>497,899</b>	<b>469,361</b>	<b>483,985</b>	<b>488,250</b>	<b>0.9</b>

# Cultural Arts Overview

## Mission & Services

The City of Lubbock operates three cultural arts facilities for the benefit of residents and visitors. The first, 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 second, the Silent Wings Museum preserves and promotes the history of the World War II military glider program by creating an ideal 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.

Lastly, 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, summer camps, as well as 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, research, and 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 and 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.
- Use population growth to obtain new visitors and volunteers.

## Accomplishments for FY 2018-19

- 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 a generous grant, the Silent Wings Museum hosted a special exhibition entitled *Whisper Ships Roar! Artwork from the WWII Military Glider Program*.
- The Buddy Holly Center partnered with Texas Tech University's Southwest Collection to host a special, nine-month long exhibition entitled *Buddy Holly: Life, Legend, Legacy*.
- 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 from the Buddy Holly Educational Foundation.
- Buddy Holly Center staff assisted BMG and Two-D Productions in their creation of a Buddy Holly Hologram which will "tour" Europe in the autumn of 2019.
- 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 at the Buddy Holly Center tuition free.
- 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. Over 165 children participated.
- Cultural Arts Departments hosted more than 42 special events; including workshops, gallery talks, lectures, demonstrations and exhibits for the public, free of charge.
- Cultural Arts Departments continue to hone and gather visitor feedback through surveys and evaluate the collected data.
- Cultural Arts Departments made landscape improvements at each of the facilities including new trees, shrubs, and ground cover.

# Cultural Arts Overview

## Objectives for FY 2019-20

- Increase community engagement by providing quality exhibitions, programs, and services.
  - Educate the community concerning cultural arts programs and services.
  - Continue to provide equal access to all members of the community, without discrimination or bias regarding physical or intellectual abilities, 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 and Maria Elena Holly Plaza, and Historic St. Paul's Chapel. The goal is to increase rentals and community use of the space.
  - 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.
  - Improve monitoring of Museum facilities by upgrading existing security cameras.
- Address safety concerns by releveling brick pavers in the Meadows Courtyard at the Buddy Holly Center.
  - Address safety concerns with flooring improvements at the Silent Wings Museum.
  - Address structural issues by installing new roof at the Garden & Arts Center.

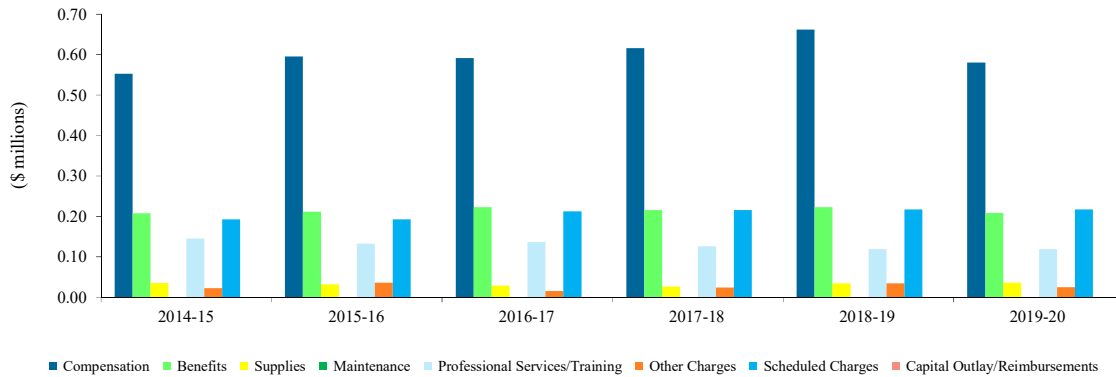
## Expenditure Overview

- Total expenditures decreased \$103.6 thousand, or 8 percent, when compared to FY 2018-19 Operating Budget.
- Compensation decreased \$81,828, or 12.4 percent, due to personnel turnover.
- Benefits decreased \$14,305, or 6.4 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$1,171, or 3.4 percent, due to an increase in special supplies required to maintain exhibits and gallery spaces.
- Maintenance increased \$1,159, or 100 percent, due to required vehicle maintenance charges.
- Other charges decreased \$9,750, or 28.3 percent, due to prior year special projects not carrying over into the new fiscal year.



# Cultural Arts Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended	
Compensation	\$ 595,714	591,857	615,363	662,394	580,566	(12.4)	(81,828)
Benefits	211,638	222,307	216,082	222,982	208,677	(6.4)	(14,305)
Supplies	31,941	28,942	26,883	34,789	35,960	3.4	1,171
Maintenance	-	-	-	-	1,159	-	1,159
Professional Services/Training	132,907	136,889	126,562	118,910	118,920	0.0	10
Other Charges	36,410	15,530	24,298	34,400	24,650	(28.3)	(9,750)
Scheduled Charges	192,327	212,254	215,957	217,447	217,404	(0.0)	(42)
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,200,937</b>	<b>1,207,779</b>	<b>1,225,146</b>	<b>1,290,922</b>	<b>1,187,336</b>	<b>(8.0)</b>	<b>(103,586)</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	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 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Museum Attendance	46,824	50,792	54,927	52,000	53,000	1.9
Garden & Art Center Attendance	35,864	37,726	26,698	21,000	23,000	9.5
Number of Exhibitions	27	24	79	80	80	-
Cultural Arts Gift Shop Merchandise Sales	\$ 143,574	150,987	164,247	149,800	150,000	0.1
Revenue from Museum Admissions	\$ 124,653	142,990	143,940	135,000	137,000	1.5
Revenue from Cultural Arts Classes	\$ 62,416	67,310	61,965	61,000	62,000	1.6
<b>Performance Metrics</b>						
Percent of Positive Feedback Overall	-	-	96.0%	96.0%	96.0%	-
Visitor Experience (Goal 100%)	-	-	96.0%	96.0%	96.0%	-
Percent of Positive Feedback regarding Educational Programs (Goal 100%)	-	-	100.0%	100.0%	100.0%	-
Percent of Positive Feedback pertaining to Exhibitions (Goal 100%)	-	-	96.0%	96.0%	96.0%	-

**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	2
Museum Assistant Manager	1
<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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 320,458	321,474	330,800	343,261	302,166	(12.0)
Benefits	101,875	108,897	106,056	110,054	99,457	(9.6)
Supplies	12,451	10,241	10,138	15,580	15,970	2.5
Maintenance	-	-	-	-	-	-
Professional Services/Training	61,176	64,145	68,085	60,400	60,445	0.1
Other Charges	9,282	222	7,670	18,500	8,500	(54.1)
Scheduled Charges	88,802	97,113	104,742	102,448	97,445	(4.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL BUDDY HOLLY CENTER</b>	<b>\$ 594,044</b>	<b>602,090</b>	<b>627,492</b>	<b>650,243</b>	<b>583,982</b>	<b>(10.2)</b>

<b>Silent Wings Museum</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 190,554	187,283	199,318	205,060	204,017	(0.5)
Benefits	83,234	86,065	83,692	85,936	85,797	(0.2)
Supplies	10,470	9,690	8,809	9,880	10,270	3.9
Maintenance	-	-	-	-	1,159	-
Professional Services/Training	29,896	28,947	25,155	24,510	24,475	(0.1)
Other Charges	25,875	13,126	13,436	13,400	13,650	1.9
Scheduled Charges	73,594	84,392	81,536	91,827	88,049	(4.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL SILENT WINGS MUSEUM</b>	<b>\$ 413,622</b>	<b>409,502</b>	<b>411,946</b>	<b>430,613</b>	<b>427,418</b>	<b>(0.7)</b>

<b>Garden &amp; Arts Center</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 84,702	83,100	85,245	114,073	74,382	(34.8)
Benefits	26,530	27,345	26,334	26,991	23,423	(13.2)
Supplies	9,020	9,012	7,937	9,330	9,720	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	41,835	43,797	33,321	34,000	34,000	-
Other Charges	1,253	2,182	3,192	2,500	2,500	-
Scheduled Charges	29,931	30,750	29,679	23,172	31,911	37.7
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL GARDEN &amp; ARTS CENTER</b>	<b>\$ 193,271</b>	<b>196,186</b>	<b>185,709</b>	<b>210,066</b>	<b>175,936</b>	<b>(16.2)</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, design, project management and construction oversight for all Capital Improvement Projects within the Park system.
- 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 2018-19

- The following Capital Improvement Projects were planned, designed and put out to bid within two weeks of Councils funding approval by Park Development. They also oversee the construction of these projects in the field.
- The following 2018-19 CIP's are on track to be completed within the cost and time budgeted:
  - Berl Huffman Improvements which includes:
    - Completely new irrigation system
    - Installation of two new restrooms
    - New parking lots, food truck areas and roads

- Resizing and marking of soccer fields and installation of new goals
- Top soil spreading and seeding
- Trenching of fiber and installation of internet
- Walking Trail at Jennings Park
  - New 1 mile walking track complete with signage and drainage improvements
- Lake Alan Henry Improvements
  - Upgrading 23 campsites with potable water and power
- Irrigation Automation at the following Parks:
  - Crow
  - Dupree
  - Leftwich
- Irrigation Automation Pump System
  - Complete replacement of pump system at Berl Huffman
- Park Amenities
  - Installation of new covered picnic tables, benches and grills at numerous parks throughout City
  - Work is done in-house to save taxpayer dollars
- Dock and Bridge Replacement
  - Installation of three new floating docks with kayak launches throughout the Canyon Lakes
- Park Planning
  - Working with MMA out of Dallas to develop a Master Plan for McAlister Park
- Park Planner passed the American Institute of Planner's Certification Exam.
- Senior GIS/CAD Technician passed the Engineer in Training and LEED GA exam.
- Fourteen new CIP proposals were developed for FY 2019-20. This includes 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 Boulevard.
- 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. Continued to maintain and update 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 all the new amenities installed and old amenities removed. Created pdf maps of each park for print and digital use.
- Safety City continued to enhance 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.
- Burgess-Rushing Tennis Center expanded recreational and tournament Pickleball play with five courts now configured for Pickleball and tennis.

# Parks and Recreation Overview

- Parks and Recreation Outdoor Recreation Coordinator received the Texas Amateur Athletic Federation (TAAF) President's Excellence Award for Outstanding Service and was also inducted to the Texas United States Specialty Sports Association (USSSA) Hall of Fame.
- Parks and Recreation received the Texas Amateur Athletic Federation (TAAF) Gold Member City Award for outstanding registration support in individual and team programs.
- Expanded programming relating to pets with eight special events and also implemented dog training classes. Partnered with Animal Services on several microchipping events as well.
- The 62nd Annual Santa Land was a great success with 50,050 attendees during the two events.
- The 10<sup>th</sup> Annual Pumpkin Trail brought in a total attendance of 22,410 people even though opening night was rained out for the four-day event held at the Lubbock Memorial Arboretum. This year, there were 1,730 jack-o-lanterns donated by the public.
- Parks and Recreation's social media continues to grow. As of March 2019, the Lubbock Parks and Recreation Facebook page has over 9,941 participants, which is an increase of 1,871 followers over April 2018. Instagram has 1,525 followers and Twitter has 2,183 followers.
- Recreation's Fitness in the Plaza offered people the opportunity to practice Yoga, Tai Chi Chih and Pilates in the Buddy and Maria Elena Holly Plaza with total attendance of 766 people for these activities.
- Recreation continued to expand the use of an online registration program to include summer camps, after school programs, along with class, league registrations, and reservations. 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 27,437 senior meals and provided 6,512 one-way trips for patrons aged 60 and over to-and-from centers through a grant from South Plains Association of Governments.
- Provided oversight and inspection actions for mowing/trimming actions, herbicide treatment, and fertilizer application on 2,376 park acres, sport fields, medians, turnarounds, and rights of way.
- Continued removal of unwanted cattail and tree growth along the banks of Conquistador Lake, Llano Estacado Lake, Comancheria Lake, Mae Simmons Lake, and Dunbar Historical Lake.
- Continued removal of trash and litter from 35.5 miles of shorelines throughout City Parks.
- 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, associated piping, pump/filtration rooms.
- Provided operations and maintenance for 34 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 and pruning for 8,500 trees; and annual tree planting throughout the Park System, to include planting of Santa Land trees.
- Upgraded lighted scenes, fixtures, LED lighting and programming throughout the Santa Land displays.
- Installed temporary power service and control boards for Santa Land, Pumpkin Trail, 4<sup>th</sup> on Broadway, and other special events.
- 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.
- Upgraded electrical service, installed new conduit and underground wiring, and fixtures at Dupree and Clapp.
- Provided inspection, maintenance, and repair of playgrounds and play surfaces at 56 playgrounds.
- Provide court maintenance and resurface actions at four multi-use courts, 48 basketball courts, and 51 tennis courts.
- Assisted with large scale improvements to the Soccer fields, goals and facilities at Berl Huffman Sports Complex.
- Provide maintenance and upkeep on 19 miles of walking tracks throughout City Parks.
- Established a walking trail system and installed directional signage throughout the interior of McAlister Park.
- Provided graffiti removal services throughout the parks system and Skate Parks.
- Assessment of repair needs and complete repairs from 232 work order requests.
- Performed repairs and maintenance to the pavilion at Carlisle Park, Rodgers Park, and Buddy Holly Recreation Area.
- Installed electrical and lighting service, picnic table and grill at the Carrillo Family Recreation Area at Comancheria Lake.

## Objectives for FY 2019-20

- Complete the current CIP's that are in progress on time and in budget.
- Put out to bid all 2019-20 CIP's within one month of City Council's appropriation of funds.
- Oversee the construction and budgeting of all new Capital Projects approved by City Council.
- Complete development of proposed Park Donation Program and launch on the Park's website.
- Continue to refine and update the online park inventory map.

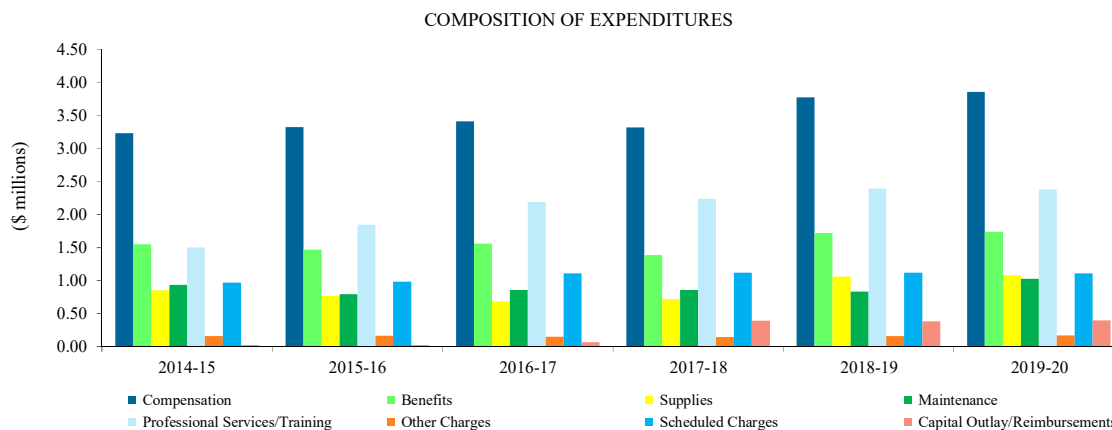
# Parks and Recreation Overview

- Continue providing and promoting a range of recreation and leisure activities, classes, events, programs, and league opportunities to enhance the lives of Lubbock citizens.
- Continue to expand pet related events and increase pet training opportunities and classes. Expand partnerships for microchipping and adoption events.
- Develop an additional indoor gym sports opportunity and continue to evaluate athletic trends and new programming opportunities.
- Continue expanding Pickleball programming with tournament 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.
- Renovations to electrical service and fixtures at Mackenzie Park, Higinbotham Park, and Maxey Park.
- Renovations to pedestrian bridge at Dunbar Historical Lake.
- Complete repair assessment and complete work order requests.
- Complete CIP generated to replace and install covered picnic tables, benches, docks, and grills.
- Renovations and repair to docks at Llano Estacado Lake.
- Resurface, paint and mark eight tennis courts at Burgess Rushing Tennis Center on Leftwich Park.
- 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 municipal pool.

## Expenditures Overview

- Total expenditures increased \$308.9 thousand, or 2.7 percent, compared with FY 2018-19 Operating Budget.
- Compensation increased \$79,605, or 2.1 percent, due to adding one Park Inspector and one Senior Grounds Maintenance Worker, and increased terminal pay.
- Benefits increased \$20,632, or 1.2 percent, due to the additional staff, and increased health insurance cost, slightly offset by decreases in workers compensation and dental cost.
- Supplies increased \$21,115, or 2 percent, due to the one-time purchase of treadmills budgeted in FY 2019-20.
- Maintenance increased \$196 thousand, or 23.6 percent, due to additional vehicle, recreation equipment, building, water system, street lighting, recreation system, and land maintenance costs.
- Professional Services/Training decreased \$19,491, or 0.8 percent, due to decreased cost of inmate crews, offset slightly by increased cost in park maintenance contracts.
- Other Charges increased \$6,154, or 3.8 percent, due to increased equipment rental and other equipment costs.
- Scheduled Charges decreased \$11,930, or 1.1 percent, due to decreased telecommunications charges, property and liability insurance, offset slightly by increases in information technology, and gas and electric utility cost.
- Capital Outlay increased \$16,801, or 4.4 percent, due to increased vehicle debt payments.

# Parks and Recreation Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 3,328,339	3,414,611	3,318,684	3,778,201	3,857,805	2.1
Benefits	1,471,178	1,560,792	1,386,937	1,720,209	1,740,841	1.2
Supplies	765,169	684,616	718,698	1,061,986	1,083,101	2.0
Maintenance	794,192	856,759	859,317	830,771	1,026,746	23.6
Professional Services/Training	1,848,532	2,188,670	2,236,879	2,396,201	2,376,710	(0.8)
Other Charges	165,124	151,361	147,280	162,535	168,689	3.8
Scheduled Charges	983,241	1,109,764	1,120,824	1,121,413	1,109,483	(1.1)
Capital Outlay/Reimbursements	26,597	68,560	391,429	381,627	398,428	4.4
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 9,382,372</b>	<b>10,035,133</b>	<b>10,180,049</b>	<b>11,452,942</b>	<b>11,761,803</b>	<b>2.7</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Park Maintenance	63	63	63	63	65	2
Park Development	4	4	3	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>79</b>	<b>79</b>	<b>81</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Park Maintenance</b>						
Trees planted (excluding memorial trees)	175	200	204	210	210	-
Turf acres treated with pesticides by contractor	1,978	1,978	1,978	1,978	1,978	-
Fertilized acreage applied by contractor	2,253	2,253	2,253	2,253	2,253	-
Each playground inspected twice annually	-	-	12	18	18	-
Irrigation RPZ's inspected and repaired within 30 days of written notice	-	-	161	161	161	-
Work Order completion within 30 days of written notice	-	-	-	100.0%	100.0%	-
Parks receiving tree maintenance and removal annually	-	-	-	40.0%	40.0%	-
<b>Park Development</b>						
Percentage of Capital Improvement Projects put out to bid with two weeks of funding approval by City Council	-	-	-	80.0%	80.0%	-
Percentage of Capital Improvement Projects completed within days allotted in Notice to Proceed	-	-	-	100.0%	100.0%	-

# Parks and Recreation Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Plans created for in-house construction						
projects completed within two weeks of request (Goal 95%)	-	9	10	12	12	-
Designs and estimates created for projects requested by City Council or City Management completed within 30 days (Goal 100%)	-	11	15	16	16	-
Map or archive requests processed and delivered within one day	-	16	20	22	22	-
Indoor Recreation						
Customer satisfaction of activities/classes/programs	-	-	-	90.0%	90.0%	-
Community Center attendance	142,758	144,654	157,216	157,216	155,000	(1.4)
Senior Center attendance	142,061	138,245	133,527	133,527	135,000	1.1
Special event participation	26,643	21,499	23,274	25,000	25,000	-
Party house/Shelter rentals	493	349	303	303	325	7.3
Outdoor Recreation						
Customer satisfaction of activities/classes/programs	-	-	-	90.0%	90.0%	-
Swimming pool participation	50,745	45,356	45,315	45,500	45,500	-
Swimming pool rentals	153	158	147	150	150	-
Softball team registrations	318	314	254	240	240	-
Basketball team registrations	19	5	-	12	15	25.0
Volleyball team registrations	72	50	57	69	69	-
Flag football team registrations	14	18	-	11	11	-
Kick Ball team registrations	27	28	19	19	19	-
Safety City participation	18,800	16,754	15,616	15,616	16,000	2.5
Special Events participation	51,457	51,512	51,004	51,500	52,000	1.0
Show Wagon rentals	23	11	24	24	24	-
Equipment rentals	460	448	570	500	500	-
Tennis center reservations	16,294	16,256	15,904	16,225	16,225	-
Tennis center tournament participation	1,255	1,257	1,506	1,400	1,400	-

## FULL-TIME POSITIONS

Administrative Asst	2	Park Environ. Maint Foreman	1
Aquatics/Specialty Prog Coord	1	Park Inspector	3
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	20
Park Constr & Maint Worker	8	Tennis Professional	1
Park Construction Foreman	1	Turf Maintenance Foreman	1
Park Dev Mgr	1	TOTAL FULL-TIME POSITIONS	81

# Parks and Recreation Expenditures

<b>Park Maintenance</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 2,190,821	2,198,757	2,076,186	2,444,304	2,501,413	2.3
Benefits	1,100,749	1,165,729	1,006,067	1,297,079	1,321,902	1.9
Supplies	581,395	514,625	520,641	828,517	818,416	(1.2)
Maintenance	771,803	821,968	829,124	801,154	997,609	24.5
Professional Services/Training	1,548,090	1,886,665	1,937,233	2,032,539	2,031,505	(0.1)
Other Charges	110,295	107,548	97,133	109,771	114,275	4.1
Scheduled Charges	470,874	505,149	462,722	510,971	489,563	(4.2)
Capital Outlay/Reimbursements	26,597	68,560	381,063	372,366	387,861	4.2
<b>TOTAL PARK MAINTENANCE</b>	<b>\$ 6,800,625</b>	<b>7,269,000</b>	<b>7,310,169</b>	<b>8,396,701</b>	<b>8,662,544</b>	<b>3.2</b>

## Park Development

EXPENDITURES BY CATEGORY						
Compensation	\$ 137,953	138,938	142,069	156,543	156,948	0.3
Benefits	62,421	65,138	62,021	66,430	66,879	0.7
Supplies	5,380	6,479	8,234	6,691	8,130	21.5
Maintenance	4,567	4,063	4,166	3,466	4,903	41.5
Professional Services/Training	3,514	4,406	5,516	6,592	6,392	(3.0)
Other Charges	13,138	3,863	8,013	10,364	10,364	-
Scheduled Charges	27,024	45,218	42,131	45,760	45,827	0.1
Capital Outlay/Reimbursements	-	-	6,572	5,315	6,587	23.9
<b>TOTAL PARK DEVELOPMENT</b>	<b>\$ 253,995</b>	<b>268,105</b>	<b>278,722</b>	<b>301,161</b>	<b>306,030</b>	<b>1.6</b>

## Indoor Recreation

EXPENDITURES BY CATEGORY						
Compensation	\$ 593,001	663,854	695,786	700,488	740,983	5.8
Benefits	201,570	224,413	213,022	237,575	236,575	(0.4)
Supplies	67,321	70,331	69,970	106,137	126,628	1.4
Maintenance	10,668	22,918	15,545	16,641	13,457	1.4
Professional Services/Training	145,384	153,493	154,465	159,620	161,856	1.4
Other Charges	3,687	3,048	2,723	3,820	3,820	-
Scheduled Charges	171,736	208,509	219,736	234,196	223,402	(4.6)
Capital Outlay/Reimbursements	-	-	3,795	3,945	3,980	0.9
<b>TOTAL INDOOR RECREATION</b>	<b>\$ 1,193,368</b>	<b>1,346,566</b>	<b>1,375,043</b>	<b>1,462,423</b>	<b>1,510,701</b>	<b>3.3</b>

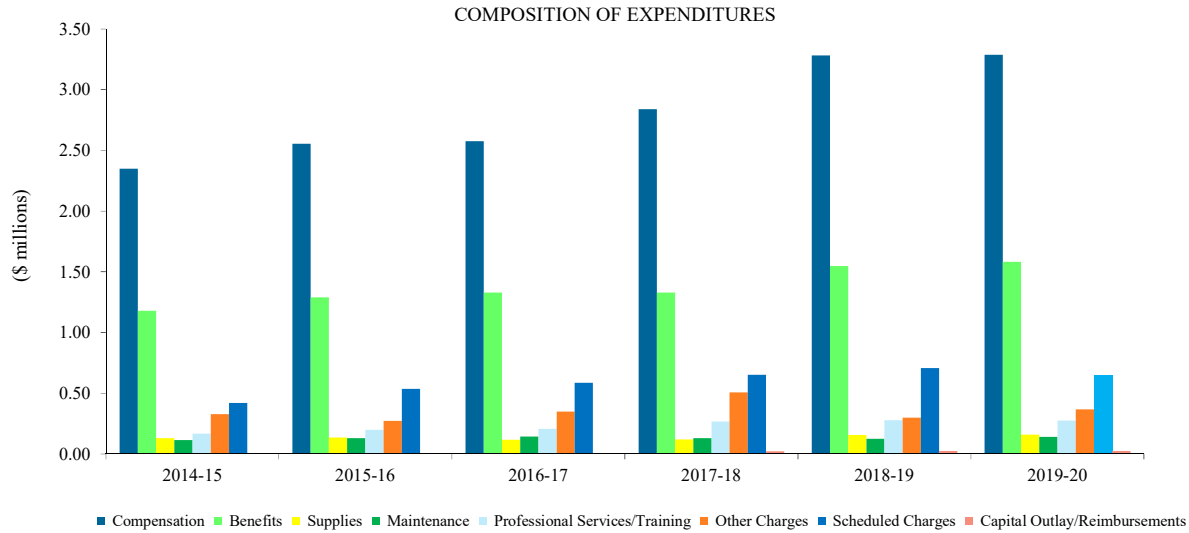
## Outdoor Recreation

EXPENDITURES BY CATEGORY						
Compensation	\$ 406,564	413,062	404,643	476,866	458,462	(3.9)
Benefits	106,439	105,512	105,826	119,125	115,485	(3.1)
Supplies	111,072	93,182	119,854	120,641	129,926	7.7
Maintenance	7,154	7,810	10,482	9,510	10,777	13.3
Professional Services/Training	151,543	144,105	139,665	197,450	176,957	(10.4)
Other Charges	38,004	36,901	39,411	38,580	40,230	4.3
Scheduled Charges	313,607	350,888	396,235	330,486	350,691	6.1
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL OUTDOOR RECREATION</b>	<b>\$ 1,134,384</b>	<b>1,151,461</b>	<b>1,216,116</b>	<b>1,292,658</b>	<b>1,282,528</b>	<b>(0.8)</b>





# General Fund - Development Services



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 2,554,170	2,575,549	2,840,124	3,283,141	3,287,417	0.1
Benefits	1,291,098	1,328,845	1,327,438	1,546,682	1,581,423	2.2
Supplies	133,611	116,704	120,827	154,816	159,583	3.1
Maintenance	129,956	144,293	130,005	123,389	140,057	13.5
Professional Services/Training	196,766	206,441	265,577	278,883	273,428	(2.0)
Other Charges	272,141	348,364	505,255	298,065	366,570	23.0
Scheduled Charges	536,025	587,321	651,408	708,133	647,477	(8.6)
Capital Outlay/Reimbursements	-	-	21,125	22,667	23,911	5.5
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 5,113,767</b>	<b>5,307,516</b>	<b>5,861,759</b>	<b>6,415,776</b>	<b>6,479,865</b>	<b>1.0</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Building Safety	\$ 1,963,520	1,935,885	2,241,985	2,482,186	2,425,107	(2.3)
Codes & Environmental Health	2,495,132	2,668,271	2,803,662	3,064,441	3,111,977	1.6
Planning	655,115	703,361	816,111	869,149	942,781	8.5
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 5,113,767</b>	<b>5,307,516</b>	<b>5,861,759</b>	<b>6,415,776</b>	<b>6,479,865</b>	<b>1.0</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Building Safety	24	26	30	30	30	-
Codes & Environmental Health	32	33	35	37	38	1
Planning	7	7	7	8	10	2
<b>TOTAL STAFFING</b>	<b>63</b>	<b>66</b>	<b>72</b>	<b>75</b>	<b>78</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 2018-19

- Evaluated all Building Safety fees and adjusted as necessary to ensure accurate, fair rates are being assigned relative to department cost of service.
- Implemented new staff training programs administered by International Code Council (ICC) staff instructors for the purpose of providing timely and up to date training relative to the most recently adopted model code editions.
- Exceeded established Building Safety performance metrics related to plan review and inspection response times resulting in more efficient customer service.
- Continued progressive implementation of online permitting system that allows permit application, payment, and issuance via the City of Lubbock Citizens Self Service web portal.
- Began implementation of phase three of Customer Self Service that will allow for the electronic submission of all required construction documents along with permit applications allowing for a complete paperless review process.
- Five additional staff members achieved ICC professional certifications increasing the total number of ICC professionally certified technical staff members to 13.

## Objectives for FY 2019-20

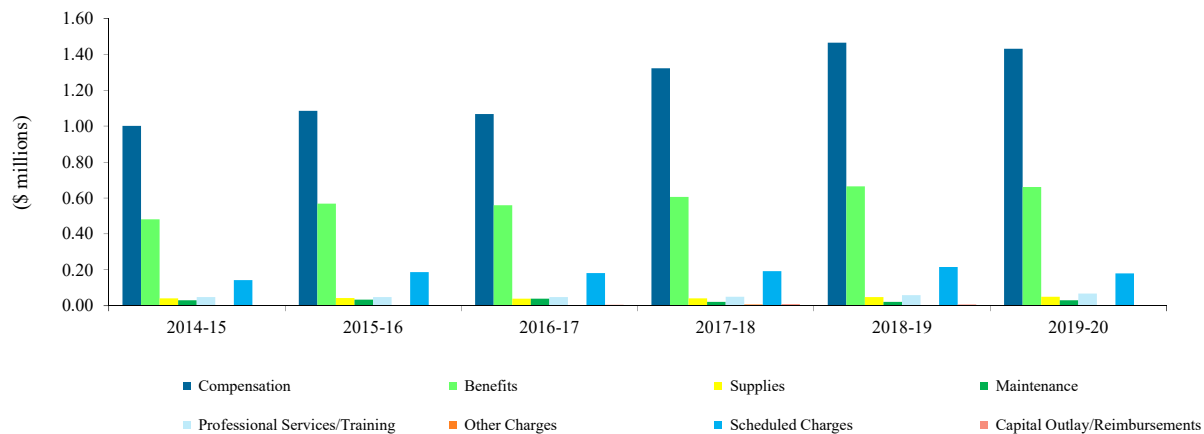
- Oversee full implementation of phase three of Customer Self Service that will allow for the electronic submission of required construction documents along with permit applications.
- Develop and implement standard operating procedures within the Development Services division for digital plan review facilitating more efficient review processes that can be performed simultaneously by multiple departments.
- 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 ICC recognizing municipalities who have demonstrated code knowledge and skills, as well as 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 decreased \$57,079, or 2.3 percent, compared to the FY 2018-19 Operating Budget.
- Compensation decreased \$33,702, or 2.3 percent, due to an adjustment to salaries and a decrease in terminal pay.
- Benefits decreased \$4,416, or 0.7 percent, due to a decrease in compensation.
- Supplies increased \$2,186, or 4.6 percent, due to increases in office supplies and fuel cost.
- Maintenance increased \$9,047, or 43.1 percent, due to an increase in fleet maintenance.
- Professional Services/Training increased \$8,176, or 13.8 percent, due to a projected increase in credit card processing fees.
- Other Charges decreased \$1,500, or 50 percent due to a decrease in furniture.
- Scheduled Charges decreased \$35,774, or 16.6 percent, due to a decrease in the information technology allocation.
- Capital Outlay/Reimbursements decreased \$1,096, or 13.6 percent, due to decreased tax note payments.

# Building Safety Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 1,085,439	1,067,629	1,321,011	1,464,041	1,430,339	(2.3)
Benefits	567,028	558,796	604,761	664,556	660,140	(0.7)
Supplies	42,582	38,874	40,717	47,446	49,632	4.6
Maintenance	33,490	39,546	21,358	21,013	30,060	43.1
Professional Services/Training	48,110	47,714	49,151	59,047	67,224	13.8
Other Charges	911	2,939	6,835	3,000	1,500	(50.0)
Scheduled Charges	185,961	180,387	192,579	215,020	179,246	(16.6)
Capital Outlay/Reimbursements	-	-	5,573	8,063	6,967	(13.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,963,520</b>	<b>1,935,885</b>	<b>2,241,985</b>	<b>2,482,186</b>	<b>2,425,107</b>	<b>(2.3)</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Building Safety	24	26	30	30	30	-
<b>TOTAL STAFFING</b>	<b>24</b>	<b>26</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
<b>Construction Activity</b>						
Construction dollar volume (Millions)	\$ 737.9	906.3	530.7	700.0	650.0	(7.1)
New residential permits	1,008	1,682	1,308	1,300	1,250	(3.8)
New non-residential permits	951	923	821	950	900	(5.3)
Addition/alteration permits	1,271	1,260	4,721	1,250	1,200	(4.0)
Other permits	14,041	11,444	11,345	11,500	11,000	(4.3)
<b>Plan Review Activity</b>						
Construction plans reviewed	3,335	2,873	2,156	2,650	2,600	(1.9)
Plan examiner daily workload	3.3	1.9	1.1	1.3	1.3	-
Percent reviewed within 14 days (Residential) Goal 90%	-	-	95.7%	94.8%	90.0%	(5.1)
Percent reviewed within 30 days (Commercial) Goal 80%	-	-	77.7%	82.8%	80.0%	(3.4)
<b>Inspection Activity</b>						
Structural inspections	13,539	17,489	15,093	15,000	14,500	(3.3)
Daily workload	13	18	12	12	12	(3.3)
Electrical inspections	10,075	13,335	10,984	11,000	10,500	(4.5)
Daily workload	10	13	11	11	11	(4.5)
Plumbing/mechanical inspections	32,175	39,124	24,919	25,000	24,000	(4.0)
Daily workload	32	39	20	20	19	(3.5)
Average inspector daily workload	18	23	14	14	14	(3.7)
Percent responded within targeted response time	-	-	99.7%	99.9%	99.0%	(0.9)

# Building Safety Overview

---

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 Enforcement/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 Enforcement.
- Enforce municipal ordinances that address physical signs of urban blight, social disorder, and environmental health.

## Accomplishments for FY 2018-19

- Code Enforcement conducted 12 Neighborhood Deployments, 12 Specific Violation Exercises, and nine FAIR Deployments resulting in numerous violations being abated and having a positive impact on neighborhoods.
- Code Enforcement conducted a regional Continuing Education Unit (CEU) training for Registered Code Enforcement Officers with more than 50 individuals attending.
- Code Enforcement and Environmental Health participated in numerous training activities as support personnel such as Lubbock 101, Mayor's Marathon, as well as supporting the Emergency Operations Center (EOC) during activation.
- Environmental Health obtained Certified Pool Inspector (CPO) accreditation and credentials for new Environmental Health Inspectors.
- Environmental Health participation in Food and Drug Administration (FDA) Southwest conference on food safety.
- Environmental Health attended training conference for software used for inspections.

- Company contracted to produce Crystal reports needed to go live with Envision Connect Remote in the field.

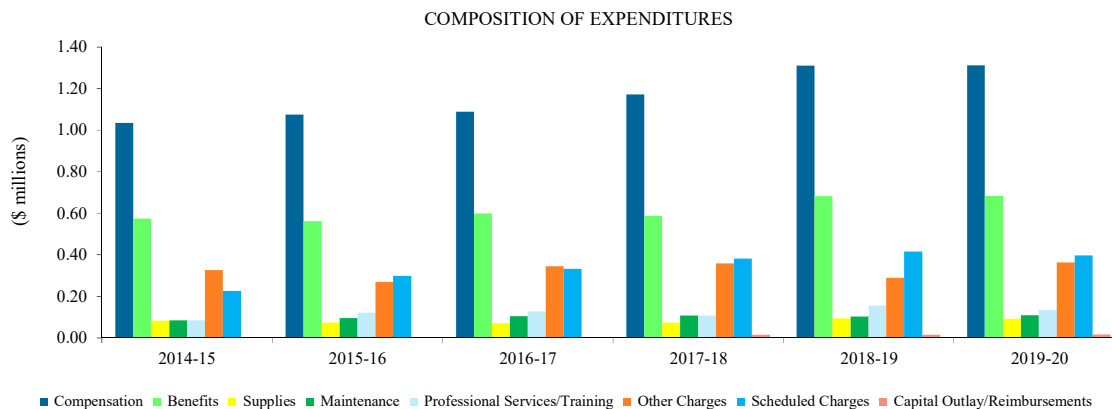
## Objectives for FY 2019-20

- Increase opportunities for training and leadership experience for inspectors and staff.
- Go live with Envision Connect Remote for food safety inspections.
- Actively work to increase the performance and improve the software used to create and track code cases.
- Increase knowledge and skill sets for two Environmental Health Registered Sanitarians by obtaining Certified Professional Food Safety Credentials.
- Environmental Health continued participation in FDA Southwest conference on food safety.
- 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.

## Expenditure Overview

- Total expenditures increased \$47,536, or 1.6 percent, when compared to the FY 2018-19 Operating Budget.
- Compensation increased \$1,667 or 0.1 percent, due to an increase in terminal pay, and staff turnover. One additional code inspector is included in the FY 2019-20 Budget and will be paid for by Community Development
- Benefits increased \$729, or 0.1 percent, due to an increase in health insurance cost, slightly offset by decreases in TMRS, workers compensation, and dental insurance costs.
- Supplies decreased \$669, or 0.7 percent, due to decreased machine equipment supply cost, slightly offset by increased fuel cost.
- Maintenance increased \$7,162, or 7.0 percent, due to an increase in vehicle maintenance and in the radio communications allocation.
- Professional Services/Training decreased \$18,285, or 11.8 percent, due to decreases in filing and releasing liens, slightly offset by increased training and travel.
- Other Charges increased \$72,525, or 25 percent, due to the increased cost of mowing and picking up bulk items.
- Scheduled Charges decreased \$17,934, or 4.3 percent, due to decreases in the information technology and liability insurance allocations, slightly offset by increases in telecommunications and postage allocations.
- Capital Outlay/Reimbursements increased \$2,340, or 16 percent, due to increased vehicle debt payments.

# Codes & Environmental Health Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 1,074,121	1,088,159	1,171,726	1,310,188	1,311,855	0.1
Benefits	561,726	599,822	586,179	683,266	683,995	0.1
Supplies	73,469	70,633	73,387	93,265	92,596	(0.7)
Maintenance	96,466	104,747	108,647	102,377	109,539	7.0
Professional Services/Training	121,946	127,898	108,637	154,563	136,278	(11.8)
Other Charges	269,107	345,213	358,380	290,585	363,110	25.0
Scheduled Charges	298,297	331,799	381,153	415,593	397,659	(4.3)
Capital Outlay/Reimbursements	-	-	15,552	14,605	16,944	16.0
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,495,132</b>	<b>2,668,271</b>	<b>2,803,662</b>	<b>3,064,441</b>	<b>3,111,977</b>	<b>1.6</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Code Enforcement	23	23	26	26	27	1
Environmental Health	9	10	9	11	11	-
<b>TOTAL STAFFING</b>	<b>32</b>	<b>33</b>	<b>35</b>	<b>37</b>	<b>38</b>	<b>1</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Code Enforcement</b>						
Educational Programs (LINC)	59	123	100	65	65	-
Citizen Contact	-	-	7,061	9,000	9,000	-
Graffiti cases initiated	894	871	913	1,000	1,000	-
Housing cases initiated	574	462	614	800	900	12.5
Junk Vehicle cases initiated	1,362	1,282	1,632	1,400	1,400	-
Junk Vehicle Days to voluntary compliance	15	26	13	11	11	-
Junk Vehicle Days to Administrative/ Judicial Action	13	14	12	11	11	-
Weed cases initiated	15,878	14,275	12,786	15,000	15,000	-
Weed Days to voluntary compliance	13	14	10	8	8	-
Weed Days to Administrative/Judicial Action	11	11	9	8	8	-
Zoning cases initiated	7,895	5,023	4,467	5,000	8,000	60.0
Zoning Days to voluntary compliance	14	21	7	11	11	-
Zoning Days to Administrative/Judicial Action	14	16	12	11	11	-
Average Days from Complaint to Inspection	-	-	2	2	2	-
<b>Environmental Health</b>						
Food inspections	1,781	2,100	2,132	2,300	2,400	4.3
Recreational Water Inspections	329	350	346	375	375	-
Body Art Inspections	24	26	40	40	40	-
Smoking Inspections	122	140	109	120	120	-
Food Establishment Complaints	136	241	296	265	265	265.0
Environmental Health Complaints	237	235	224	258	258	-



# Codes & Environmental Health Overview

---

FULL-TIME POSITIONS	
Code Admin Field Supervisor	2
Code Inspector I	6
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>38</u>

# Codes & Environmental Health Expenditures

<b>Code Enforcement</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 738,032	732,520	800,477	876,807	866,603	(1.2)
Benefits	383,300	402,536	396,955	463,294	460,366	(0.6)
Supplies	46,401	42,960	51,539	50,133	55,949	11.6
Maintenance	76,546	77,381	91,745	76,977	91,710	19.1
Professional Services/Training	112,778	116,617	93,837	132,488	111,238	(16.0)
Other Charges	265,727	340,284	334,751	275,000	354,000	28.7
Scheduled Charges	250,897	262,511	288,840	322,282	308,263	(4.3)
Capital Outlay/Reimbursements	-	-	3,352	3,485	3,515	0.9
<b>TOTAL CODE ENFORCEMENT</b>	<b>\$ 1,873,682</b>	<b>1,974,810</b>	<b>2,061,495</b>	<b>2,200,465</b>	<b>2,251,644</b>	<b>2.3</b>

## Environmental Health

EXPENDITURES BY CATEGORY						
Compensation	\$ 336,089	355,638	371,249	433,381	445,252	2.7
Benefits	178,426	197,285	189,224	219,972	223,629	1.7
Supplies	27,068	27,673	21,848	43,132	36,648	(15.0)
Maintenance	19,920	27,366	16,903	25,400	17,829	(29.8)
Professional Services/Training	9,168	11,281	14,800	22,075	25,040	13.4
Other Charges	3,380	4,929	23,629	15,585	9,110	(41.5)
Scheduled Charges	47,400	69,288	92,314	93,311	89,397	(4.2)
Capital Outlay/Reimbursements	-	-	12,200	11,120	13,429	20.8
<b>TOTAL ENVIRONMENTAL HEALTH</b>	<b>\$ 621,451</b>	<b>693,461</b>	<b>742,167</b>	<b>863,976</b>	<b>860,333</b>	<b>(0.4)</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.
- Reorganized the Planning Department to create areas of focus and maximize the small staff size.
  - Created a user-friendly reporting format and presentation template for all case types that includes analysis of requests in the context of related plans and criteria.
  - Prepared a number of work sessions for the Planning & Zoning Commission on various topics, including: Planned Development Districts and the Subdivision Ordinance.
  - Prepared a number of work sessions for the City Council on various topics, including: short term rentals, Loop 88, and Comprehensive Plan implementation.
  - Produced a Request for Qualifications (RFQ) to create a Unified Development Code incorporating all development-related requirements, and managed the consultant team selected on the project.
  - Instituted an annual training survey of all board members, and an annual training schedule on topics the boards prioritized.
  - Reworked design reviews for historic districts to ensure standards are met.
  - Drafted and conducted research on many topics for ordinance revisions and/or board discussions, including: brewpubs, corridor design standards, and parking ratios.
  - Created new performance measures to better measure all areas of performance the department should be monitoring.
  - Instituted a case manager approach to current planning cases, peer review of staff reports, and detailed workflows for all processes to ensure consistency, compliance with requirements, and to train new personnel.
  - Implemented changes to the zoning and platting procedures to ensure compliance with State statutes.
  - Processed all zoning and development related applications.
  - Scheduled and facilitated pre-development meetings.

## 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 2018-19

- Achieved adoption and began implementation of the 2040 Comprehensive Plan.

## Objectives for FY 2019-20

- 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.
- 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.
- Complete the preparation of customer-friendly, FAQ handouts that summarize each zoning district and are

# Planning Overview

available in the department's lobby as well as the website.

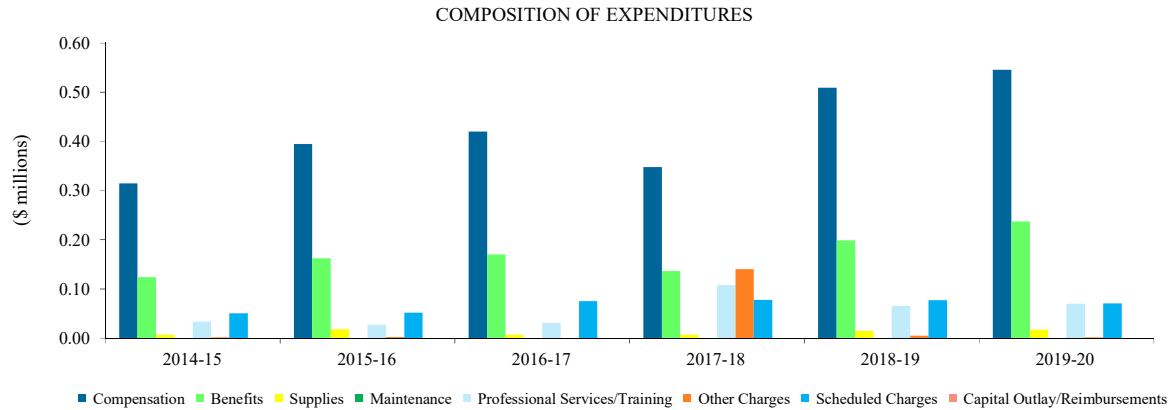
- Finish the ongoing project to get the city's Future Land Use Map and the Zoning Map available online for the public.
- Prepare a development handbook to assist citizens, developers, and other customers to navigate through the various development processes.
- Finalize the electronic archiving of all documents.
- Continue working to create a future planning subsection within the department.
- Create a PlanLubbock2040 implementation tracking document, and a regular reporting template.

## Expenditure Overview

- Total expenditures increased \$73,632, or 8.5 percent, compared to the FY 2018-19 Operating Budget.

- Compensation increased \$36,312, or 7.1 percent, due to the addition of a Planner and a Development Technician position, slightly offset by a decrease in part-time and temporary workers.
- Benefits increased \$38,428, or 19.3 percent, due to the increase in staff.
- Supplies increased \$3,250, or 23 percent, due to increases in the education and office supplies for the additional staff.
- Professional Services/Training increased \$4,653, or 7.1 percent, due to an increase in advertising and promotion, training and travel, credit card charges, and professional dues.
- Other Charges decreased \$2,520, or 56.3 percent, due to a one time purchase in FY2018-19, and a decrease in car allowance.
- Scheduled Charges decreased \$6,949 or 9 percent, due to decreases in postage, telecommunication, and liability insurance costs.

# Planning Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 394,610	419,761	347,386	508,911	545,223	7.1
Benefits	162,344	170,227	136,498	198,859	237,287	19.3
Supplies	17,560	7,196	6,723	14,105	17,355	23.0
Maintenance	-	-	-	-	458	-
Professional Services/Training	26,709	30,828	107,788	65,273	69,926	7.1
Other Charges	2,124	212	140,040	4,480	1,960	(56.3)
Scheduled Charges	51,767	75,136	77,675	77,520	70,571	(9.0)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 655,115</b>	<b>703,361</b>	<b>816,111</b>	<b>869,149</b>	<b>942,781</b>	<b>8.5</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Planning	7	7	7	8	10	2
<b>TOTAL STAFFING</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>2</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
Special Exceptions	62	55	76	52	46	(11.5)
Variances	179	149	143	160	140	(12.5)
Zone Cases	94	90	120	90	100	11.1
Specific Use Cases	-	-	-	15	17	13.3
Ordinance Amendments						
Proposed and Presented	-	-	-	8	4	(50.0)
Percentage of proposed ordinance amendments adopted	-	-	-	100.0%	100.0%	-
Urban Design & Historic Preservation						
Commission (UDHPC) Cases	-	-	-	6	8	33.3
Admin Approvals-Design Guidelines	-	-	-	30	33	10.0
Items presented to City Council	-	-	-	198	220	11.1
Game Room Permits Reviewed	-	-	-	35	38	8.6
TABC Applications - New	-	-	175	20	25	25.0
TABC Applications - Renewals	-	-	-	580	600	3.4
Sign Permits Reviewed	486	529	464	510	560	9.8
Preliminary Plats	40	22	27	32	35	9.4
Final Plats	141	111	103	75	85	13.3
Food Truck Permits	21	15	23	15	17	13.3
Commercial Permit Reviews	-	430	381	465	510	9.7
Residential Permit Reviews	-	384	272	535	590	10.3
Zoning Verification Letters	-	-	-	94	105	11.7
Open Records Requests	-	-	-	160	175	9.4
Planner of the Day Phone Calls	-	-	-	2,495	3,325	33.3
Planner of the Day Walk-ins	-	-	-	910	1,200	31.9
Number of Decisions appealed to						
Zoning Board of Adjustment	-	-	-	1	2	100.0
Number of administrative plats approved	-	-	-	-	-	-

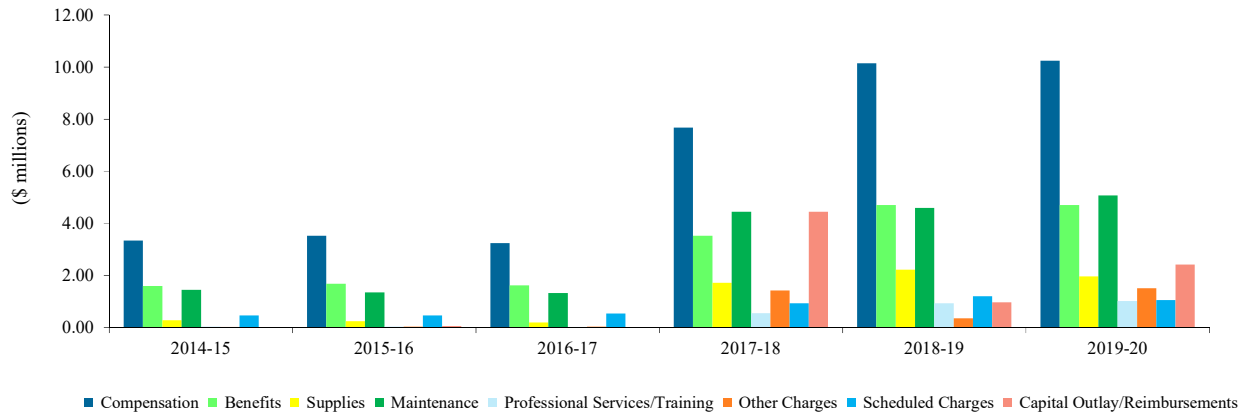
# Planning Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Implementation of Plan Lubbock 2040</b>						
Progress on the Implementation Steps, identified by letter:						
A. Creation of a Unified Development Code	-	-	-	25.0%	50.0%	100.0
C. Incorporate revised thoroughfare paving cross sections into subdivision regs	-	-	-	15.0%	65.0%	333.3
D. Develop an Impact Fee program	-	-	-	15.0%	65.0%	333.3
F. Update current Annexation and Growth policies	-	-	-	10.0%	10.0%	-
J. Continue to enhance downtown	-	-	-	10.0%	15.0%	50.0
L. Create design standards and gateway designations for key areas	-	-	-	10.0%	20.0%	100.0
<b>Interdepartmental Efficiency</b>						
Residential permits reviewed in 5 business days or less	-	-	29.0%	62.0%	90.0%	45.2
Commercial permits reviewed in 10 business days or less	-	-	83.0%	83.0%	90.0%	8.4
% of processing deadlines met - internal	-	-	-	90.0%	100.0%	11.1
% of processing deadlines met - external	-	-	-	100.0%	100.0%	-
<b>Engagement</b>						
Number of community meetings	-	-	-	5	12	140.0
Number of stakeholder meetings	-	-	-	6	12	100.0
Number of educational presentations to the Boards/Commissions	-	-	-	12	18	50.0
Survey results from the Boards	-	-	-	95.0%	100.0%	5.3
Survey results from customers	-	-	-	85.0%	90.0%	5.9
<b>Professional Development</b>						
Number of hours spent researching ordinance items	-	-	-	100	140	40.0
Number of hours of staff training (Formal and OJT)	-	-	-	30	36	20.0
<b>Quality Measures</b>						
Quality of staff reports (Average rating 1-5)	-	-	-	4	5	19.4
Quality of staff presentations (Average rating 1-5)	-	-	-	4	5	8.1
<b>FULL-TIME POSITIONS</b>						
Development Technician	1					
Director of Planning	1					
Management Assistant	2					
Planner	3					
Planning and Zoning Manager	1					
Senior Planner	2					
<b>TOTAL FULL-TIME POSITIONS</b>	<b>10</b>					



# General Fund - Public Works

COMPOSITION OF EXPENDITURES

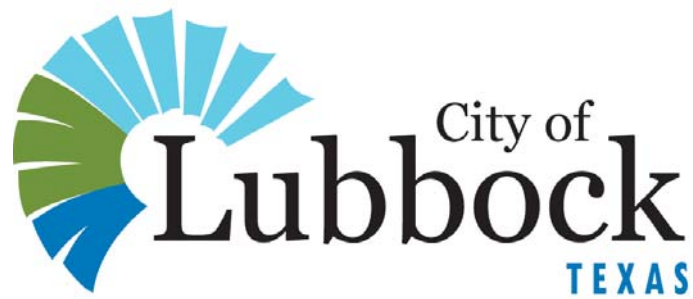


EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 3,520,907	3,245,597	7,678,687	10,141,430	10,245,958	1.0
Benefits	1,679,534	1,625,944	3,533,295	4,712,124	4,700,656	(0.2)
Supplies	241,515	200,254	1,726,923	2,219,015	1,962,671	(11.6)
Maintenance	1,355,080	1,330,072	4,448,235	4,593,695	5,076,972	10.5
Professional Services/Training	41,531	24,321	552,310	933,293	1,012,203	8.5
Other Charges	41,887	36,321	1,420,097	351,238	1,510,149	330.0
Scheduled Charges	470,192	548,177	936,636	1,210,548	1,061,304	(12.3)
Capital Outlay/Reimbursements	64,741	-	4,438,849	965,162	2,426,995	151.5
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 7,415,387</b>	<b>7,010,685</b>	<b>24,735,033</b>	<b>25,126,505</b>	<b>27,996,908</b>	<b>11.4</b>

EXPENDITURES BY DEPARTMENT	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Engineering	\$ 1,320,921	1,217,229	1,329,872	833,777	745,698	(10.6)
Solid Waste	-	-	15,580,975	15,746,249	18,798,173	19.4
Street Lighting	-	-	-	-	-	-
Streets	2,574,389	2,429,462	4,100,862	4,841,360	4,751,081	(1.9)
Traffic	3,520,077	3,363,994	3,723,324	3,705,119	3,701,957	(0.1)
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 7,415,387</b>	<b>7,010,685</b>	<b>24,735,033</b>	<b>25,126,505</b>	<b>27,996,908</b>	<b>11.4</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Engineering	17	16	16	45	45	-
Solid Waste	-	-	94	96	97	1
Streets	36	36	50	52	52	-
Traffic	37	37	35	34	34	-
<b>TOTAL STAFFING</b>	<b>90</b>	<b>89</b>	<b>195</b>	<b>227</b>	<b>228</b>	<b>1</b>





# Engineering Overview

## Mission and Services

The Engineering Department is dedicated to the responsible stewardship of development and infrastructure growth in Lubbock. The core values of outstanding service, effective teamwork, continuous improvement, and community involvement guide the mission.

Protecting the health, safety, and welfare of the public is critical to fulfilling the mission. This is done 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. It is also done by performing timely review and coordination of development construction plans, plats, and drainage analyses while maintaining quality in order to ensure exceptional infrastructure throughout the City of Lubbock. Construction oversight and inspection is critical to ensuring quality is maintained throughout the entire process by conformance with City ordinances, Standards and Specifications, State, and Federal laws.

The Capital Project and Design group will be dedicated to internal design, construction, and construction management of City capital projects. The Development Engineering Services group is evaluating all of the development process to streamline the operations and provide a clearer approach for the development community. The Engineering Inspection Services group is responsible to oversee all active engineering construction projects as well as utility infrastructure locations to protect City infrastructure.

## Goals

### Capital Project and Design

- Design and manage in-house projects supporting City activities.
- Effectively manage and plan capital projects for water, wastewater, storm water, and roadway.
- Coordinate with Development Engineering Services to ensure sufficient infrastructure for ongoing and anticipated development patterns.
- Leverage Federal money by supporting City roadway projects through the Metropolitan Planning Organization (MPO).
- Evaluate alternative funding sources to reduce the tax burden on the citizens of Lubbock.

### Development Engineering Services

- The Development Engineering Services group will review and return comments within five working days for 85 percent of complete engineering plan submittals and will complete review and return comments for 95 percent of complete engineering plan submittals within ten working days.
- Resubmitted plans with minor administrative corrections will be reviewed and returned within two working days.

- Drainage plans will be reviewed and responded to within fifteen working days for 95 percent of submittals.
- 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 related billing questions.
- Provide quality and timely service to community related flood zone development, flood insurance, and floodplain mapping.

## Engineering Inspection Services

- Proactively develop policies and procedures for the ever changing construction procedures and technologies.
- Inspect CIP projects and communicate progress, delays, and request for clarification from the field to the designing Engineer as needed.
- Inspect Development projects providing assistance where needed to contractors, engineers, and developers so the construction of the infrastructure is built on time and in accordance with City of Lubbock Standards and Specifications as well as State and Federal Laws.
- Locate water, wastewater, and storm water lines efficiently, accurately, and on time. Inspect and enforce City of Lubbock Standards and Specifications, City Ordinance Chapter 36.09, and City Excavation Manual. Strive to prevent and reduce interruptions to the citizens and traveling public.
- Efficiently and precisely survey for all upcoming internal design projects, obtaining enough information to allow engineering staff to design accurate plans.

## Accomplishments for FY 2018-19

### Capital Project and Design

- Completed design of 104<sup>th</sup> and Milwaukee and 50<sup>th</sup> and Indiana Elevated Storage Tanks.
- Completed Environmental Assessment and Schematic for Upland Avenue corridor and Phase 1 design for Upland Avenue between 66<sup>th</sup> and 82<sup>nd</sup> Streets.
- Continued improvements to water and wastewater treatment plants and water and sewer infrastructure.
- Completed Master Thoroughfare Plan and incorporated with Comprehensive Plan.
- Completed Construction and In-House Design of multiple water, sewer, and roadway projects.
- Updated Water Model with new GIS information.
- Began engineering design of Lowhead C Pump Station and Pipeline. Completed Pipeline route study and Easement Acquisition for Lowhead C pipeline.
- Began Future Infrastructure Funding study for potential funding other than rates and taxes for building infrastructure to new developing areas of Lubbock.

# Engineering Overview

- Completed Frankford waterline project and looped over five miles of dead end lines within the system.
- Began construction of Phase IV of Comprehensive Water Line Change outs.
- Finished design of the South Sanitary Sewer Line Phase III project and begin construction.
- Continued design of Plant 3 clarifier and air piping upgrades at the SEWRP.
- Selected Enterprise Asset Management Software.
- Completed Wastewater Master Plan.
- Updated Metropolitan Planning Organization Plan with all unimproved Thoroughfares from the Annexation.
- Continued Improvements of various headwalls and erosion projects around parks systems for Stormwater.
- Completed design of low water crossings with signal arms.
- Completed construction of Plant 4 Clarifier.
- Completed Construction of 3<sup>rd</sup> Street Sewer Line.
- Completed Analysis of various City-owned Playa Lakes for potential volume restoration or over excavation.
- Completed Design of Phase III Lateral for Northwest Lubbock Drainage Improvement Projects.
- Completed and advertised next Phase of Unimproved Roadways Project.

## Development Engineering Services

- Completed a five year cycle verification visit with ISO to recertify the Community Rating System Rating of Class 7. Ensuring citizens in the Special Flood Hazard Areas save up to 15 percent on flood insurance policies. Estimated annual impact to policy holders is a savings of \$259 thousand.
- Submitted Playa System C Restudy results to the Federal Emergency Management Association (FEMA) based on Phase 1, Northwest Lubbock Drainage Improvements Project (NWL DIP) 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.
- 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-train employees to create a more flexible and agile 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.

## Engineering Inspection Services

- Ongoing cross-training of inspection staff to be familiar with water, sewer, storm water, and roadway projects.

- Pride, ownership, and responsibility in individual inspection projects.
- Reclassified utility locator positions to be more versatile and assist with right-of-way utility inspections and construction inspections in addition to infrastructure locates.

## Objectives for FY 2019-20

### Capital Project and Design

- Complete design of Elevated Storage Tanks and begin construction of first tank.
- Complete Environmental Assessment for Upland Avenue corridor and Phase 1 design for Upland Avenue between 66<sup>th</sup> and 82<sup>nd</sup> Streets.
- Continue improvements to water and wastewater treatment plants and water and sewer infrastructure.
- Complete Phase 2 of Master Thoroughfare Plan to include an Access Management Plan and 10-year Capital Plan.
- Begin construction of North Water Treatment Plant Phase III Improvements. Consisting of replacement of flocculators and filter backwash handling improvements.
- Continue repair and upgrades to the Bailey County Well Field electrical system.
- Continue optimization of system-wide treatment and pumping systems.
- Begin Construction of Low head C Pump Station and Supply Line. Bringing Lake Alan Henry water to Pump Station No.16.
- Begin construction of two – 2 million gallon elevated storage tanks at 50<sup>th</sup> Street and Indiana Ave and Milwaukee Ave and 104<sup>th</sup> Street.
- Perform condition assessment of Treated Effluent Outfall Line to XCEL Energy's Jones Power Plant.
- Continue design and construction of South East Water Reclamation Plant (SEWRP) 4 Blower Improvements Project.
- Begin design of Canyon Lakes Interceptor Rehabilitation Phase 3 project.

### Development Engineering Services

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

### Engineering Inspection Services

- Increase training on maps, rights-of-way, easements,

# Engineering Overview

property lines, industry locate standards, and best practices.

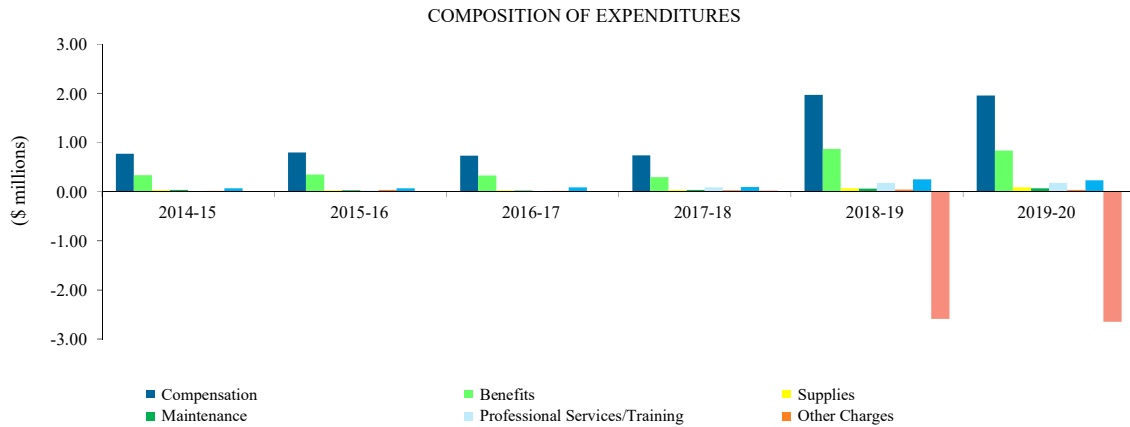
- Continue efforts at coordinating testing and inspection activities.
- Improve customer service by providing inspection reports to contractors, consultants, and developers.
- Streamline communication between contractors and engineers to more quickly resolve issues during construction.

## Expenditure Overview

- Total expenditures decreased \$88,079, or 10.6 percent compared to the FY 2018-19 Operating Budget.
- Compensation decreased \$8,899, or 0.5 percent, due to more positions partially allocated to Pro Rata and Capital Improvement projects, offset by additional certification, part time, overtime, and terminal pay.
- Benefits decreased \$31,937, or 3.7 percent, due to change in compensation and a slight decrease in the TMRS Rate, offset slightly by an increase in health care cost.
- Supplies increased \$20,960, or 32.0 percent, due to increases to fuel, locator marking materials, and personnel related supplies such as safety and clothing materials.

- Maintenance increased \$9,547, or 15.2 percent, due to higher radio communication charges, biennial Troxler Nuclear Density Gauge license renewals, and vehicle upgrades and repair.
- Professional Services and Training increased \$604, or 0.4 percent, due to the additional costs in Boards and Commissions, advertising and promotions, professional dues, and training and travel, offset by decreased contractual services expenses.
- Other Charges decreased \$1,500, or 3.8 percent, due to lower real property services.
- Scheduled Charges decreased \$17,964, or 7.2 percent, due to lower information technology, electric, and telecommunications charges, offset by liability insurance expenses.
- Capital Outlay/Reimbursements decreased \$58,889, or 2.3 percent, due to lower vehicle debt payments and increased reimbursement for engineering services from Water, Wastewater, and Storm Water Funds.

# Engineering Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 799,390	730,830	733,692	1,966,014	1,957,115	(0.5)
Benefits	344,550	324,490	299,168	867,967	836,029	(3.7)
Supplies	26,350	26,512	35,738	65,590	86,550	32.0
Maintenance	25,706	23,820	36,787	62,784	72,330	15.2
Professional Services/Training	20,767	10,780	82,037	172,556	173,160	0.4
Other Charges	32,272	14,084	26,299	39,362	37,862	(3.8)
Scheduled Charges	71,886	86,713	95,112	250,439	232,475	(7.2)
Capital Outlay/Reimbursements	-	-	21,040	(2,590,934)	(2,649,824)	2.3
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,320,921</b>	<b>1,217,229</b>	<b>1,329,872</b>	<b>833,777</b>	<b>745,698</b>	<b>(10.6)</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Engineering Inspection Services	17	16	16	16	16	-
Engineering Development Services	-	-	-	13	13	-
Engineering CIP & Design	-	-	-	16	16	-
<b>TOTAL STAFFING</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>45</b>	<b>45</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
<b>Capital Project and Design</b>						
External CIP Design Phase	-	-	6	11	11	-
External CIP Construction Phase	-	-	13	11	11	-
Internal CIP Design Phase	-	10	7	7	7	-
Internal CIP Construction Phase	-	10	5	6	6	-
<b>Development Engineering Services</b>						
Subdivision Plats reviewed	-	-	129	600	600	-
Plans reviewed	-	-	151	125	125	-
Pre-Development Consultations	-	-	107	125	125	-
Drainage Analysis	-	-	80	90	90	-
Floodplain Item Reviews	-	-	2,235	2,400	2,400	-
<b>Engineering Inspection Services</b>						
Material tests performed	5,500	6,000	2,798	2,500	2,500	-
Tests finding faulty materials	110	150	55	50	70	40.0
Construction inspections	6,457	8,235	18,897	16,000	17,000	6.3
Inspections finding faulty construction	312	658	1,387	1,500	2,000	33.3
Utility cut permits issued	1,567	2,607	1,405	1,500	1,500	-
Utility cut inspections	186	265	1,315	1,500	2,000	33.3
Commercial Driveway inspection	-	-	-	-	65	-
Commercial Driveway inspection in less than 4 hours	-	-	-	-	65	-
Locates Made	-	-	-	-	12,000	-
Locates Causing infrastructure damage	-	-	-	-	10	-
Locates made on time	-	-	-	-	12,000	-

# Engineering Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Performance Metrics</b>						
<b>Capital Project and Design</b>						
Construction budget will not exceed 10% of original budget (Goal 95%)	-	-	-	-	95.0%	-
Total budget will not be exceeded (Goal 95%)	-	-	-	-	95.0%	-
In House Design Schedule is met (Goal 95%)	-	-	-	-	95.0%	-
Construction schedule is met (Goal 80%)	-	-	-	-	80.0%	-
<b>Development Engineering Services</b>						
Percentage of construction plans reviewed within 5 days of assignment - Goal of 85%	-	-	79.0%	85.0%	85.0%	-
Percentage of construction plans reviewed within 10 days of assignment (Goal 95%)	-	-	98.0%	95.0%	95.0%	-
Percentage of drainage plans comments issued in 15 business days reviewed within 10 days of assignment (Goal 95%)	-	-	80.0%	95.0%	95.0%	-

<b>FULL-TIME POSITIONS</b>			
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	2	ROW Management Coord	1
Civil Engineering Assoc	5	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
GIS Data Analyst	1	Storm Water Utility Acct Coor	1
GIS/CAD Technician	4	Water Utility Locater/Inspector	4
<b>TOTAL FULL-TIME POSITIONS</b>			<b>45</b>

# Engineering Expenditures

<b>Engineering Inspection Services</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 799,390	730,830	733,692	690,019	579,281	(16.0)
Benefits	344,550	324,490	299,168	321,435	258,494	(19.6)
Supplies	26,350	26,512	35,738	42,461	62,180	46.4
Maintenance	25,706	23,820	36,787	31,142	61,281	96.8
Professional Services/Training	20,767	10,780	82,037	6,396	16,860	163.6
Other Charges	32,272	14,084	26,299	23,362	23,362	-
Scheduled Charges	71,886	86,713	95,112	112,395	97,154	(13.6)
Capital Outlay/Reimbursements	-	-	21,040	(899,305)	(889,844)	(1.1)
<b>TOTAL ENGINEERING INSPECTION SERVIC</b>	<b>\$ 1,320,921</b>	<b>1,217,229</b>	<b>1,329,872</b>	<b>327,903</b>	<b>208,768</b>	<b>(36.3)</b>

## Engineering Development Services

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	699,568	705,337	0.8
Benefits	-	-	-	289,868	291,740	0.6
Supplies	-	-	-	9,930	10,500	5.7
Maintenance	-	-	-	19,992	1,368	(93.2)
Professional Services/Training	-	-	-	90,850	78,440	(13.7)
Other Charges	-	-	-	5,000	3,500	(30.0)
Scheduled Charges	-	-	-	80,286	67,972	(15.3)
Capital Outlay/Reimbursements	-	-	-	(877,674)	(869,143)	(1.0)
<b>TOTAL ENGINEERING DEVELOPMENT SER</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>317,820</b>	<b>289,714</b>	<b>(8.8)</b>

## Engineering CIP & Design

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	576,428	672,498	16.7
Benefits	-	-	-	256,663	285,796	11.4
Supplies	-	-	-	13,200	13,870	5.1
Maintenance	-	-	-	11,650	9,681	(16.9)
Professional Services/Training	-	-	-	75,310	77,860	3.4
Other Charges	-	-	-	11,000	11,000	-
Scheduled Charges	-	-	-	57,758	67,349	16.6
Capital Outlay/Reimbursements	-	-	-	(813,955)	(890,837)	9.4
<b>TOTAL ENGINEERING CIP &amp; DESIGN</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>188,054</b>	<b>247,215</b>	<b>31.5</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 75,075 residential customers and 2,723 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 limited commercial solid waste collection.
- Operate two landfills for Lubbock and surrounding communities to provide for citizen health and safety and disposal of 330.6 thousand 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 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 2018-19

- Hired Recycling Supervisor to expand recycling educational efforts.
- Complete CIP renovations of Northside office building.

- Keep Lubbock Beautiful (KLB) doubled participation in the "10 on Tuesday" litter abatement pledge program through citizens, schools, and businesses.
- Active participation in the new billing and work order system with other City utilities.
- Established recycling and waste minimization outreach campaign partnership efforts with the City's Communications and Marketing staff.
- KLB Stash the Trash program participated in the Storm water drain mural project.
- KLB initiated partnership with City Libraries to beautify Patterson Library.
- Participated in the City of Lubbock Utilities Open House.
- Participated in the Lubbock 101 field day.
- Held departmental Operations Driving Skills Event and participated in State Road-e-o competition.
- Participated in the Tech to Town event.
- KLB and Recycling Education participated in the 2019 Home and Garden Show, the Lubbock Arts Festival, and the Science Spectrum's Nature's Core Event.
- Initiated planning for potential "Pop-up" recycling events.
- Updated recycling program brochures and website.
- Provided best management practices on proper recycling guidelines.
- Partnered with Code Administration, Parks and Recreation, neighborhood associations, church and civic groups, and local entities to conduct 24 neighborhood and City cleanups.
- Expanded Bulky Crew collection services to eliminate contracted Codes vendor.
- Reviewed consultant's draft findings of the Route Analysis and Cost per Service study.
- Reviewed consultant's draft findings of potential Transfer Station.
- Completed minor renovations of Southside crew building.
- Completed water sampling for the Soil Vapor Extraction (SVE) pilot study.
- KLB completed beautification project in District 2.
- Completion of Cell V construction at the West Texas Regional Disposal Facility (WTRDF).
- Completion of Cell VI final phase construction at Caliche Canyon Landfill.
- Installation of evaporation pond at WTRDF.
- Completed water sampling for the SVE pilot study.
- Sent three operators to state road-e-o competition one placed second in the compactor division and one placed second in the loader division.
- Two operators went to national road-e-o competition.
- Completion of concrete at the front entrance of WTRDF.
- Repairs to asphalt haul road at WTRDF.
- Completing of Storage building at Caliche Canyon.



# Solid Waste Overview

- Started Operational study for both Collections and Disposal.

## Objectives for FY 2019-20

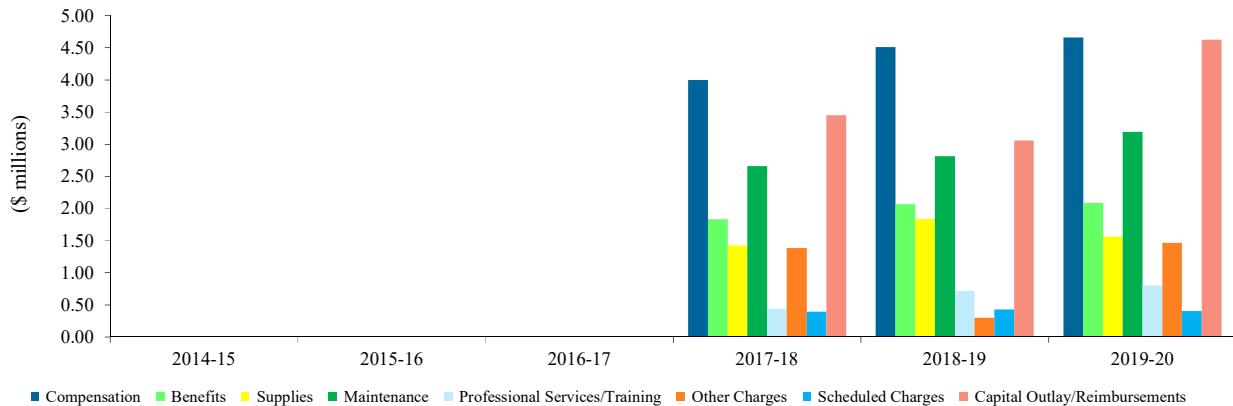
- Continue promotion and increase participation for “10 on Tuesday” litter abatement pledge program.
- KLB expansion of beautification projects through public art through continued partnerships.
- Train staff and implement departmental functions in the new billing and utilities work order system.
- Continue recycling and waste minimization outreach campaign partnership efforts with the City’s Communications and Marketing staff.
- Conduct at least 4 “Pop-up” recycling events.
- Implementation of consultant’s findings of the Route Analysis and Cost per Service study.
- Implementation of consultant’s findings of potential Transfer Station.
- Consider route service for the illegal dumping and large item Bulky Crew collection program.
- Expand the roll-out cart collection in neighborhoods without designated alleyways.
- Utilize rugged tablets for field communications and work order completion to increase efficiency.
- Continue partnerships with Code Administration, Parks and Recreation, neighborhood associations, church and civic groups, and local entities to conduct neighborhood and City cleanups. Completion of new shop at Caliche Canyon.
- Finish operational study with some implementation.
- Continue changing out pumps in ground water wells.
- Continue to achieve a higher compaction rate, the goal is 1,400 lbs.
- Start on scale house renovation at WTRDF.
- Start and complete update scale house at WTRDF.

## Expenditure Overview

- Total expenditures increased \$3.1 million, or 19.4 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$147.2 thousand, or 3.3 percent, due to the addition of a customer service representative and increases in overtime and terminal pay, offset slightly by decreases in stability pay, education incentive, and temporary employee costs.
- Benefits increased \$22,871, or 1.1 percent, due to addition of the customer service representative offset slightly by decreases in workers compensation and dental insurance.
- Supplies decreased \$276.4 thousand, or 15.0 percent, due to lower projected diesel fuel and a decrease in other clothing supply needs, offset slightly by an increase in education supplies for a new beautification initiative.
- Maintenance increased \$375.1 thousand, or 13.3 percent, due to additional vehicle and equipment maintenance and waste container repair expense.
- Professional Services/Training increased \$80,882, or 11.3 percent, due to the operation and rate study contract as well as increases to advertising, credit card processing fee, professional dues, and training expense.
- Other Charges increased \$1.2 million, due to new beautification and awareness initiatives and additional waste containers for new construction and annexed areas.
- Scheduled Charges decreased \$27,420, or 6.3 percent, due to lower property insurance, liability insurance, water, and telecommunications, offset by increases to information technology and natural gas allocations.
- Capital Outlay/Reimbursements increased \$1.6 million, or 51.2 percent, due to moving transfers to Debt Service Fund and transfers to LP&L to the cost center level, offset by lower vehicle debt payments.

# Solid Waste Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ -	-	3,999,777	4,511,892	4,659,141	3.3
Benefits	-	-	1,832,167	2,065,949	2,088,820	1.1
Supplies	-	-	1,422,505	1,840,229	1,563,819	(15.0)
Maintenance	-	-	2,655,209	2,815,586	3,190,714	13.3
Professional Services/Training	-	-	440,311	718,331	799,213	11.3
Other Charges	-	-	1,388,065	302,272	1,464,269	384.4
Scheduled Charges	-	-	393,146	431,990	404,570	(6.3)
Capital Outlay/Reimbursements	-	-	3,449,795	3,059,999	4,627,627	51.2
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ -</b>	<b>-</b>	<b>15,580,975</b>	<b>15,746,249</b>	<b>18,798,173</b>	<b>19.4</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Residential Collection	-	-	65	67	67	-
Inmate Clean-Up	-	-	-	-	-	-
Solid Waste Disposal	-	-	24	23	24	1
Keep Lubbock Beautiful	-	-	-	-	-	-
Recycling Collection	-	-	5	6	6	-
<b>TOTAL STAFFING</b>	<b>-</b>	<b>-</b>	<b>94</b>	<b>96</b>	<b>97</b>	<b>1</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Residential Collection</b>						
Residential - Containers in Use	26,209	26,396	27,234	27,359	27,709	1.3
Service containers twice per week	-	-	92.0%	93.0%	93.0%	-
Spot check 320 alleys per week - collection standards	-	-	95.0%	95.0%	95.0%	-
Support 24 neighborhood and community cleanups	-	-	97.0%	97.0%	97.0%	-
Ensure employees wear required safety equipment	-	-	99.0%	99.0%	99.0%	-
Residential - Solid Waste Collected (Per Ton)	121,545	126,003	126,554	126,754	127,000	0.2
Recycling - Tons collected at Drop-off Center	1,416	1,435	1,580	1,580	1,653	4.6
Recycling - Tons of Non-recyclable items	1,100	1,029	1,115	1,115	1,158	3.9
<b>Disposal</b>						
Disposal - Yearly compaction rate for: Caliche Canyon Landfill lbs./yds.3	-	-	800	800	900	12.5

Actual      Actual      Actual      Projected      Target      % Change

# Solid Waste Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
West Texas Region Disposal Facility						
lbs./yrds.3	-	-	1,300	1,350	1,400	3.7
Disposal - Collection fee error rate	-	-	<1%	<1%	<1%	-
Disposal - Number of Texas Commission on Environmental Quality (TCEQ) violations	-	-	-	-	-	-
Disposal - Ensure employees wear required safety equipment	-	-	100.0%	100.0%	100.0%	-
Disposal - Total tons disposed	333,700	305,970	321,003	327,062	325,050	(0.6)
Disposal - Tons disposed per day of operation	1,109	1,010	1,066	1,083	1,000	(7.7)
<b>FULL-TIME POSITIONS</b>						
Administrative Asst	2					
Constr & Maint Worker	1					
Customer Service Rep	5					
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>97</b>					

# Solid Waste Expenditures

<b>Residential Collection</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ -	-	2,581,423	2,912,027	2,942,785	1.1
Benefits	-	-	1,296,387	1,462,125	1,451,081	(0.8)
Supplies	-	-	886,233	1,163,507	960,207	(17.5)
Maintenance	-	-	1,648,164	1,673,962	1,933,612	15.5
Professional Services/Training	-	-	16,316	25,676	25,917	0.9
Other Charges	-	-	1,201,311	251,480	1,393,930	454.3
Scheduled Charges	-	-	228,703	218,037	218,375	0.2
Capital Outlay/Reimbursements	-	-	2,114,558	1,677,238	902,466	(46.2)
<b>TOTAL RESIDENTIAL COLLECTION</b>	<b>\$ -</b>	<b>-</b>	<b>9,973,094</b>	<b>9,384,052</b>	<b>9,828,373</b>	<b>4.7</b>

## Inmate Clean-Up

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	-	23,250	24,253	26,412	8.9
Maintenance	-	-	32,354	41,018	49,985	21.9
Professional Services/Training	-	-	222,971	283,680	292,080	3.0
Other Charges	-	-	-	-	-	-
Scheduled Charges	-	-	2,678	5,572	2,870	(48.5)
Capital Outlay/Reimbursements	-	-	12,141	-	-	-
<b>TOTAL INMATE CLEAN-UP</b>	<b>\$ -</b>	<b>-</b>	<b>293,393</b>	<b>354,522</b>	<b>371,348</b>	<b>4.7</b>

## Solid Waste Disposal

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	1,151,811	1,257,520	1,373,126	9.2
Benefits	-	-	444,528	479,994	515,104	7.3
Supplies	-	-	487,327	602,631	531,858	19.5
Maintenance	-	-	909,165	1,025,999	1,110,004	19.5
Professional Services/Training	-	-	168,858	362,377	432,893	19.5
Other Charges	-	-	168,223	34,072	37,891	11.2
Scheduled Charges	-	-	144,036	179,725	166,989	(7.1)
Capital Outlay/Reimbursements	-	-	1,284,132	1,340,308	3,682,040	174.7
<b>TOTAL SOLID WASTE DISPOSAL</b>	<b>\$ -</b>	<b>-</b>	<b>4,758,081</b>	<b>5,282,626</b>	<b>7,849,906</b>	<b>48.6</b>

## Keep Lubbock Beautiful

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	-	5,112	-	-	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	-	-	3,719	-	-	-
Other Charges	-	-	18,171	-	-	-
Scheduled Charges	-	-	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL KEEP LUBBOCK BEAUTIFUL</b>	<b>\$ -</b>	<b>-</b>	<b>27,002</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Recycling Collection

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	266,543	342,346	343,230	0.3
Benefits	-	-	91,252	123,830	122,635	(1.0)
Supplies	-	-	20,583	49,837	45,341	(9.0)
Maintenance	-	-	65,527	74,607	97,112	30.2
Professional Services/Training	-	-	28,446	46,598	48,323	3.7
Other Charges	-	-	360	16,720	32,448	94.1
Scheduled Charges	-	-	17,730	28,657	16,336	(43.0)
Capital Outlay/Reimbursements	-	-	38,965	42,454	43,120	1.6
<b>TOTAL RECYCLING COLLECTION</b>	<b>\$ -</b>	<b>-</b>	<b>529,405</b>	<b>725,048</b>	<b>748,546</b>	<b>3.2</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

- Grade unpaved streets and alleys on a regular basis.
- Respond to pothole complaints within two business days.
- 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.

## Accomplishments for FY 2018-19

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

- Used crusher and screener to recycle approximately 14,693 cubic yards of asphalt and concrete for the stabilization of alleys and unpaved streets.
- Performed remove and re-lay on seven lane miles of residential streets.
- Patched approximately 61,014 square feet of potholes and 29,700 square yards of base failure and utility cut repairs.
- Graded approximately 400 miles of unpaved streets and 1,086 miles of alleys through routine maintenance and citizen requests.
- Stabilized nine miles of unpaved alleys.
- Street sweepers collected 17,234 cubic yards of debris from 17,822 lanes miles of City streets.
- Cleaned 4,061 drain inlets and removed 78 tons of debris.
- Assisted with traffic control for the Mayor's Marathon.
- Public Works Dispatch processed 141.8 thousand requests: phone calls, email, radio calls, and work orders.

## Objectives for FY 2019-20

- Continue proactive street maintenance through Capital Improvement Projects (CIP) on City streets and research surface treatments that will extend street life.
- Continue city-wide street inventory using the Infrastructure Maintenance Management Program software.
- 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.
- Public Works Dispatch will provide satisfactory customer service in high-energy public works communications.

## Expenditure Overview

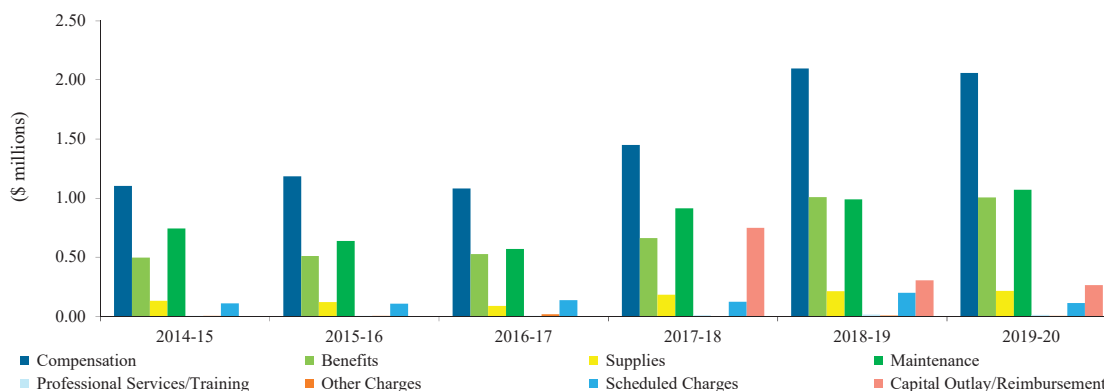
- Total expenditure decreased \$90,280, or 1.9 percent compared to the FY 2018-19 Operating Budget.
- Compensation decreased \$39,532, or 1.9 percent, due to department turnover and less need for temporary employees, offset by higher education incentive and overtime expenses.
- Benefits decreased \$2,786, or 0.3 percent, due to department turnover, offset by health insurance and workers compensation costs.
- Supplies increased \$639, or 0.3 percent, due to increase in fuel budget.

# Streets Overview

- Maintenance increased \$81,511, or 8.2 percent, due to vehicle and building maintenance costs, offset slightly by street system and radio communications savings.
- Professional Services/Training decreased \$3,133, or 19.6 percent, due to lower professional dues and internal training expense.
- Other Charges decreased \$1,585, or 23.7 percent, due to a one-time expense in FY 2018-19 rolling off, offset by an increase in car/cell phone allowance.
- Scheduled Charges decreased \$85,282, or 42.9 percent, due to lower information technology, property insurance, liability insurance, and telecommunications allocations.
- Capital Outlay/Reimbursements decreased \$40,112, or 13.1 percent, due to lower vehicle debt payments and increased reimbursement from other funds, offset by an increase in other equipment for the purchase of one snow plow attachment at \$20,000.

# Streets Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 1,185,341	1,082,394	1,450,786	2,099,815	2,060,283	(1.9)
Benefits	512,598	528,214	663,460	1,009,994	1,007,208	(0.3)
Supplies	121,058	89,750	184,122	214,592	215,231	0.3
Maintenance	638,600	569,978	915,124	989,878	1,071,390	8.2
Professional Services/Training	5,885	2,147	9,259	16,000	12,867	(19.6)
Other Charges	2,391	19,618	3,040	6,697	5,111	(23.7)
Scheduled Charges	108,517	137,362	124,811	198,832	113,550	(42.9)
Capital Outlay/Reimbursements	-	-	750,260	305,552	265,441	(13.1)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 2,574,389</b>	<b>2,429,462</b>	<b>4,100,862</b>	<b>4,841,360</b>	<b>4,751,081</b>	<b>(1.9)</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Public Works - Streets	36	36	36	32	32	-
Public Works Dispatch	-	-	-	6	6	-
Alley Maintenance	-	-	14	14	14	-
<b>TOTAL STAFFING</b>	<b>36</b>	<b>36</b>	<b>50</b>	<b>52</b>	<b>52</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Base failures/utility cut repairs (SY)	10,472	14,043	29,700	15,050	17,316	15.1
Total lane miles of paved streets						
within City limits	3,106	3,220	3,340	3,340	3,340	-
Contracts (PMO)						
Concrete Patching Contracts (SY)	38,000	27,500	10,358	16,000	15,000	(6.3)
Asphalt Rejuvenator (Residential) (SY)	956,285	473,409	686,651	868,342	868,342	-
Micro-Surfacing (SY)	-	1,030,000	-	-	1,200,000	-
1. Collectors	-	275,000	-	-	350,000	-
2. Residentials	-	550,000	-	-	700,000	-
3. Major Thoroughfares	-	205,000	-	-	150,000	-
Street Reconstruction (Major Thoroughfares) (SY)	13,156	-	98,318	127,000	85,000	(33.1)
Concrete replacement (PMO)						
Intersections (SY)	4,800	3,800	1,400	5,670	2,500	(55.9)
Valley gutters (SY)	4,800	2,650	3,300	4,000	3,900	(2.5)
Number of ADA curb ramps constructed	75	60	37	50	45	(10.0)
In-house remove and relay program (SY)	42,616	48,731	18,268	20,000	32,404	62.0
Percentage of citizen called in potholes responded within 48 hours	-	54.0%	58.2%	44.6%	80.0%	79.4
Grade unpaved alleys at a minimum of twice annually (miles)	972	766	1,087	701	882	25.7

# Streets Overview

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
Maintain an average Pavement Condition						
Rating	-	81.0%	76.0%	76.0%	80.0%	5.3
Alley Maintenance						
Miles bladed of unpaved streets and alleys	1,289	1,048	1,488	982	1,202	22.4
Total miles of rebuilt alleys	2	1	9	1	1	-
Production of reclaimed concrete for alley maintenance (CuYd)	-	1,375	1,310	400	1,300	225.0
Production of reclaimed asphalt/caliche millings for alley maintenance (CuYd)	490	12,940	13,383	11,400	12,574	10.3
Public Works Dispatch						
Phone calls coming in	28,056	32,457	36,508	40,000	42,000	5.0
Phone calls going out	19,777	20,765	21,803	23,000	25,000	8.7
Email: received or responded	23,286	18,715	21,649	24,000	25,000	4.2
Radio calls coming in or out	25,571	22,544	24,153	26,000	28,000	7.7
Work Orders	28,290	32,084	37,696	42,000	45,172	7.6
<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	3					
Heavy Equipment Operator	24					
Public Works Dispatcher Supervisor	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	<u>52</u>					



# Streets Expenditures

<b>Public Works - Streets</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 1,185,341	1,082,394	1,054,376	1,306,551	1,322,077	1.2
Benefits	512,598	528,214	450,277	623,990	623,972	(0.0)
Supplies	121,058	89,750	96,066	122,376	108,882	(11.0)
Maintenance	638,600	569,978	710,045	749,898	737,668	(1.6)
Professional Services/Training	5,885	2,147	6,431	11,333	9,828	(13.3)
Other Charges	2,391	19,618	2,122	3,985	2,161	(45.8)
Scheduled Charges	108,517	137,362	109,419	166,863	94,449	(43.4)
Capital Outlay/Reimbursements	-	-	318,208	464,339	446,662	(3.8)
<b>TOTAL PUBLIC WORKS - STREETS</b>	<b>\$ 2,574,389</b>	<b>2,429,462</b>	<b>2,746,944</b>	<b>3,449,334</b>	<b>3,345,700</b>	<b>(3.0)</b>

## Public Works Dispatch

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	291,322	230,361	(20.9)
Benefits	-	-	-	118,428	113,562	(4.1)
Supplies	-	-	-	10,000	10,570	(71.7)
Maintenance	-	-	-	-	-	(71.7)
Professional Services/Training	-	-	-	1,853	525	(71.7)
Other Charges	-	-	-	720	1,871	159.7
Scheduled Charges	-	-	-	136	5,554	3,984.0
Capital Outlay/Reimbursements	-	-	-	(158,787)	(181,221)	14.1
<b>TOTAL PUBLIC WORKS DISPATCH</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>263,672</b>	<b>181,221</b>	<b>(31.3)</b>

## Alley Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	396,410	501,942	507,845	1.2
Benefits	-	-	213,184	267,576	269,674	0.8
Supplies	-	-	88,056	82,215	95,779	16.5
Maintenance	-	-	205,079	239,981	333,721	39.1
Professional Services/Training	-	-	2,827	2,814	2,514	(10.7)
Other Charges	-	-	918	1,992	1,080	(45.8)
Scheduled Charges	-	-	15,392	31,833	13,546	(57.4)
Capital Outlay/Reimbursements	-	-	432,052	-	-	-
<b>TOTAL ALLEY MAINTENANCE</b>	<b>\$ -</b>	<b>-</b>	<b>1,353,918</b>	<b>1,128,353</b>	<b>1,224,160</b>	<b>8.5</b>

# Traffic Overview

## Department 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 90 percent of 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 2018 -19

- Operated the joint Traffic Management Center (TMC) from 7:00 AM to 6:30 PM.
- Installed Flashing Yellow Arrow signal indications throughout the City to comply with new the Texas Manual on Uniform Traffic Control Devices (TMUTCD) standard.
- Responded to citizen and 3-1-1 Call Center requests within 72 hours. Respond to emergency call-outs immediately.
- Construction timing adjustments during the following projects (number of intersections involved):
  - TxDOT median and pedestrian improvement project on 19<sup>th</sup> Street (5)
  - Atmos Energy utility project at 82<sup>nd</sup>/Frankford (7)
  - LP&L utility project on 82<sup>nd</sup> Street (5)
  - COL Streets pavement maintenance work:
    - 114<sup>th</sup>/Quaker
    - 34<sup>th</sup>/University
- Signal retiming projects are as follows:
  - Milwaukee Avenue (noon peak plan) from 19<sup>th</sup> Street through 73<sup>rd</sup> Street
  - 19<sup>th</sup> Street (noon peak plan) from Avenue L through Avenue A
  - 50<sup>th</sup>/Memphis intersection (all plans) following flashing yellow arrow installation
  - Erskine/Quaker and Erskine/Indiana intersections (all plans) following Erskine Street widening project
  - University Avenue (all plans) from 50<sup>th</sup> Street through S. Loop 289 following 58<sup>th</sup>/University signal rebuild
  - Frankford Avenue (all plans) from Spur 327 through 82<sup>nd</sup> Street following 73<sup>rd</sup>/Frankford signal installation

- 82<sup>nd</sup>/Frankford intersection (all plans) following flashing yellow arrow installation
- 34<sup>th</sup>/Slide/MSF interchange (evening peak plan) to increase northbound capacity
- Implemented pedestrian protect timing at 4<sup>th</sup>/Indiana east signal crossing and a leading pedestrian interval at all high pedestrian volume signal crossings.
- Continued temporary timing changes at intersections during incidents such as crashes and police road closures and downloaded minor offset and split adjustments at intersections throughout the city to maintain timing plan efficiency.
- Repaired or replaced approximately 4,700 signs throughout the city.
- Produced over 200 new signs and installed over 500 new signs throughout the city.
- Repainted over 350 crosswalks and stop bars and installed over 100 pavement markings including turn arrows, straight arrows and combination arrows.
- Installed over 500 raised pavement markers at various locations.
- Installed new signal heads, wiring, and video detection systems at the following intersections:
  - 13<sup>th</sup> & Slide
  - TTU Parkway & Quaker
  - 34<sup>th</sup> & Avenue Q
  - Clovis & Avenue U
  - 50<sup>th</sup> Street (Elgin, University, Ave U, Ave Q, Slide, Utica, Quaker, Gary, Flint)
  - 42<sup>nd</sup> & Slide
- Upgraded the communication to a two-way cellular network at over 80 percent of the existing school zones, included replacing the legacy clocks.
- Designed and constructed a new traffic signal at 98th Street and Milwaukee Avenue.
- Completed signal restorations at the following locations:
  - Clovis Highway & Avenue U
  - Glenna Goodacre and University Avenue
- Participated in interdepartmental project to design the conversion of Avenue K and Avenue L to two-way streets from Marsha Sharp Freeway to 29<sup>th</sup> Street.
- Over 10 miles of fiber optic cable has been installed including the following locations:
  - 98<sup>th</sup> Street (University to IH27)
  - MLK (Itasca to 24th Street)
  - East 1<sup>st</sup> Street (MLK to Zenith)
  - East 4<sup>th</sup> Street (MLK to Idalou)
  - Marsha Sharp Frwy (Brandon Plant to 9<sup>th</sup> St)
  - 34<sup>th</sup> Street (Fire station #6)
  - East 50<sup>th</sup> Street (Fire station #10)
  - Citizen's Tower Project (Mun. Sq. to Tower)

## Objectives for FY 2019-20

- Install traffic calming devices, speed cushion projects, and implement policies developed as part of the Neighborhood Traffic Management Program.

# Traffic Overview

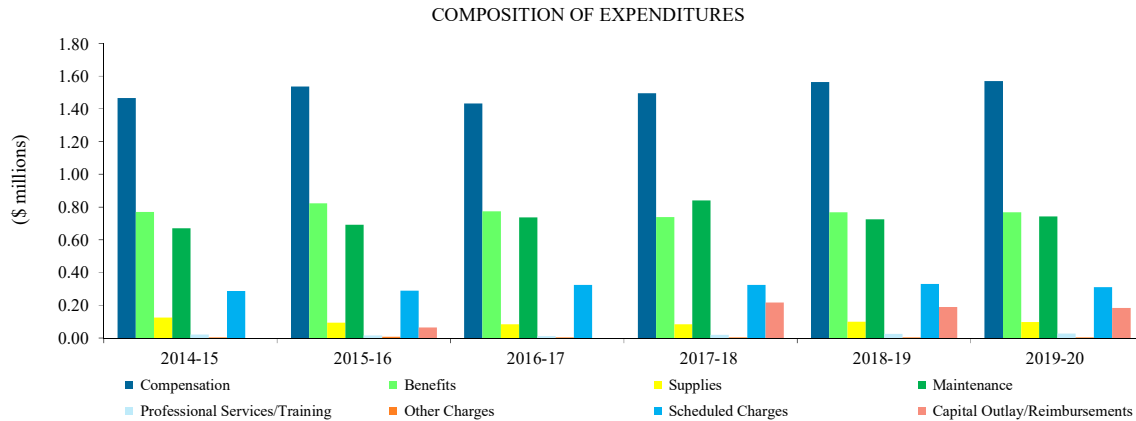
- Install new traffic signals that have been vetted and approved by CTC.
- Continue communications system upgrade by installing fiber optic cable throughout the city to add City facilities to the City network.
- Continue the flashing yellow arrow upgrade mandated by the TMUTCD.
- Install closed circuit television (CCTV) cameras at arterial-to-arterial interchanges throughout the city to manage traffic emergency and work zone incidents.
- Continue installation of battery backup systems at intersections throughout the city to mitigate dark signal head events during power outages.
- Continue upgrading the school zone communication infrastructure.

## Expenditure Overview

- Total expenditure decreased \$3,162, or 0.1 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$5,711, or 0.4 percent, due to the approval of a change in hiring wage policy and professional certifications, offset by lower part-time, overtime, stability, and terminal pay costs.

- Supplies decreased \$1,533, or 1.6 percent, due to lower office supplies and diesel fuel budget, offset by increases in education supplies, uniforms, and unleaded fuel.
- Maintenance increased \$17,091, or 2.4 percent, due to additional vehicle, signal, and software maintenance, offset slightly by lower radio communications and traffic systems costs.
- Professional Services/Training increased \$557, or 2.1 percent, due to new utility locating software and professional dues, offset by lower advertising and promotion and training and travel costs.
- Scheduled Charges decreased \$18,578, or 5.6 percent, due to lower information technology, property insurance, liability insurance, and electric, offset slightly by increased telecommunications and postage allocations.
- Capital Outlay/Reimbursements decreased \$6,793, or 3.6 percent, due to lower vehicle debt payments.

# Traffic Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 1,536,176	1,432,374	1,494,432	1,563,708	1,569,419	0.4
Benefits	822,387	773,240	738,501	768,215	768,598	0.0
Supplies	94,107	83,992	84,558	98,604	97,072	(1.6)
Maintenance	690,775	736,274	841,114	725,447	742,538	2.4
Professional Services/Training	14,878	11,393	20,704	26,406	26,963	2.1
Other Charges	7,223	2,619	2,693	2,907	2,907	-
Scheduled Charges	289,790	324,102	323,567	329,287	310,709	(5.6)
Capital Outlay/Reimbursements	64,741	-	217,754	190,545	183,752	(3.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 3,520,077</b>	<b>3,363,994</b>	<b>3,723,324</b>	<b>3,705,119</b>	<b>3,701,957</b>	<b>(0.1)</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Traffic Engineering & Design	10	10	9	8	8	-
Traffic Operations	27	27	26	26	26	-
<b>TOTAL STAFFING</b>	<b>37</b>	<b>37</b>	<b>35</b>	<b>34</b>	<b>34</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Traffic counts performed	316	387	101	125	150	20.0
Signal timing adjustments	1,048	1,274	754	750	750	-
Citizen requests processed	247	325	304	300	300	-
Traffic Management Center (TMC) incident responses	113	189	619	1,000	1,000	-
Signs produced and installed	6,768	5,482	6,955	6,000	6,000	-
Crosswalks/Stop Bars/Legends installed	217	243	1,029	250	500	100.0
Signals Constructed/Removed/Major Upgrades	83	127	68	75	75	-
Emergency calls (signals)	1,092	1,561	1,025	1,000	1,000	-
Signs relamped (bulbs and LED)	174	693	146	150	150	-
Fiber Splices	1,000	2,125	2,546	2,000	2,000	-
New School Zones Processed/Reviewed/ Installed	-	-	3	-	2	-
Signal Counts						
Perform Traffic Counts at 1/3 of signalized intersections annually-Total Intersections	-	-	44	45	100	122.2
Perform Traffic Counts per citizen requests to study for signal installation	-	-	57	80	50	(37.5)
Install miles of fiber optic communications cable	-	-	14	20	30	50.0
Preventative Maintenance						
Inspect 100% Signalized Intersections (Texas Department of Transportation and City of Lubbock) annually (signals)	-	-	36.0%	100.0%	100.0%	-

# Traffic Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Refresh pavement markings on 50% of arterials & collectors annually (1,000 linear miles)	893	368	142	116	250	115.5
Refresh pavement markings for school campuses-1/2 refreshed annually (campus)	-	-	66	66	66	-
Citizen Requests						
Respond to initial request (24 hours)	-	-	97.0%	100.0%	100.0%	-
Studies completed and responded to requestor (4 weeks)	-	-	94.0%	90.0%	90.0%	-
Citizen Traffic Commission (CTC) approved signals installed (5 months)	-	-	-	100.0%	100.0%	-
CTC approved High-Intensity Activated crosswalk beacon (HAWKS) installed (3 months)	-	-	-	100.0%	100.0%	-
Fiber Optic Repairs to cable maintained by City of Lubbock Traffic						
Restore out of service IT Fiber Optic (12 hours)	-	-	100.0%	100.0%	100.0%	-
Restore out of service Traffic Fiber Optic (24 hours)	-	-	100.0%	100.0%	100.0%	-
Signal Timing Adjustments						
Review City-wide 1 of 3 signal timing plan annually	-	-	221	221	221	-
<b>FULL-TIME POSITIONS</b>						
Administrative Asst	1					
City Traffic Engineer	1					
Civil Engineer	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 Foreman	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					
<b>TOTAL FULL-TIME POSITIONS</b>	<b>34</b>					

# Traffic Expenditures

<b>Traffic Engineering &amp; Design</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 576,700	542,059	571,318	530,208	541,881	2.2
Benefits	252,756	232,477	226,453	210,652	213,970	1.6
Supplies	8,959	9,683	7,252	8,921	7,650	(14.2)
Maintenance	28,255	22,265	18,239	24,645	26,778	8.7
Professional Services/Training	4,368	4,195	8,630	10,921	8,934	(18.2)
Other Charges	1,856	1,440	1,375	1,451	1,451	-
Scheduled Charges	97,132	106,089	108,673	105,140	102,186	(2.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL TRAFFIC ENGINEERING &amp; DESIGN</b>	<b>\$ 970,027</b>	<b>918,208</b>	<b>941,940</b>	<b>891,938</b>	<b>902,851</b>	<b>1.2</b>

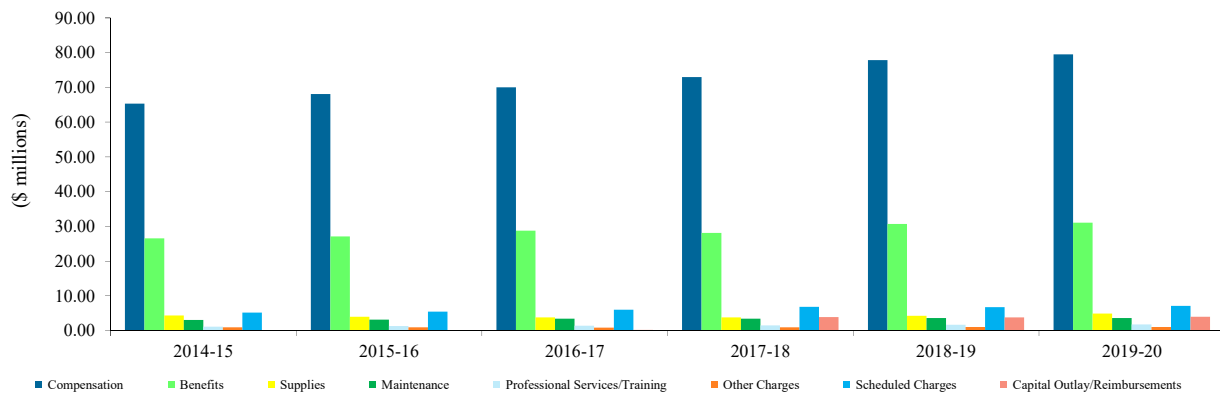
## Traffic Operations

EXPENDITURES BY CATEGORY						
Compensation	\$ 959,477	890,315	923,114	1,033,500	1,027,538	(0.6)
Benefits	569,631	540,762	512,048	557,562	554,628	(0.5)
Supplies	85,147	74,309	77,306	89,683	89,421	(0.3)
Maintenance	662,520	714,009	822,875	700,802	715,759	2.1
Professional Services/Training	10,510	7,198	12,074	15,485	18,029	16.4
Other Charges	5,367	1,179	1,319	1,456	1,456	-
Scheduled Charges	192,658	218,013	214,894	224,147	208,523	(7.0)
Capital Outlay/Reimbursements	64,741	-	217,754	190,545	183,752	(3.6)
<b>TOTAL TRAFFIC OPERATIONS</b>	<b>\$ 2,550,051</b>	<b>2,445,786</b>	<b>2,781,384</b>	<b>2,813,181</b>	<b>2,799,106</b>	<b>(0.5)</b>



# General Fund - Public Safety & Health

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 68,003,317	70,021,268	72,941,550	77,833,678	79,439,430	2.1
Benefits	27,039,338	28,709,151	28,092,168	30,631,623	30,991,574	1.2
Supplies	3,955,704	3,756,786	3,805,831	4,254,011	4,902,146	15.2
Maintenance	3,145,363	3,408,594	3,388,392	3,597,421	3,584,673	(0.4)
Professional Services/Training	1,309,521	1,349,097	1,472,398	1,617,870	1,699,800	5.1
Other Charges	899,758	854,085	915,071	1,048,829	1,045,704	(0.3)
Scheduled Charges	5,379,224	5,981,556	6,813,132	6,721,012	7,054,351	5.0
Capital Outlay/Reimbursements	50,744	143,660	3,868,300	3,748,381	3,985,838	6.3
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 109,782,970</b>	<b>114,224,199</b>	<b>121,296,844</b>	<b>129,452,819</b>	<b>132,703,518</b>	<b>2.5</b>

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Animal Services	\$ 1,779,703	1,955,884	2,068,966	2,181,569	2,299,090	5.4
Fire Rescue	46,395,421	48,137,648	51,468,455	54,149,059	55,055,882	1.7
Municipal Court	1,773,689	1,743,099	1,859,530	1,981,501	1,989,614	0.4
Police	58,507,372	60,992,588	64,563,991	69,566,086	71,647,394	3.0
Public Health	1,326,785	1,394,980	1,335,902	1,574,604	1,711,538	8.7
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 109,782,971</b>	<b>114,224,198</b>	<b>121,296,844</b>	<b>129,452,820</b>	<b>132,703,518</b>	<b>2.5</b>

STAFFING	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Animal Services	24	24	25	25	25	-
Fire Rescue	429	429	434	435	438	3
Municipal Court	20	20	19	21	21	-
Police	545	544	555	565	577	12
Public Health	23	23	23	24	27	3
<b>TOTAL STAFFING</b>	<b>1,041</b>	<b>1,040</b>	<b>1,056</b>	<b>1,070</b>	<b>1,088</b>	<b>18</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 upon intake for all pets.
- Partner with local and out of state transport/rescue groups and fosters.
- Reunite lost animals with their owners.
- Promote responsible pet ownership by implementing educational opportunities.
- Investigate and resolve reports of animal cruelty or mistreatment.

## Goals and Objectives

- Reduce the number of unwanted pets through spay/neuter on-site at Lubbock Animal Shelter (LAS) with contracted Veterinarian
- Provide animal microchips through public promotions and community events.
- Educate on 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 2018-19

- Attended several community events and offered at all events free microchipping for animals. We also had events where we vaccinated for free. One event in 2018 we microchipped and vaccinated over 700 animals.
- Contracted with a Veterinarian that spends her time looking at each animal and diagnosing and treating the animals in the shelter. With her assistance we have been able to treat and keep disease in the shelter at a minimum. We have begun doing in house spaying and neutering for all animals that become property at LAS to help control the pet population. In helping control the population it has required more equipment and medicines to treat those that are spayed and neutered.
- Began vaccinating all dogs upon intake. This again helps in prevention of disease throughout the shelter. We vaccinate puppies beginning at 4 weeks of age and then every two week after until the puppies are 4 months. There are instances where a puppy will leave the shelter before the series is complete but it will help in them not getting sick once they leave. All dogs between 4 months and 1 year old are vaccinated on intake and then again in 3 weeks from the initial vaccination. All dogs over one year old are vaccinated on intake and will need to be re-vaccinated after 1 year again. Rabies vaccines are given once a dog leaves the shelter.

- No longer use Euthanasia as a population control method.
- Strengthened our relationships with local rescues, began a foster program, and adoptions are at an all-time high.
- Observed record numbers of pets being returned to their owners, which has also allowed for the microchipping of these animals for future owner locating if necessary.
- Became an education based agency instead of an enforcement based agency. We have been repairing fences and educating the community through hands on education with the public, social media, and news media. We have animal protection officers instead of animal control officers. Instead of writing citations we are using notice of violation forms (door hangers) to inform the residents and allow them to make corrections without giving a citation.
- Used the opportunity to home-quarantine animals that are up to date on their rabies shots instead of bringing them to the shelter and using space that we do not have. That helps in the cost for vaccinations, if we don't bring them to the shelter we don't have to spend the money to vaccinate.
- Used an appointment based system for citizens that want to surrender their animals. A lot of times we can get a citizen to keep an animal if we offer dog food and to vaccinate the animal they are trying to surrender. This is a cost to the shelter, but a much lower cost than the animal remaining in the shelter for a long period of time.
- With LP&L updating their software system it will help us to locate owners even if they have moved from a specific residence. We are using the current LP&L system to locate owners and it has helped us in finding owners prior to pets entering the shelter.

## Objectives for FY 2019-20

- Maintain and increase results on the above accomplishments from 2018.
- Increase retention and maintain staffing.
- Increase retention of volunteers.
- Educate and decrease owner surrenders.
- Continue to educate the community at events and through social media.
- Use the Veterinarian to help in spaying and neutering prior to animals leaving the facility.
- Continue to vaccinate in order to control disease.
- Maintain relationships with local fosters and rescues and continue to work on building relationships with transports to get more dogs out of the shelter.

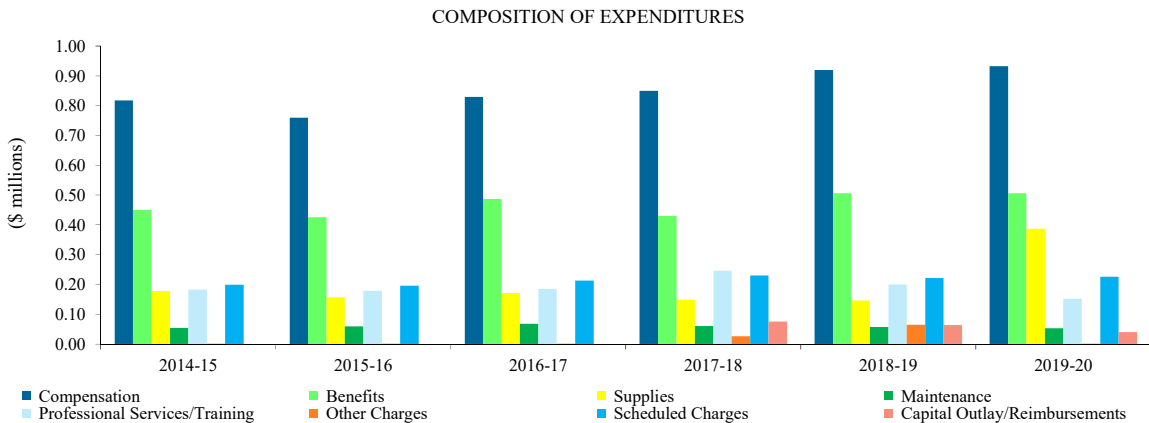
## Expenditure Overview

- Total expenditures increased \$117.5 thousand, or 5.4 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$13,653, or 1.5 percent, due to additional overtime, stability, and terminal pay costs, offset slightly by a decrease in full time pay.

# Animal Services Overview

- Supplies increased \$240.4 thousand, or 163.9 percent, due to additional supplies required to facilitate the Lubbock Animal Shelters current no kill efforts.
- Maintenance decreased \$4,484, or 7.7 percent, due to lower vehicle maintenance costs, offset slightly by increased radio communication charges.
- Professional Services/Training decreased \$48,400, or 24.2 percent, due to the in house Veterinarian being funded out of the Animal Assistance Fund and a contract with Police Dispatch to handle after hours calls, offset slightly by increases in boards and commissions costs.
- Other Charges decreased \$64,315, or 99.2 percent, due to a one time computer equipment purchase from FY 2018-19 rolling off, offset slightly by an increase in allowance costs.
- Scheduled Charges increased \$4,987, or 2.2 percent, due to higher electric, natural gas, telecommunications, and postage, offset by decrease in information technology, property insurance, and liability insurance allocations.
- Capital Outlay/Reimbursements decreased \$24,184, or 37.6 percent, due to lower vehicle debt payments.

# Animal Services Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 759,967	829,305	849,865	919,447	933,099	1.5
Benefits	425,791	487,621	430,070	506,336	506,231	(0.0)
Supplies	157,481	171,138	148,923	146,616	386,986	163.9
Maintenance	59,707	68,571	60,535	57,941	53,456	(7.7)
Professional Services/Training	179,246	185,185	246,376	200,325	151,925	(24.2)
Other Charges	874	300	26,666	64,815	500	(99.2)
Scheduled Charges	196,637	213,764	230,327	221,773	226,759	2.2
Capital Outlay/Reimbursements	-	-	76,204	64,317	40,133	(37.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,779,703</b>	<b>1,955,884</b>	<b>2,068,966</b>	<b>2,181,569</b>	<b>2,299,090</b>	<b>5.4</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Animal Services	24	24	25	25	25	-
<b>TOTAL STAFFING</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Total animals processed	14,949	16,491	11,189	10,883	10,500	(3.5)
Total Live Intake	9,580	10,543	8,951	8,732	9,500	8.8
Canines Adopted	261	503	1,626	2,658	2,500	(5.9)
Felines Adopted	198	267	732	946	800	(15.4)
Animal Bites	604	745	785	887	800	(9.8)
Aggressive Dog Calls	898	1,016	1,241	1,365	1,500	9.9
Owner Surrendered	1,604	1,942	2,267	2,322	2,500	7.7
Total Service Calls	15,901	17,605	14,488	14,115	15,000	6.3
<b>Performance Metrics</b>						
Total Animal Live Release	2,348	2,975	4,334	5,062	5,100	0.8
Reclaimed/Returned to Owner	1,229	1,400	1,976	1,458	1,800	23.5
Total Animal Live Release (Goal 90%)	24.5%	28.2%	60.3%	91.6%	90.0%	(1.8)

## FULL-TIME POSITIONS

Animal Services Officer	15
Animal Services Supervisor	2
Asst Director Animal Services	1
Customer Service Rep	4
Director of Animal Services	1
Lead Animal Services Officer	1
Management Assistant	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, 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 **406** sworn personnel positions, and 32 non-civil service personnel positions. As the city has continued to grow geographically and in population, the Fire Department has striven to accommodate that growth in order to maintain, and enhance the quality of services historically 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 monies. 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, rescue, and medical incidents.
- Provide fiduciary budget oversight in Fire Department operations and in the capital program that include new fire station construction, and major repairs at fire facilities.
- 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 2018-19

- Received ISO Class 1 rating.
- Hired an additional vehicle mechanic and IT technician.
- Purchased two (2) New Pumpers.
- Completed security improvements at Fire Stations.
- Responded to 19,146 calls for service in calendar year 2018.
- Continued roof replacements at Fire Stations.
- Continued Fire Station renovations for extractor installation, as a part of the cancer prevention program.
- In conjunction with GIS department, created a fire hydrant maintenance/service application.
- Implemented a commercial storage plan submittal process.
- Continued redesign of Fire Safety Education program.
- Trained City personnel on EOC operations.
- In conjunction with the GIS department, created a set of dashboards and maps to increase situational awareness.
- In conjunction with Communication and Marketing, created an Emergency Communications web page.

## Objectives for FY 2019-20

- Design, develop, and present a full-scale exercise focused on summer weather hazards including search and rescue and debris management.
- Continue ongoing repair/renovation of existing Fire facilities.
- Fully implement policy and procedure update via Lexipol.
- In conjunction with City departments and agency partners, develop and implement strategies for the development and implementation of pre-plans for multidiscipline response to severe weather and tornado.
- Develop and implement an updated "Fire Clown Program" to present fire and life safety education to pre-K through 2<sup>nd</sup> grade students.
- Continue Firefighter Cancer Prevention Program.

# Fire Rescue Overview

## Expenditure Overview

- Total expenditure increased \$906.8 thousand, or 1.7 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$374.2 thousand, or 1.1 percent, due to higher move-up pay, the addition of three new positions (Equipment Operator, Lieutenant, and Administrative Assistant), and budgeted terminal pay.
- Benefits decreased \$2,912 due to lower workers compensation, dental insurance, fire pension, and TMRS Rate, offset by increases in health insurance and social security.
- Supplies increased \$141.8 thousand, or 11.8 percent, due to higher expected office, medical, clothing supplies as well as fuel and tool costs, offset slightly by a decrease in education supplies.
- Maintenance decreased \$13,887, or 1.8 percent, due to lower radio communication allocations, offset slightly by an increase in facility maintenance costs.
- Professional Services/Training decreased \$63,594, or 15.3 percent, due to funding Fire physicals in Risk Management in FY 2019-20 with the change to Lifescan systems physicals, offset slightly by increases in medical and instructor training costs.
- Other Charges decreased \$48,742 or 19.7 percent, due to lower dues and the department not needing to budget collar mics for FY 2019-20, offset slightly by an increase in computer equipment for one new position.
- Scheduled Charges increased \$226.6 thousand, or 14.2 percent, due to additional information technology, electric, natural gas, telecommunications, and postage allocations, offset slightly by decreases in property and liability insurance costs.
- Capital Outlay/Reimbursements increased \$293.5 thousand, or 12.5 percent, due to additional software costs along with higher payments for vehicle and equipment debt, offset slightly by decreased equipment costs.

# Fire Rescue Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 31,352,797	32,079,592	33,531,341	34,688,578	35,062,728	1.1
Benefits	11,608,660	12,165,926	11,884,295	12,874,789	12,871,877	(0.0)
Supplies	1,135,112	1,062,309	1,149,355	1,201,489	1,343,239	11.8
Maintenance	629,576	729,662	771,824	769,853	755,965	(1.8)
Professional Services/Training	271,889	345,879	361,456	414,843	351,249	(15.3)
Other Charges	203,184	150,252	143,509	246,900	198,158	(19.7)
Scheduled Charges	1,174,403	1,484,467	1,637,456	1,599,962	1,826,551	14.2
Capital Outlay/Reimbursements	19,800	119,560	1,989,220	2,352,647	2,646,114	12.5
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 46,395,421</b>	<b>48,137,648</b>	<b>51,468,455</b>	<b>54,149,059</b>	<b>55,055,882</b>	<b>1.7</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Administration	6	6	6	7	7	-
Prevention	14	14	14	14	15	1
Equipment Maintenance	5	5	5	6	6	-
Training	5	5	4	4	5	1
Suppression	388	388	389	388	389	1
Communications Center	11	11	13	13	13	-
Emergency Management	-	-	3	3	3	-
<b>TOTAL STAFFING</b>	<b>429</b>	<b>429</b>	<b>434</b>	<b>435</b>	<b>438</b>	<b>3</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Administration</b>						
Structure fire loss at risk (Millions)	\$ 323	310	492	500	500	-
Miscellaneous dollar fire loss (Millions)	\$ 4.2	1.2	1.7	0.7	1.5	114.3
Total dollar fire loss (Millions)	\$ 12	10	30	30	30	-
Structure fire loss (Millions)	\$ 8	8	28	28	30	7.1
Structure dollar loss saved (Millions)	\$ 316	302	464	400	400	-
Department goals achieved (%)	95.0%	95.0%	95.0%	95.0%	95.0%	-
<b>Prevention</b>						
Public fire safety education attendees	9,924	9,707	9,334	9,500	9,700	2.1
Public fire safety education presentations	1,040	750	865	875	875	-
Fire/arson investigations conducted	147	207	179	200	185	(7.5)
Set fires cleared by filing or counseling (%)	37.0%	39.0%	36.0%	33.0%	35.0%	6.1
Inspection activities performed	2,397	2,487	1,749	2,400	2,200	(8.3)
Fire Safety House attendees	2,400	2,286	2,734	2,800	2,800	-
Fire alarm and fire sprinkler plans reviewed	471	421	322	250	275	10.0
Review 90% of all alarm and sprinkler plans within 15 days of submittal	-	-	59	75	75	-

# Fire Rescue Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Deliver Fire and Life Safety Presentation annually to 90% kindergarten, 1st and 2nd grade students in the city	-	84.0%	86.0%	86.0%	86.0%	-
Equipment Maintenance						
Vehicle preventive maintenance operations completed	225	150	141	150	150	-
Small engineer powered equipment preventive maintenance	84	74	77	80	80	-
Front line fire apparatus passing National Fire Protection Association (NFPA) tests (%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Training						
Personnel Certification						
Maintaining Advanced Command	-	-	100	176	176	-
Receiving new Advanced Command	-	100	76	10	10	-
Maintaining Texas Commission on Fire Protection (TCFP) Fire Officer 1 (FOI)	-	42	50	62	68	9.7
Receiving new TCFP FOI	-	8	12	12	12	-
Maintaining TCFP Fire Officer 2 (FOII)	-	33	40	49	60	22.4
Receiving new TCFP FOII	-	10	10	12	12	-
Maintaining TCFP Driver	-	318	324	338	338	-
Receiving new TCFP Driver	-	12	14	16	18	12.5
Maintaining TCFP Hazmat Technician	-	118	126	134	140	4.5
Receiving new TCFP Hazmat Technician	-	8	8	8	8	-
Maintaining Emergency Rescue Dive Institute (ERDI) Dive Specialty team	-	20	24	28	28	-
Receiving ERDI Dive Specialty team	-	-	4	4	4	-
Maintaining Lubbock Fire Rescue (LFR) Technical Rescue	-	28	30	32	34	6.3
Receiving new LFR Technical Rescue	-	4	4	4	4	-
Maintaining TCFP Aircraft Rescue Firefighting (ARFF)	-	55	55	55	55	-
Receiving new TCFP ARFF	-	4	4	4	4	-
Maintaining Emergency Medical Technician Paramedic (EMT-P)	-	35	35	55	76	38.2
Completing LFR EMT-P instruction	-	-	20	21	20	(4.8)
Maintaining Advanced Emergency Medical Technician (AEMT)	-	56	58	59	54	(8.5)
Maintaining Emergency Medical Technician Basic (EMT-B)	-	300	272	270	268	(0.7)
Quarterly Skills Evaluations Conducted	-	-	650	660	480	(27.3)
Educational/Training Videos Produced	-	8	10	10	6	(40.0)
Total Hours Continuing Ed (CE) Delivered	-	135,378	138,000	142,000	140,000	(1.4)
Suppression						
Target hazard pre-fire plans conducted	215	220	220	220	220	-
Incidents Dispatched	36,639	18,272	19,166	19,250	19,500	1.3
Structure fires	284	329	397	378	378	-
Emergency Medical responses	24,129	12,722	13,066	13,554	13,554	-
Rescue responses	35	142	150	155	155	-
Carbon monoxide tests conducted	185	205	55	100	100	-
Responses for alarms and public assistance	12,006	5,023	6,558	6,860	6,860	-
Structure fires confined to room of origin (%)	90.0%	90.0%	90.0%	90.0%	90.0%	-
Average response time-call to arrival	4	5	5	5	5	-
Fire safety surveys conducted	8,500	8,600	8,700	8,700	8,700	-
Hydrants flow tested	6,500	6,700	6,800	6,800	6,800	-
Communications						
Total emergency calls processed through 911, 7 digit emergency and ring down lines	38,575	36,547	24,603	25,000	25,000	-
Total administrative calls processed through administration lines	30,688	21,698	51,109	52,000	52,000	-



# Fire Rescue Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Average Emergency call ring time (seconds)	-	5	4	4	4	-
Telecommunication certification (%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
<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	12	12	12	12	12	-
<b>FULL-TIME POSITIONS</b>						
Administrative Asst	5					
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	77					
Fire Equip Operator (Prevent.)	4					
Fire Fighter	213					
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)	-					
Public Safety Dispatcher I	4					
Public Safety Dispatcher II	8					
Storekeeper	1					
<b>TOTAL FULL-TIME POSITIONS</b>	<b>438</b>					

# Fire Rescue Expenditures

<b>Administration</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 433,142	420,879	431,092	520,479	480,440	(7.7)
Benefits	175,529	180,496	162,357	187,151	187,031	(0.1)
Supplies	19,054	41,546	22,520	24,930	26,320	5.6
Maintenance	12,195	13,546	37,098	31,600	31,600	-
Professional Services/Training	9,112	8,187	17,208	13,343	13,825	3.6
Other Charges	12,163	19,256	12,749	18,500	18,500	-
Scheduled Charges	431,967	476,903	541,202	400,092	493,319	23.3
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL ADMINISTRATION</b>	<b>\$ 1,093,162</b>	<b>1,160,814</b>	<b>1,224,225</b>	<b>1,196,095</b>	<b>1,251,034</b>	<b>4.6</b>

## Prevention

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,195,307	1,238,751	1,316,150	1,279,608	1,344,298	5.1
Benefits	422,643	432,898	423,427	453,315	469,335	3.5
Supplies	25,676	23,236	26,007	27,022	27,412	1.4
Maintenance	249	795	7,296	5,000	6,000	20.0
Professional Services/Training	11,098	11,407	12,326	20,023	20,398	1.9
Other Charges	65,983	9,452	5,760	8,520	8,910	4.6
Scheduled Charges	119,113	173,633	155,993	162,977	166,420	2.1
Capital Outlay/Reimbursements	-	-	-	3,200	23,202	625.1
<b>TOTAL PREVENTION</b>	<b>\$ 1,840,069</b>	<b>1,890,171</b>	<b>1,946,960</b>	<b>1,959,664</b>	<b>2,065,974</b>	<b>5.4</b>

## Equipment Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ 227,429	248,289	222,128	267,451	265,555	(0.7)
Benefits	106,405	113,911	91,696	123,420	121,593	(1.5)
Supplies	232,472	231,006	286,772	281,659	340,289	20.8
Maintenance	553,110	656,390	651,750	603,295	575,826	(4.6)
Professional Services/Training	1,626	4,958	3,192	6,090	7,250	19.0
Other Charges	-	4,370	5,173	5,000	5,000	-
Scheduled Charges	40,114	12,487	31,263	51,854	127,803	146.5
Capital Outlay/Reimbursements	-	107,541	1,778,942	1,977,660	2,364,950	19.6
<b>TOTAL EQUIPMENT MAINTENANCE</b>	<b>\$ 1,161,156</b>	<b>1,378,952</b>	<b>3,070,916</b>	<b>3,316,428</b>	<b>3,808,265</b>	<b>14.8</b>

## Training

EXPENDITURES BY CATEGORY						
Compensation	\$ 522,237	357,430	365,394	396,231	476,808	20.3
Benefits	163,556	128,808	126,005	143,341	168,519	17.6
Supplies	27,451	19,382	20,722	29,404	29,794	52.8
Maintenance	12,985	11,661	3,367	7,600	7,600	52.8
Professional Services/Training	19,256	28,183	32,074	32,300	49,350	52.8
Other Charges	53,040	82,679	50,118	97,078	89,238	(8.1)
Scheduled Charges	56,211	67,971	75,676	64,725	80,188	23.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL TRAINING</b>	<b>\$ 854,736</b>	<b>696,115</b>	<b>673,356</b>	<b>770,678</b>	<b>901,497</b>	<b>17.0</b>

## Suppression

EXPENDITURES BY CATEGORY						
Compensation	\$ 28,406,443	29,245,873	30,445,723	31,289,812	31,591,920	1.0
Benefits	10,493,979	11,051,211	10,739,579	11,579,899	11,547,696	(0.3)
Supplies	827,774	740,817	771,893	808,323	890,249	10.1
Maintenance	51,037	47,270	49,761	102,713	102,713	-
Professional Services/Training	220,912	283,107	161,425	218,653	129,023	(41.0)
Other Charges	71,998	34,495	69,349	117,442	72,150	(38.6)
Scheduled Charges	482,268	685,080	636,591	649,508	685,539	5.5
Capital Outlay/Reimbursements	19,800	12,019	210,278	371,787	257,962	(30.6)
<b>TOTAL SUPPRESSION</b>	<b>\$ 40,574,210</b>	<b>42,099,871</b>	<b>43,084,600</b>	<b>45,138,135</b>	<b>45,277,251</b>	<b>0.3</b>

# Fire Rescue Expenditures

<b>Communications Center</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 568,239	568,370	605,694	678,731	647,402	(4.6)
Benefits	246,548	258,603	266,189	294,946	285,137	(3.3)
Supplies	2,684	6,321	1,775	4,299	4,689	9.1
Maintenance	-	-	-	-	-	-
Professional Services/Training	9,885	10,037	29,486	10,550	14,050	33.2
Other Charges	-	-	-	-	-	-
Scheduled Charges	44,731	68,392	58,036	48,203	60,541	25.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL COMMUNICATIONS CENTER</b>	<b>\$ 872,088</b>	<b>911,724</b>	<b>961,179</b>	<b>1,036,729</b>	<b>1,011,819</b>	<b>(2.4)</b>

## Emergency Management

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	145,161	256,266	256,306	0.0
Benefits	-	-	75,042	92,718	92,565	(0.2)
Supplies	-	-	19,666	25,854	24,487	(5.3)
Maintenance	-	-	22,552	19,645	32,226	64.0
Professional Services/Training	-	-	105,745	113,884	117,353	3.0
Other Charges	-	-	360	360	4,360	1,111.1
Scheduled Charges	-	-	138,694	222,603	212,743	(4.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EMERGENCY MANAGEMENT</b>	<b>\$ -</b>	<b>-</b>	<b>507,220</b>	<b>731,329</b>	<b>740,041</b>	<b>1.2</b>

# Fire Rescue - Job Grade Summary

SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	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	-	-	-	-
Deputy Fire Marshal* (Fire Captain)	FCS4	1	2	2	2	-
Assistant Fire Marshal* (Fire Lieutenant)	FCS3	1	1	1	1	-
Deputy Fire Marshal* (Fire Lieutenant)	FCS3	4	2	3	3	-
NFIRS/Data Manager* (Fire Lieutenant)	FCS3	1	-	-	-	-
Fire Inspector/Investigator* (Fire Lieutenant)	FCS3	1	1	-	-	-
Fire Lieutenant	FCS3	57	57	57	58	1
Assistant Fire Marshal (Fire Equip. Operator)	FCS2	-	1	1	1	-
Fire Equipment Operator	FCS2	75	75	75	76	1
Fire Inspector* (Fire Equipment Operator)	FCS2	-	2	2	1	(1)
Fire Inspector/Investigator* (Fire Equip. Oper.)	FCS2	2	1	1	2	1
NFIRS/Data Manager* (Fire Equip. Operator)	FCS2	-	1	1	1	-
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>406</b>	<b>2</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 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Amended
Director of Emergency Management	134	1	1	1	1	-
Deputy Director of Emergency Management	133	-	1	1	1	-
Fire Protection Engineer	124	1	1	1	1	-
Management Assistant	122	2	2	2	2	-
Public Safety Dispatcher II	116	6	9	9	8	(1)
Inventory Control Specialist	114	1	1	-	-	-
Equipment Technician	117	4	4	5	5	-
End User Support Technician	117	-	-	1	1	-
Administrative Assistant	112	4	4	4	5	1
Public Safety Dispatcher I	114	4	3	3	4	1
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>27</b>	<b>30</b>	<b>31</b>	<b>32</b>	<b>1</b>
<b>TOTAL JOB GRADE SUMMARY</b>		<b>431</b>	<b>434</b>	<b>435</b>	<b>438</b>	<b>3</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 2018-19

- Established the online Defensive Driving Option.
- Enhanced the court's payment gateway with EMV chip technology to comply with Visa requirements.
- Executed an interlocal agreement with Lubbock County to establish the juvenile case manager position.

## Objectives for FY 2019-20

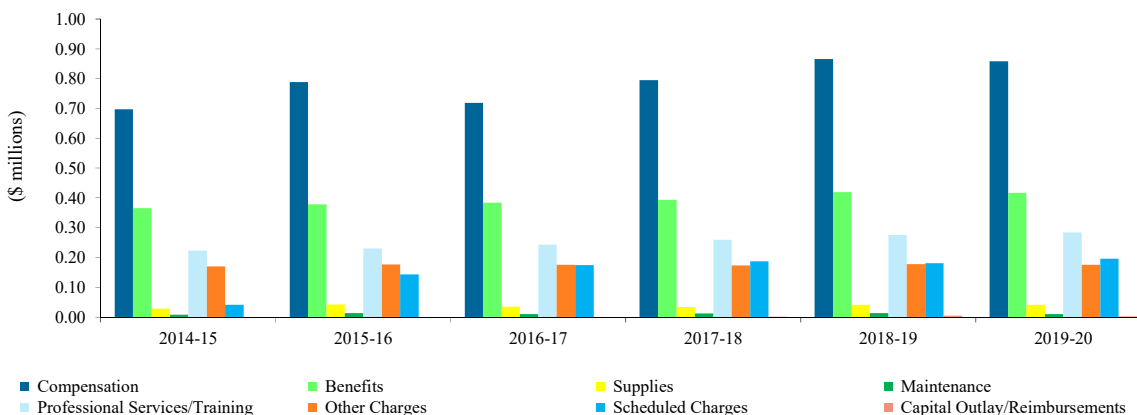
- Establish an interlocal agreement with Lubbock County to enable joint magistration at the Lubbock County jail.
- Upgrade LPD ticket writers to the newest android based platform.

## Expenditure Overview

- Total expenditures increased \$8,113, or 0.4 percent, when compared with FY 2018-19 Operating Budget.
- Compensation decreased \$7,797, or 0.9 percent, due to personnel turnover.
- Benefits decreased \$2,083, or 0.5 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased \$223, or 0.5 percent, due to an increase in anticipated city vehicle fuel charges offset by a decrease in office supply costs.
- Maintenance expenses decreased by \$3,126, or 23 percent, due to prior year equipment maintenance requirements not carrying over into the new fiscal year.
- Professional Services and Training increased \$8,250, or 3 percent, due to overall increase in anticipated costs to include armored car services, credit card machines service, municipal computer system maintenance, and travel costs.
- Miscellaneous charges decreased \$1,600 or 0.9 percent, due to prior year equipment requirements not carrying over into the new fiscal year.
- Scheduled charges increased \$15,475, or 8.5 percent, due to an increase in information technology service charges offset slightly by a decrease in liability insurance and telecommunication charges.
- Capital Outlay decreased \$1,228, or 26.6 percent, due to a decreased vehicle debt payment.

# Municipal Court Overview

COMPOSITION OF EXPENDITURES



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 789,215	719,435	795,409	866,469	858,672	(0.9)
Benefits	378,730	384,424	393,896	419,961	417,877	(0.5)
Supplies	42,185	35,418	34,355	41,927	42,150	0.5
Maintenance	13,421	10,422	12,802	13,590	10,464	(23.0)
Professional Services/Training	230,267	243,130	259,136	276,100	284,350	3.0
Other Charges	176,373	176,033	173,717	177,600	176,000	(0.9)
Scheduled Charges	143,498	174,236	187,920	181,243	196,718	8.5
Capital Outlay/Reimbursements	-	-	2,293	4,612	3,383	(26.6)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,773,689</b>	<b>1,743,099</b>	<b>1,859,530</b>	<b>1,981,501</b>	<b>1,989,614</b>	<b>0.4</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Municipal Court	20	20	19	21	21	-
<b>TOTAL STAFFING</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>21</b>	<b>21</b>	<b>-</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Cases filed	67,332	70,358	74,860	68,000	59,227	(12.9)
Warrants issued	17,494	19,170	16,335	14,000	1,240	(91.1)
Trials requested	4,631	4,469	4,946	4,400	4,282	(2.7)
Trials held	240	29	36	35	30	(14.3)
Teen court trials	-	-	2	4	5	25.0
Juvenile Hearings	-	516	633	600	547	(8.8)
Other Court Proceedings (Alcohol Arraignments, Show Cause Hearings, etc.)	-	1,092	3,063	3,000	2,584	(13.9)
<b>Performance Metrics</b>						
Total cases cleared (%)	88.0%	89.0%	55.0%	57.0%	60.0%	5.3
Warrants cleared (%)	87.0%	86.0%	92.0%	90.0%	90.0%	-
Tickets entered within 3 days	-	-	86.0%	89.0%	90.0%	1.1
Cases entered/filed within 3 days	-	-	86.0%	89.0%	90.0%	1.1

FULL-TIME POSITIONS	
City Marshal	4
Court Collection Specialist	1
Customer Service Rep	10
Executive Assistant	1
Lead Customer Service Rep	1
Legal Assistant II	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 463 police officers based on 2019 population estimate of 256,000.
- 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.
- Begin construction of the new police facilities to address future community policing objectives.
- Become an accredited agency.

## Accomplishments for FY 2018-19

- Planned/designed the new police facilities to address future community policing objectives.
- Implemented the Major Crimes Task Force with the Lubbock Sheriff's Office.
- Implemented Ten8Tech, a new online reporting system.
- Reorganized the rank structure and responsibilities to align with the efficient operation of a community substation.
- Purchased security surveillance tower to enhance public safety during large events and to suppress crime in high crimes areas.
- Successfully completed the requirements of the Department of Justice (DOJ) Consent Decree. The motion to dismiss the consent decree was granted.
- Implemented an assessment and coaching tool to aid in the development and retention of officers and communications personnel.
- Crime Suppression units recovered \$3.1 million worth of stolen property.
- Conducted an analysis for officer deployment and scheduling based on call load through Corona.
- Participated in over 450 community engagement events.
- Worked diligently to help facilitate passing an ordinance restricting game rooms within the city limits which will drastically improve the quality of life in the neighborhoods effected by the nuisances inflicted upon them.
- Partner with Texas Department of Public Safety to participate in their Tactical Flight Officer program.

## Objectives for FY 2019-20

- Begin construction of new police facilities.
- Begin Texas Police Chiefs Association Best Practices Accreditation and Recognition procedures.
- Develop evaluation process of sworn personnel.
- Continue 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.
- Partner with Texas Department of Public Safety to secure a position in their crime lab prioritizing cases for the citizens of Lubbock.
- Implement the reorganization of Patrol Shift Schedule based on call load analysis conducted by Corona to more efficiently deploy officers in order to meet the needs of the community.

## Expenditure Overview

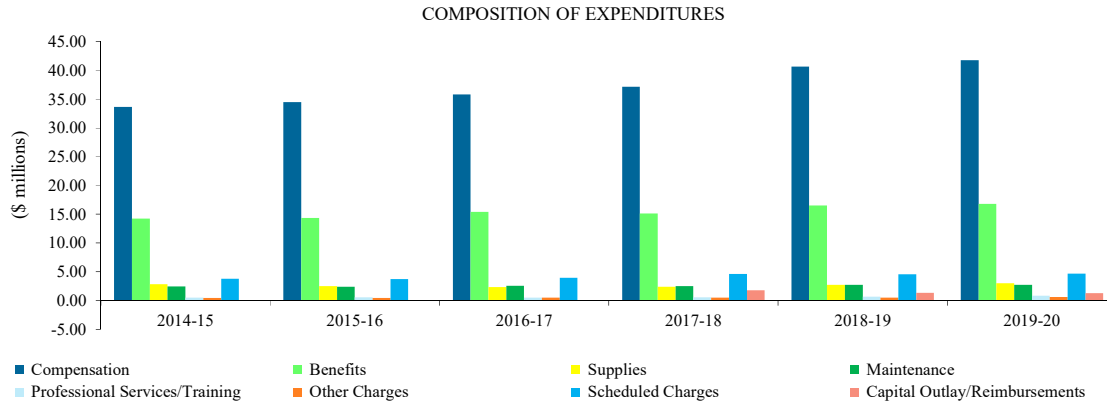
- Total expenditures increased \$2 million, or 3 percent, when compared to the FY 2018-19 Operating Budget.

## Police Overview

- Compensation increased by \$1.1 million, or 2.8 percent, due to the addition of 12 sworn positions to the department.
- Benefits increased by \$328.3 thousand, or 2 percent due to the additional sworn positions.
- Supplies increased \$265.6 thousand, or 9.8 percent, due to increases in fuel, uniforms, and medical supplies, slightly offset by machine equipment supplies.
- Maintenance increased \$10,539, or 0.4 percent, due to increased vehicle maintenance costs, slightly offset by decreased other equipment maintenance cost.
- Professional Services increased \$177.7 thousand, or 27.8 percent, due to an increase in training and travel, advertising and promotion, and licensing fees.
- Other Charges increased \$101.8, or 20.3 percent due to an increase in computer equipment.
- Scheduled Charges increased \$88,921, or 2.0 percent, due to increases in the information technology allocations, electric and gas utilities, offset by decreases in property and liability insurance, and the telecommunications allocation.
- Capital Outlay decreased \$28,133 thousand, or 2.2 percent, due to a decrease in the vehicle debt payment.



# Police Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 34,479,638	35,813,209	37,167,950	40,647,625	41,784,179	2.8
Benefits	14,339,799	15,381,550	15,110,736	16,491,779	16,820,090	2.0
Supplies	2,496,055	2,324,880	2,378,307	2,717,277	2,982,835	9.8
Maintenance	2,390,234	2,553,078	2,504,724	2,714,536	2,725,075	0.4
Professional Services/Training	571,246	510,571	526,848	639,834	817,578	27.8
Other Charges	463,749	470,154	513,247	500,734	602,548	20.3
Scheduled Charges	3,735,707	3,942,460	4,600,234	4,552,052	4,640,973	2.0
Capital Outlay/Reimbursements	30,944	(3,314)	1,761,944	1,302,250	1,274,117	(2.2)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 58,507,372</b>	<b>60,992,588</b>	<b>64,563,991</b>	<b>69,566,086</b>	<b>71,647,394</b>	<b>3.0</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Administration	23	28	33	29	27.0	(2)
Training	11	11	12	13	16.0	3
Records	23	22	21	21	21	-
Communications Center	49	48	48	49	49	-
Special Operations	23	26	40	44	44	-
Person/ Property Crimes	93	94	75	81	81	-
Patrol	323	315	326	328	339	11.0
<b>TOTAL STAFFING</b>	<b>545</b>	<b>544</b>	<b>555</b>	<b>565</b>	<b>577</b>	<b>12</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Support Services Bureau</b>						
Public meetings attended by Community Engagement Unit (CEU)	37	40	67	65	65	-
Education programs presented by CEU	154	150	494	450	450	-
Abandoned vehicles stickered	1,592	2,040	2,386	1,646	1,625	(1.3)
Abandoned vehicles towed	450	532	821	634	625	(1.4)
Vehicles Auctioned	1,441	1,628	1,939	1,618	1,600	(1.1)
Items received in property room	29,744	21,609	22,356	25,214	25,500	1.1
<b>Training</b>						
Recruits passing state license on first attempt	100.0%	100.0%	100.0%	100.0%	100.0%	-
Recruits graduating Academy	67.0%	67.0%	71.0%	70.0%	67.0%	(4.3)
Recruits completing Field Training Program	81.0%	94.0%	91.0%	85.0%	85.0%	-

# Police Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Records</b>						
Original reports sent back for correction	1.0%	1.0%	5.0%	5.0%	5.0%	-
Original reports appended	69.0%	62.0%	78.0%	75.0%	78.0%	4.0
Supplement reports sent back for correction	1.0%	3.0%	2.0%	2.0%	2.0%	-
Supplement reports appended	41.0%	35.0%	20.0%	20.0%	20.0%	-
<b>Communications</b>						
Police Calls	221,341	222,000	258,088	265,000	270,000	1.9
9-1-1 calls	186,551	205,000	150,692	160,000	165,000	3.1
7 digit lines, ring down lines, & other calls	220,722	227,234	285,145	281,877	283,000	0.4
Emergency calls (Priority 1 & 2)						
dispatched within 3 minutes (average)	-	87.0%	77.0%	77.0%	80.0%	3.9
Non-emergency calls (Priority 3)						
dispatched within 30 minutes (average)	-	70.0%	69.0%	66.0%	70.0%	6.1
<b>Investigations Bureau</b>						
Person/Family Crimes Cases Processed	10,178	9,820	9,274	9,444	9,500	0.6
Person/Family Crimes Cases Cleared	2,474	2,932	2,470	2,295	2,350	2.4
Property Crimes Cases Processed	25,684	25,142	21,748	22,783	23,500	3.1
Property Crimes Cases Cleared	3,779	4,215	4,053	4,152	4,250	2.4
Narcotics Investigations Processed	1,662	1,490	2,124	2,253	2,350	4.3
<b>Field Services Bureau</b>						
Traffic citations	45,679	46,816	54,415	43,572	45,000	3.3
Traffic stops	24,150	34,352	40,611	30,000	42,000	40.0
Motors citations	9,437	5,740	11,072	10,493	11,100	5.8
Motors stops	11,968	7,354	14,175	11,000	14,200	29.1
K9 calls for service	-	-	6,740	6,900	6,950	0.7
Mounted patrol deployments/programs	-	43	55	60	65	8.3
Warning Citations	2,925	6,095	4,500	4,650	4,700	1.1
Parking citations	12,780	13,034	11,929	10,871	11,000	1.2
Officer initiated calls	-	-	111,602	112,000	115,000	2.7
Citizen Contacts (non-traffic stops)	2,618	2,918	3,360	2,800	3,000	7.1
Stolen vehicles recovered	-	-	132	177	200	13.0
DWI arrests	421	398	462	470	475	1.1
<b>Homeless Outreach Team (H.O.T.)</b>						
contact with homeless person	737*	2,014	1,529	1,509	1,550	2.7
Number of homeless housed by H.O.T.	12*	26	26	28	25	(10.7)
Homeless provided assistance by H.O.T.	21*	520	624	511	525	2.7
Contacts with businesses by H.O.T.	-	94	264	350	350	-

\* data available only last 6 months of FY

<b>FULL-TIME POSITIONS</b>			
Administrative Assistant	7	Police Sergeant	62
Assistant Police Chief	3	Public Information Officer	1
Communications Training & Devel Coor	1	Public Information Specialist	1
Crime Analyst	2	Public Safety Dispatcher II	15
Communications Shift Supervisor	3	Public Safety Dispatcher I	28
Communication Ctr Coordinator	1	Public Service Officer	14
Deputy Police Chief/Police Captain	8	Property Room Attendant	4
Forensic Specialist	2	Parking Control Officer	6
Juvenile Services Coordinator	1	Patrol Officer	280
Lead Administrative Assistant	2	Police Entry Level	13
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	79	Sex Offender Registrant Coordinator	1
Police Lieutenant	19	<b>TOTAL FULL-TIME POSITIONS</b>	<b>577</b>

# Police Expenditures

<b>Administration</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 1,747,944	1,980,573	2,259,838	2,130,462	1,978,206	(7.1)
Benefits	727,109	830,698	870,477	820,665	758,360	(7.6)
Supplies	131,427	111,724	150,264	114,278	140,810	23.2
Maintenance	57,996	70,774	73,232	79,492	84,601	6.4
Professional Services/Training	186,936	193,129	224,664	317,300	320,165	0.9
Other Charges	4,614	2,388	12,047	3,500	4,801	37.2
Scheduled Charges	698,799	278,097	314,550	327,168	316,594	(3.2)
Capital Outlay/Reimbursements	(416)	(3,314)	651,181	583,826	681,011	16.6
<b>TOTAL ADMINISTRATION</b>	<b>\$ 3,554,408</b>	<b>3,464,069</b>	<b>4,556,253</b>	<b>4,376,690</b>	<b>4,284,548</b>	<b>(2.1)</b>

## Training

EXPENDITURES BY CATEGORY						
Compensation	\$ 873,322	1,174,575	1,066,174	1,073,178	1,378,523	28.5
Benefits	384,081	480,975	411,758	434,107	537,066	23.7
Supplies	463,303	482,142	406,143	508,893	552,380	8.5
Maintenance	35,754	35,667	63,026	49,091	48,318	(1.6)
Professional Services/Training	244,747	200,863	155,217	154,436	237,975	54.1
Other Charges	354	354	(2,911)	-	-	-
Scheduled Charges	199,248	231,028	261,921	372,881	276,434	(25.9)
Capital Outlay/Reimbursements	-	-	29,390	22,220	26,327	18.5
<b>TOTAL TRAINING</b>	<b>\$ 2,200,809</b>	<b>2,605,603</b>	<b>2,390,718</b>	<b>2,614,805</b>	<b>3,057,023</b>	<b>16.9</b>

## Records

EXPENDITURES BY CATEGORY						
Compensation	\$ 821,528	764,612	740,147	797,684	800,645	0.4
Benefits	435,582	422,492	376,212	410,064	410,188	0.0
Supplies	8,629	8,038	7,443	8,330	9,470	13.7
Maintenance	-	-	-	-	-	-
Professional Services/Training	2,789	1,807	2,880	2,400	7,104	196.0
Other Charges	-	-	9	2,850	5,167	81.3
Scheduled Charges	77,176	101,213	111,258	93,862	110,585	17.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL RECORDS</b>	<b>\$ 1,345,704</b>	<b>1,298,162</b>	<b>1,237,949</b>	<b>1,315,191</b>	<b>1,343,158</b>	<b>2.1</b>

## Communications Center

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,810,501	1,942,328	2,027,988	2,176,863	2,270,398	4.3
Benefits	873,996	988,516	952,394	1,039,868	1,063,981	2.3
Supplies	10,468	11,650	10,964	9,327	11,420	22.4
Maintenance	11,236	12,591	11,966	10,951	10,935	(0.1)
Professional Services/Training	11,131	7,790	13,740	12,208	12,593	3.2
Other Charges	2,442	2,439	2,489	1,801	1,801	(0.0)
Scheduled Charges	142,471	199,607	207,428	155,491	213,942	37.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL COMMUNICATIONS CENTER</b>	<b>\$ 2,862,244</b>	<b>3,164,921</b>	<b>3,226,969</b>	<b>3,406,509</b>	<b>3,585,069</b>	<b>5.2</b>

## Special Operations

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,724,333	2,644,609	3,402,375	3,562,154	3,568,252	0.2
Benefits	669,582	1,022,007	1,263,638	1,345,950	1,348,407	0.2
Supplies	173,943	172,349	193,598	247,535	353,102	42.6
Maintenance	119,136	111,754	114,691	137,032	106,280	(22.4)
Professional Services/Training	11,849	5,670	11,314	41,525	58,466	40.8
Other Charges	248,746	234,298	287,641	289,349	292,601	1.1
Scheduled Charges	153,356	218,459	302,169	397,206	294,530	(25.8)
Capital Outlay/Reimbursements	-	-	32,552	21,698	11,313	(47.9)
<b>TOTAL SPECIAL OPERATIONS</b>	<b>\$ 3,100,944</b>	<b>4,409,145</b>	<b>5,607,979</b>	<b>6,042,449</b>	<b>6,032,951</b>	<b>(0.2)</b>

# Police Expenditures

<b>Person/ Property Crimes</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 6,271,296	5,606,558	5,885,692	6,258,483	6,148,738	(1.8)
Benefits	2,480,454	2,307,112	2,251,570	2,377,121	2,354,538	(1.0)
Supplies	297,966	265,748	276,850	278,153	228,039	(18.0)
Maintenance	316,206	379,137	412,124	415,352	375,714	(9.5)
Professional Services/Training	39,214	39,074	41,941	44,105	69,306	57.1
Other Charges	91,394	107,417	105,205	86,563	109,227	26.2
Scheduled Charges	529,914	842,549	689,193	661,935	634,440	(4.2)
Capital Outlay/Reimbursements	-	-	179,600	122,548	131,268	7.1
<b>TOTAL PERSON/ PROPERTY CRIMES</b>	<b>\$ 10,026,444</b>	<b>9,547,596</b>	<b>9,842,174</b>	<b>10,244,260</b>	<b>10,051,270</b>	<b>(1.9)</b>

## Patrol

EXPENDITURES BY CATEGORY						
Compensation	\$ 21,230,715	21,699,955	21,785,737	24,648,801	25,639,417	4.0
Benefits	8,768,996	9,329,751	8,984,687	10,064,004	10,347,551	2.8
Supplies	1,410,321	1,273,229	1,333,046	1,550,762	1,687,614	8.8
Maintenance	1,849,906	1,943,155	1,829,684	2,022,618	2,099,227	3.8
Professional Services/Training	74,580	62,239	77,092	67,860	111,970	65.0
Other Charges	116,200	123,257	108,767	116,671	188,952	62.0
Scheduled Charges	1,934,743	2,071,507	2,713,715	2,543,509	2,794,448	9.9
Capital Outlay/Reimbursements	31,360	-	869,221	551,958	424,196	(23.1)
<b>TOTAL PATROL</b>	<b>\$ 35,416,820</b>	<b>36,503,093</b>	<b>37,701,949</b>	<b>41,566,182</b>	<b>43,293,375</b>	<b>4.2</b>

# Police - Job Grade Summary

CLASSIFIED/SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	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	17	18	18	19	1
Police Sergeant	PCS3	57	58	60	62	2
Police Detective/Corporal	PCS2	72	75	77	79	2
Patrol Officer	PCS1	273	204	283	280	(3)
Police Entry Level II	PNCE2	1	76	-	-	-
Police Entry Level I-B	PNCE1B	1	-	3	13	10
<b>TOTAL CLASSIFIED SWORN JOB GRADE SUMMARY</b>		<b>433</b>	<b>443</b>	<b>453</b>	<b>465</b>	<b>12</b>

NON-CLASSIFIED NON-SWORN JOB GRADE SUMMARY	GRADE	Actual	Actual	Amended	Budget	Change from
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Amended
Administrative Assistant	112	7	7	7	7	-
Assistant Communications Center Manager	126	1	-	-	-	-
Communications Center Coordinator	126	-	1	1	1	-
Communications Shift Supervisor	123	4	3	3	3	-
Communications Training & Dev Coordinator	125	-	1	1	1	-
Crime Analyst	119	2	2	2	2	-
Forensic Specialist	121	1	1	2	2	-
Juvenile Services Coordinator	121	1	1	1	1	-
Laborer	108	1	1	1	1	-
Lead Administrative Assistant	115	1	1	1	2	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	1	-
Public Information Specialist	119	-	1	1	1	-
Public Safety Call Taker	112	12	1	1	-	(1)
Public Safety Dispatcher I	114	14	28	28	28	-
Public Safety Dispatcher II	116	17	14	14	15	1
Public Service Officer	110	14	15	15	14	(1)
Records System Manager	126	1	1	1	1	-
Records System Operator	115	17	16	15	15	-
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>111</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>-</b>

<b>TOTAL JOB GRADE SUMMARY</b>		<b>544</b>	<b>555</b>	<b>565</b>	<b>577</b>	<b>12</b>
--------------------------------	--	------------	------------	------------	------------	-----------

# 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 does the following:

- Investigates reportable diseases and outbreaks of illness within the community.
- Promotes vaccine awareness and works to increase immunization 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 2018-19

- Health Department Director and Health Education Facilitator were recognized by The Kresge Foundation as leaders in public health, and were awarded a \$120,000 capacity-building grant.
- The Public Health Emergency Preparedness program submitted its application to obtain the Project Public Health Ready recognition by the National Association of City and County Health Officials (NACCHO).
- Investigated 100 percent of notifiable conditions within the timeframe established by DSHS.
- Increased the number of patients served by the health department through improved clinic hours, targeted outreach, and collaborating with community partners.
- Cohosted the 2019 Antibiotic Stewardship Symposium with the Texas DSHS. The conference brought national level speakers to the area to provide medical and nursing education.
- The department was awarded a capacity-building grant from the NACCHO to expand work around Healthcare Associated Infections (HAI).
- Successfully submitted and collected the first Medicaid Administrative Rebate bringing additional federal funding to the department.
- Successfully implemented new billing system to ensure the department receives reimbursement for

immunizations given to Medicaid and Medicare enrollees.

- Successfully planned and executed tabletop and full-scale exercises with 50 local CMS agencies.

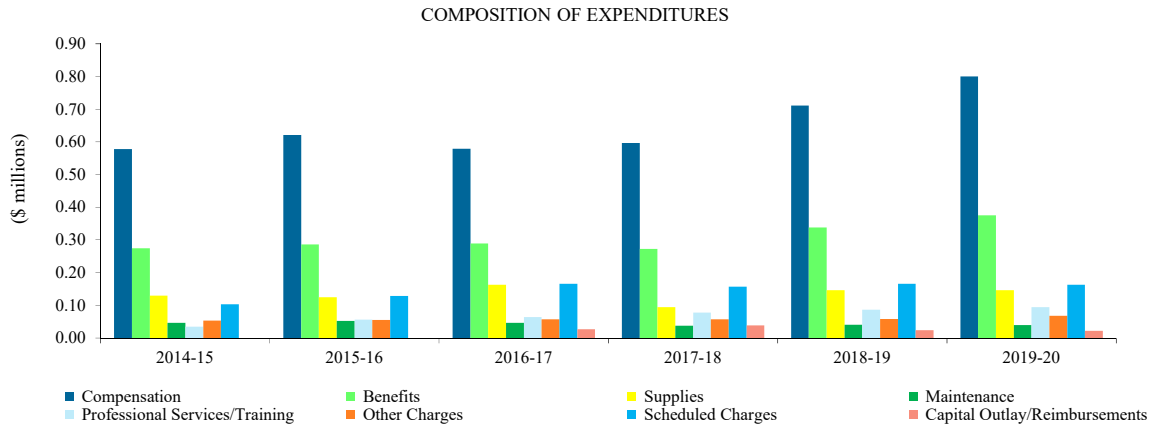
## Objectives for FY 2019-20

- Host an educational symposium on addiction to increase awareness and knowledge of this important issue. The theme of the conference will be reducing the stigma of addiction by looking at the source to solution.
- With the findings from Community Health Assessment (CHA) completed in October 2018 the department will develop a strategic plan for Public Health in Lubbock.
- Achieve recognition from the Project Public Health Ready program through the NACCHO.
- Educate the public on the importance of immunizations.
- Maintain the number of Texas Vaccine for Children and Adult Safety Next providers within the city.
- Provide accurate and timely test results to STD clinic patients and medical providers.
- Apply for new funding sources to enhance the public health capacity in our community.
- Educate the public on emerging and high consequence infectious diseases.
- Provide unique educational and clinical opportunities for nursing, medical, pharmacy, and public health students.
- Transition to an electronic medical record for clinical and surveillance systems.

## Expenditure Overview

- Total expenditures increased \$136.9 thousand, or 8.7 percent, when compared to FY 2018-19 Operating Budget.
- Compensation increased \$89,193, or 12.5 percent, due to the addition of two Case Managers and one Health Promotion Worker, offset by a decrease in stability pay and terminal pay.
- Benefits increased \$36,741, or 10.8 percent, due to changes in compensation and a reduction in the TMRS rate, offset by an increase to health costs.
- Supplies increased slightly by \$235, or 0.2 percent, due to additional office supply costs.
- Maintenance decreased \$1,788, or 4.3 percent, due to a reduction in vehicle maintenance costs.
- Professional Services and Training increased \$7,930, or 9.1 percent, due to increases in service requirements in areas such as medical entomology, laundry/uniform cleaning and professional dues.
- Miscellaneous charges increased \$9,718, or 16.5 percent, due to an increase in annual building rental costs as well as required computer equipment costs.
- Scheduled charges decreased \$2,631, or 1.6 percent, due to a decrease in charges for information technology services, property and liability insurance, offset by an increase in telecommunication charges.
- Capital outlay decreased \$2,464, or 10 percent, due to a decrease in the vehicle debt payment.

# Public Health Overview



EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 621,700	579,727	596,985	711,559	800,752	12.5
Benefits	286,359	289,630	273,171	338,758	375,499	10.8
Supplies	124,871	163,042	94,891	146,702	146,936	0.2
Maintenance	52,425	46,861	38,507	41,501	39,713	(4.3)
Professional Services/Training	56,874	64,332	78,582	86,768	94,698	9.1
Other Charges	55,578	57,347	57,932	58,780	68,498	16.5
Scheduled Charges	128,978	166,628	157,195	165,982	163,350	(1.6)
Capital Outlay/Reimbursements	-	27,414	38,639	24,555	22,091	(10.0)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,326,785</b>	<b>1,394,980</b>	<b>1,335,902</b>	<b>1,574,604</b>	<b>1,711,538</b>	<b>8.7</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Health Prevention/Surveillance	17	17	18	19	22	3
Vector Control	6	6	5	5	5	-
<b>TOTAL STAFFING</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>27</b>	<b>3</b>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Annual immunizations given	7,025	6,321	7,898	7,500	7,500	-
Annual immunizations patients seen	3,972	3,751	4,576	4,000	4,000	-
Teens attending STD clinic annually	81	110	108	100	100	-
Annual STD visits (all ages)	3,239	2,916	3,883	3,500	3,500	-
Lab specimens received annually	4,842	3,839	4,709	4,500	4,500	-
Notifiable conditions investigated annually	3,159	3,171	3,585	3,200	3,200	-
Acres treated with Larvacide	1,200	1,200	1,054	1,200	1,200	-
<b>Performance Metrics</b>						
Percent of patients completing HPV vaccination series	-	-	42.0%	65.0%	85.0%	30.8
Percent of Individuals testing positive for an STD with documented treatment within 2 weeks of diagnosis	-	-	97.1%	97.0%	98.0%	1.0
Percent of reportable conditions with a completed investigation within 30 days of initial report to health department	100.0%	100.0%	100.0%	100.0%	100.0%	-
Percent of valid vector control complaint calls responded to within 2 business days	-	-	91.0%	92.0%	92.0%	-
Number of grant required reports submitted by due date	100.0%	100.0%	100.0%	100.0%	100.0%	-

# Public Health Overview

---

## FULL-TIME POSITIONS

---

Administrative Asst	1
Bioterrorism Coordinator	1
Customer Service Rep	1
Director of Public Health	1
Assistant Director of Public Health	1
Case Manager	2
Health Promotion Worker	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/> 27





# General Fund Capital Program Overview

General Fund capital is broken down into four categories: Administrative Services, Cultural and Recreational Services, Public Safety and Health Services, and Public Works. A full description follows this overview.

## Administrative Services

Administrative Services has eight active capital projects with the appropriation of \$68.5 million. An additional \$305 thousand is included in FY 2019-20 for the following projects:

- Comprehensive Plan Implementation, \$255 thousand
- City Council Initiatives, \$50,000

One new project is added for FY 2019-20 with anticipated costs totaling \$100 thousand.

- Municipal Hill Future Planning, \$100 thousand

The funding sources for the FY 2019-20 appropriations are:

- Cash funding of \$305 thousand
- Unspent Prior year cash funding of \$100 thousand

## Cultural and Recreational Services

Cultural and Recreational Services has eight active capital projects with the appropriation of \$5.1 million. An additional \$579.2 thousand is included in FY 2019-20 for the following projects:

- Golf Course Improvements, \$53,400
- Park Amenities, \$154.1 thousand
- Garden and Arts Center Exterior Renovations, \$94,150
- Park Walking Trails, \$190 thousand
- Dock and Bridge Replacement, \$87,550

Three new projects are added for FY 2019-20 with anticipated costs totaling \$1.8 million.

- McAlister Park Improvements, \$1.5 million
- Berl Huffman Parking Lot Lighting, \$45,863
- Burgess Rushing Tennis Center Pickleball Courts, \$262.3 thousand

The funding sources for the FY 2019-20 appropriations are:

- Cash funding of \$567 thousand
- Unspent Prior Bond proceeds of \$485.2 thousand
- Private Donation proceeds of \$1.2 million
- Unspent Prior year cash funding of \$52,744 thousand

## Public Safety and Health Services

Public Safety and Health Services has three active capital projects with the appropriation of \$61.5 million. An additional \$300 thousand is included in FY 2019-20 for the following existing project:

- Major Repairs at Fire Facilities Phase II

One new project is added for FY 2019-20 with anticipated costs totaling \$800 thousand.

- Zetron Fire Paging Replacement

The funding sources for the FY 2019-20 appropriations are:

- Cash funding of \$85,405
- Unspent Prior Bond proceeds of \$1 million

## Public Works

Public Works has sixteen active capital projects with the appropriation of \$39.4 million. An additional \$11 million is included in FY 2019-20 for the following existing projects:

- Abernathy Landfill - Gate House Renovations, \$50,000
- Street Maintenance Program FY 2019-20, \$10 million
- Traffic Signal Construction, \$350 thousand
- Transportation Improvements/Unimproved Roads, \$400 thousand
- Backup Power at Signalized Intersections, \$100 thousand
- American Disability Act Ramp and Sidewalk Project, \$125 thousand

Five new projects are added for FY 2019-20 with anticipated costs totaling \$5.2 million.

- Upland Avenue from 82nd Street to 98th Street, \$750 thousand
- 34th Street - Upland Avenue to Milwaukee Avenue, \$600 thousand
- Wausau Avenue Street from MSF to 82nd St., \$550 thousand
- Outer Route (Loop 88) Segments 1 & 2, \$309.7 thousand
- Solid Waste Vehicle Replacement FY 2019-20, \$3 million

The funding sources for the FY 2019-20 appropriations are:

- Cash funding of \$11.2 million
- Unspent prior bond proceeds of \$5 million
- Prior year cash of \$12,992

# General Fund Capital

# Appropriation Summary

Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation	
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
<b>Administrative Services</b>									
8536	Facility Demolition	\$ 1,562,748	-	100,000	100,000	100,000	100,000	100,000	2,062,748
8633	Comprehensive Plan Implementation	370,000	255,000	-	-	-	-	-	625,000
8634	City Council Initiatives	75,000	50,000	-	-	-	-	-	125,000
92238	Facility Maintenance Fund	1,416,000	-	80,000	135,000	50,000	50,000	50,000	1,781,000
92359	Facility Roof Replacements	1,252,000	-	280,000	658,500	100,000	100,000	240,000	2,630,500
92369	Municipal Facilities Replacements/Renovations	63,000,000	-	-	-	-	-	-	63,000,000
92521	Facility Renovations/Upgrades Phase II	600,000	-	1,430,000	2,534,000	82,000	1,113,000	50,000	5,809,000
92548	Lubbock Animal Shelter Improvements	210,000	-	-	-	-	-	-	210,000
2017049	Warehouse Replacement	-	-	169,500	1,583,000	-	-	-	1,752,500
2019152	Municipal Hill Future Planning	-	100,000	-	-	-	-	-	100,000
	<b>Subtotal</b>	<b>68,485,748</b>	<b>405,000</b>	<b>2,059,500</b>	<b>5,010,500</b>	<b>332,000</b>	<b>1,363,000</b>	<b>440,000</b>	<b>78,095,748</b>
<b>Cultural and Recreational Services</b>									
8550	Golf Course Improvements	723,449	53,400	53,400	53,400	53,400	53,400	53,400	1,043,849
8630	Park Amenities	304,500	154,066	163,900	168,820	173,880	180,000	190,800	1,335,966
8635	Parks Future Planning	50,000	-	-	-	-	-	-	50,000
92362	Buddy Holly Center Renovations Phase II	564,380	-	-	-	-	-	-	564,380
92565	Garden and Arts Center Exterior Renovations	185,850	94,150	-	-	-	-	-	280,000
92566	Park Walking Trails	175,000	190,000	265,000	280,900	297,754	315,620	334,556	1,858,830
92567	Dock and Bridge Replacement	113,000	87,550	119,882	123,478	127,182	130,998	-	702,090
92607	Berl Huffman Improvements	3,000,000	-	-	-	-	-	-	3,000,000
2014072	Groves Branch Library Renovations	-	-	640,000	-	-	-	-	640,000
2016003	McAlister Park Improvements	-	1,455,926	265,380	738,050	458,050	313,250	1,135,250	4,365,906
2016102	Ball Field Playgrounds	-	-	-	-	-	-	383,800	383,800
2016173	Park Pavilions Phase II	-	-	274,000	284,700	209,900	233,100	291,600	1,293,300
2018047	Musco Lighting at Softball Fields	-	-	488,300	850,200	-	-	-	1,338,500
2018049	Park Playgrounds Phase II	-	-	624,100	583,200	885,300	97,500	691,300	2,881,400
2018056	Future Splash Pad	-	-	1,483,600	-	-	-	-	1,483,600
2019066	Berl Huffman Parking Lot Lighting	-	45,863	-	-	-	-	-	45,863
2019068	Burgess Rushing Tennis Center Pickleball Courts	-	262,260	-	-	-	-	-	262,260
2019070	Indian Maiden Path	-	-	38,520	-	-	-	-	38,520
2019082	Parks Master Plan	-	-	212,000	-	-	-	-	212,000
2019110	Canyon Lakes Connectivity	-	-	74,811	74,811	74,811	-	-	224,433
2019154	Berl Huffman Traffic & Safety Improvements	-	-	116,223	-	-	-	-	116,223
	<b>Subtotal</b>	<b>5,116,179</b>	<b>2,343,215</b>	<b>4,819,116</b>	<b>3,157,559</b>	<b>2,280,277</b>	<b>1,323,868</b>	<b>3,080,706</b>	<b>22,120,920</b>
<b>Public Safety and Health Services</b>									
92367	Municipal Square Repairs	566,511	-	-	-	-	-	-	566,511
92433	Major Repairs at Fire Facilities Phase II	900,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
92551	Public Safety Improvements Project	60,000,000	-	-	-	-	-	-	60,000,000
2018095	Zetron Fire Paging Replacement	-	800,000	-	-	-	-	-	800,000
	<b>Subtotal</b>	<b>61,466,511</b>	<b>1,100,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>64,066,511</b>

# General Fund Capital

# Appropriation Summary

Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation	
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
<b>Public Works</b>									
8604	Thoroughfare Plan Restudy	\$ 250,000	-	-	-	-	-	250,000	
8621	Outer Route Right-of-Way and Utility Adjustments	7,250,000	-	-	-	-	-	7,250,000	
8632	Fleet/Solid Waste Complex Exterior Renovations	343,000	-	176,750	288,121	-	-	807,871	
8636	West Side Public Works Service Center	50,000	-	9,000,000	-	-	-	9,050,000	
8637	Abernathy Landfill - Gate House Renovations	120,000	50,000	-	-	-	-	170,000	
8642	US 62/82 and Donald Preston Drive Traffic Control	15,974	-	-	-	-	-	15,974	
92349	Communications System Expansion	1,050,000	-	-	-	-	-	1,050,000	
92420	34th Street - Quaker Avenue to Slide Road	-	-	-	8,800,000	-	-	8,800,000	
92434	98th Street from Upland Avenue to Milwaukee Avenue	3,047,059	-	-	-	-	-	3,047,059	
92435	Street Maintenance Program	24,673,320	10,000,000	14,000,000	15,000,000	15,500,000	15,500,000	110,673,320	
92512	Traffic Signal Construction	300,000	350,000	350,000	350,000	350,000	350,000	2,400,000	
92516	Transportation Improvements/Unimproved Roads	800,000	400,000	400,000	400,000	400,000	400,000	3,200,000	
92555	Landfill 69 Shop Renovation	269,132	-	-	-	-	-	269,132	
92557	Landfill 69 Gas Collection System Replacement	344,730	-	-	-	-	-	344,730	
92558	Landfill 69 Groundwater Remediation	500,000	-	-	-	-	-	500,000	
92569	Backup Power at Signalized Intersections	100,000	100,000	100,000	100,000	100,000	-	500,000	
92570	American Disability Act Ramp and Sidewalk Project	250,000	125,000	250,000	250,000	250,000	250,000	1,625,000	
2014093	34th Street - Avenue Q to Interstate 27	-	-	5,100,000	-	-	-	5,100,000	
2014095	Milwaukee Avenue - Erskine Street to 4th Street	-	-	-	-	9,300,000	-	9,300,000	
2015063	Closure of Cell VI at 69 Landfill	-	-	-	1,000,000	-	-	1,000,000	
2016087	Upland Avenue from 82nd Street to 98th Street	-	750,000	2,450,000	-	-	-	3,200,000	
2017040	34th Street - Upland Avenue to Milwaukee Avenue	-	600,000	4,000,000	-	-	-	4,600,000	
2017041	114th Street - Slide Road to Quaker Avenue	-	-	-	1,000,000	6,500,000	-	7,500,000	
2017050	114th Street - Quaker Avenue to Indiana Avenue	-	-	-	-	7,680,000	-	7,680,000	
2017063	Traffic Operations Facility Renovations	-	-	495,750	-	-	-	495,750	
2019081	Pedestrian and Cyclist Enhancements	-	-	160,000	160,000	160,000	-	480,000	
2019100	Wausau Avenue from MSF to 82nd St.	-	550,000	-	-	-	-	550,000	
2019101	Iola Avenue From 122nd St. to FM 1585	-	-	-	50,000	900,000	-	950,000	
2019146	Outer Route (Loop 88) Segments 1 & 2	-	309,700	300,000	-	-	-	609,700	
2019161	Solid Waste Vehicle Replacement FY 2019-20	-	2,985,000	-	-	-	-	2,985,000	
<b>Subtotal</b>		<b>39,363,215</b>	<b>16,219,700</b>	<b>36,782,500</b>	<b>27,398,121</b>	<b>41,140,000</b>	<b>16,500,000</b>	<b>17,000,000</b>	<b>194,403,536</b>
<b>Total General Fund Capital</b>		<b>\$ 174,431,653</b>	<b>20,067,915</b>	<b>43,961,116</b>	<b>35,866,180</b>	<b>44,052,277</b>	<b>19,486,868</b>	<b>20,820,706</b>	<b>358,686,715</b>

# General Fund Capital

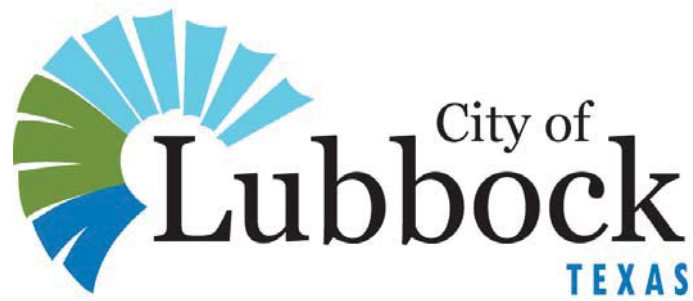
# Funding Summary

Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 General Fund Cash	185,951	-	-	-	-	-	-	185,951
FY 2009 General Obligation Bonds	233,863	-	-	-	-	-	-	233,863
FY 2009 Tax and Waterworks CO's	98,866	-	-	-	-	-	-	98,866
FY 2009 Tax Supported Revenue CO's	400,000	1,148	-	-	-	-	-	401,148
FY 2010 General Fund Cash	44,824	-	-	-	-	-	-	44,824
FY 2011 General Fund Cash	883,839	-	-	-	-	-	-	883,839
FY 2011 General Obligation Bonds	974,148	-	-	-	-	-	-	974,148
FY 2011 Tax Supported Revenue CO's	86,527	35,952	-	-	-	-	-	122,479
FY 2012 10-Year Certificates of Obligation	115,516	-	-	-	-	-	-	115,516
FY 2012 General Fund Cash	72,190	-	-	-	-	-	-	72,190
FY 2012 General Obligation Bonds	21,737	-	-	-	-	-	-	21,737
FY 2013 General Fund Cash	150,000	-	-	-	-	-	-	150,000
FY 2013 General Obligation Bonds	-	2,012,007	-	-	-	-	-	2,012,007
FY 2013 Tax Supported Revenue CO's	-	15,412	-	-	-	-	-	15,412
FY 2014 General Fund Cash	350,000	-	-	-	-	-	-	350,000
FY 2014 Tax Supported Revenue CO's	350,025	300,000	-	-	-	-	-	650,025
FY 2015 General Fund Cash	902,000	-	-	-	-	-	-	902,000
FY 2015 Solid Waste Cash	269,132	-	-	-	-	-	-	269,132
FY 2015 Tax Supported Revenue CO's	11,497,147	466,443	-	-	-	-	-	11,963,590
FY 2016 7-Year Solid Waste Revenue CO's	344,730	-	-	-	-	-	-	344,730
FY 2016 General Fund Cash	3,174,963	-	-	-	-	-	-	3,174,963
FY 2016 Solid Waste Revenue CO's	-	2,970,358	-	-	-	-	-	2,970,358
FY 2016 Tax Supported Revenue CO's	53,150,000	714,595	-	-	-	-	-	53,864,595
FY 2017 7-Year Tax Revenue CO's	4,395,392	-	-	-	-	-	-	4,395,392
FY 2017 General Fund Cash	3,344,608	-	-	-	-	-	-	3,344,608
FY 2017 SIB Loan	7,250,000	-	-	-	-	-	-	7,250,000
FY 2017 Solid Waste Cash	693,000	-	-	-	-	-	-	693,000
FY 2017 Tax Supported Revenue CO's	1,765,107	-	-	-	-	-	-	1,765,107
FY 2018 10-Year Tax-Supported Revenue CO's	10,000,000	-	-	-	-	-	-	10,000,000
FY 2018 General Fund Cash	7,910,408	-	-	-	-	-	-	7,910,408
FY 2019 General Fund Cash	10,299,045	-	-	-	-	-	-	10,299,045
FY 2019 Reimbursement from City of Wolforth	15,974	-	-	-	-	-	-	15,974
FY 2019 Tax Supported Revenue CO's	50,000,000	-	-	-	-	-	-	50,000,000
FY 2020 General Fund Cash	-	12,097,594	-	-	-	-	-	12,097,594
FY 2021 Tax Supported Revenue CO's	-	-	13,000,000	-	-	-	-	13,000,000
FY 2022 General Fund Cash	-	-	-	24,429,780	-	-	-	24,429,780
FY 2022 Tax Supported Revenue CO's	-	-	-	11,383,000	-	-	-	11,383,000
FY 2023 General Fund Cash	-	-	-	-	20,518,877	-	-	20,518,877
FY 2023 Tax Supported Revenue CO's	-	-	-	-	23,480,000	-	-	23,480,000
FY 2024 General Fund Cash	-	-	-	-	-	19,433,468	-	19,433,468

# General Fund Capital

# Funding Summary

Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2025 General Fund Cash	-	-	-	-	-	-	20,767,306	20,767,306
General Capital Project Fund	1,486,026	53,400	53,400	53,400	53,400	53,400	53,400	1,806,426
General Facilities Capital Fund	-	44,995	-	-	-	-	-	44,995
Hotel/Motel Funds	564,380	-	-	-	-	-	-	564,380
Market Lubbock Inc. Capital Project Fund	3,000,000	-	-	-	-	-	-	3,000,000
Parks Capital Projects Fund	107,135	107,749	-	-	-	-	-	214,884
Private Donations	-	1,235,270	-	-	-	-	-	1,235,270
Public Works Capital Project Fund	64,252	-	-	-	-	-	-	64,252
School District Cash Donation	230,868	-	-	-	-	-	-	230,868
Street Capital Project Fund	-	12,992	-	-	-	-	-	12,992
<b>Total General Fund Capital</b>	<b>\$ 174,431,653</b>	<b>20,067,915</b>	<b>43,961,116</b>	<b>35,866,180</b>	<b>44,052,277</b>	<b>19,486,868</b>	<b>20,820,706</b>	<b>358,686,715</b>



# Administrative Services

# Appropriation Summary

Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
8536 Facility Demolition	1,562,748	0	100,000	100,000	100,000	100,000	100,000	2,062,748
8633 Comprehensive Plan Implementation	370,000	255,000	0	0	0	0	0	625,000
8634 City Council Initiatives	75,000	50,000	0	0	0	0	0	125,000
92238 Facility Maintenance Fund	1,416,000	0	80,000	135,000	50,000	50,000	50,000	1,781,000
92359 Facility Roof Replacements	1,252,000	0	280,000	658,500	100,000	100,000	240,000	2,630,500
92369 Municipal Facilities Replacements/Renovations	63,000,000	0	0	0	0	0	0	63,000,000
92521 Facility Renovations/Upgrades Phase II	600,000	0	1,430,000	2,534,000	82,000	1,113,000	50,000	5,809,000
92548 Lubbock Animal Shelter Improvements	210,000	0	0	0	0	0	0	210,000
2017049 Warehouse Replacement	0	0	169,500	1,583,000	0	0	0	1,752,500
2019152 Municipal Hill Future Planning	0	100,000	0	0	0	0	0	100,000
<b>Total Administrative Services</b>	<b>68,485,748</b>	<b>405,000</b>	<b>2,059,500</b>	<b>5,010,500</b>	<b>332,000</b>	<b>1,363,000</b>	<b>440,000</b>	<b>78,095,748</b>



# Administrative Services

# Funding Summary

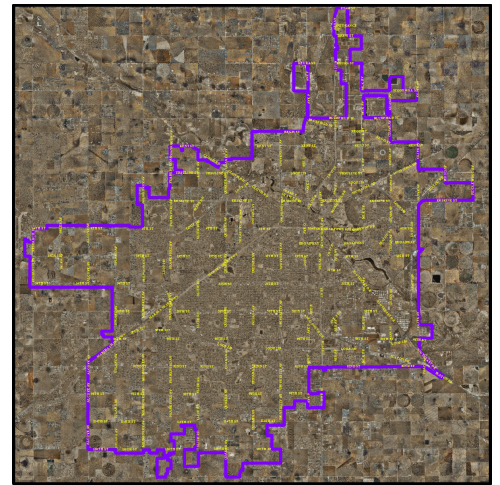
Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2011 General Fund Cash	832,748	0	0	0	0	0	0	832,748
FY 2012 10-Year Certificates of Obligation	115,516	0	0	0	0	0	0	115,516
FY 2013 General Fund Cash	150,000	0	0	0	0	0	0	150,000
FY 2014 General Fund Cash	350,000	0	0	0	0	0	0	350,000
FY 2015 General Fund Cash	602,000	0	0	0	0	0	0	602,000
FY 2015 Tax Supported Revenue CO's	10,380,000	0	0	0	0	0	0	10,380,000
FY 2016 General Fund Cash	841,000	0	0	0	0	0	0	841,000
FY 2016 Tax Supported Revenue CO's	52,800,000	0	0	0	0	0	0	52,800,000
FY 2017 General Fund Cash	440,000	0	0	0	0	0	0	440,000
FY 2018 General Fund Cash	545,000	0	0	0	0	0	0	545,000
FY 2019 General Fund Cash	701,918	0	0	0	0	0	0	701,918
FY 2020 General Fund Cash	0	305,000	0	0	0	0	0	305,000
FY 2021 General Fund Cash	0	0	2,059,500	0	0	0	0	2,059,500
FY 2022 General Fund Cash	0	0	0	3,427,500	0	0	0	3,427,500
FY 2022 Tax Supported Revenue CO's	0	0	0	1,583,000	0	0	0	1,583,000
FY 2023 General Fund Cash	0	0	0	0	332,000	0	0	332,000
FY 2024 General Fund Cash	0	0	0	0	0	1,363,000	0	1,363,000
FY 2025 General Fund Cash	0	0	0	0	0	0	440,000	440,000
General Capital Project Fund	727,566	0	0	0	0	0	0	727,566
Parks Capital Projects Fund	0	100,000	0	0	0	0	0	100,000
<b>Total Administrative Services</b>	<b>68,485,748</b>	<b>405,000</b>	<b>2,059,500</b>	<b>5,010,500</b>	<b>332,000</b>	<b>1,363,000</b>	<b>440,000</b>	<b>78,095,748</b>

*Managing Department*      **Facilities Management**

*Project Manager*          **Wesley Everett**

*Project Classification*      **Upgrade/Major Maintenance**

*Project Status*              **Approved**



*Project Scope*

Demolition of facilities and/or structures that are in disrepair and are no longer suitable for use, including abandoned facilities, and out of service parks restrooms.

FY 2019-20: Future demolition projects as required. Evaluation of Stubbs Party House.

*Project Justification*

Removal of unsightly, out of service, facilities and structures.

*Project History*

Facilities that have been demolished include: the fountain at 9th Street and Avenue Q, Civic Center Courtyard Fountain, IT Facility (10th & Texas), Chatman Park Restroom, Ribble Park Restroom, Mackenzie Maintenance Compound, Wagner Park Restroom, Mackenzie Park Restroom, Mackenzie Pool, and the Health Department building.

In FY 2015-16, the south onion shed at Lubbock International Airport was demolished.

In FY 2016-17, Stubbs Community Center will be demolished.

FY 17-18, Old Animal Shelter demolished.

FY 2018-19 - Demolition of new Police Department Headquarters lot and the re-evaluation of Stubbs Party House.

\$400,000 was appropriated in FY 2008-09 Budget, Ord. No. 2008-00077, October 1, 2008.  
 \$332,748 was appropriated in the FY 2010-11 Budget, Ord. No. 2010-00070, October 1, 2010.  
 \$150,000 was appropriated in the FY 2012-13 Budget, Ord. No. 2012-00100, October 1, 2012.  
 \$100,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-00087, October 1, 2013.  
 \$230,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.  
 \$150,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.  
 \$100,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.  
 \$100,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Design and Engineering	10,000	0	10,000	10,000	10,000	10,000	10,000	60,000
Other Activities	1,552,748	0	90,000	90,000	90,000	90,000	90,000	2,002,748
<b>Total Project Appropriation</b>	<b>1,562,748</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>2,062,748</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2011 General Fund Cash	332,748	0	0	0	0	0	0	332,748
FY 2013 General Fund Cash	150,000	0	0	0	0	0	0	150,000
FY 2014 General Fund Cash	100,000	0	0	0	0	0	0	100,000
FY 2015 General Fund Cash	230,000	0	0	0	0	0	0	230,000
FY 2016 General Fund Cash	150,000	0	0	0	0	0	0	150,000
FY 2018 General Fund Cash	50,000	0	0	0	0	0	0	50,000
FY 2019 General Fund Cash	91,918	0	0	0	0	0	0	91,918
FY 2021 General Fund Cash	0	0	100,000	0	0	0	0	100,000
FY 2022 General Fund Cash	0	0	0	100,000	0	0	0	100,000
FY 2023 General Fund Cash	0	0	0	0	100,000	0	0	100,000
FY 2024 General Fund Cash	0	0	0	0	0	100,000	0	100,000
FY 2025 General Fund Cash	0	0	0	0	0	0	100,000	100,000
General Capital Project Fund	458,082	0	0	0	0	0	0	458,082
<b>Total Funding Sources</b>	<b>1,562,748</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>2,062,748</b>

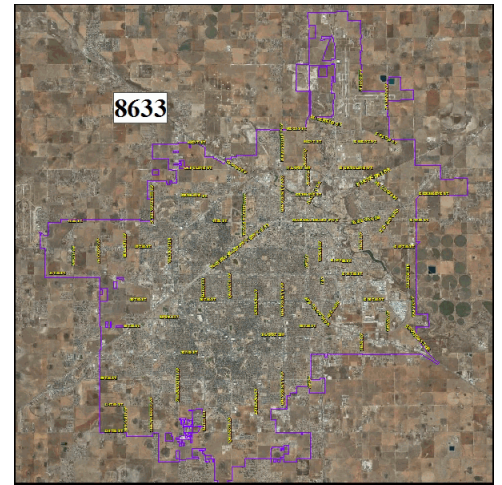
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Planning**

*Project Manager*         **Kristen Sager**

*Project Classification*    **Master Plans/Studies**

*Project Status*             **Approved**



*Project Scope*

Step One: Performance of a diagnostic analysis of the current zoning and subdivision regulations, together with ancillary regulations, in order to identify conflicts with federal regulations, state statutes, other city ordinances, the Comprehensive Plan, the Future Land Use Plan, and case law; incorporate public engagement as recommended by the Planning Department, and then, identify areas for revision.

Step Two: Based on the findings in Step 2, prepare a comprehensive, unified document, including the zoning regulations, subdivision regulations, sign regulations and ancillary development-related ordinances and policies, titled the “City of Lubbock Unified Development Code (UDC)”, in both print and electronic format.

Step Three: Discuss, present to, and obtain adoption by the Planning & Zoning Commission and City Council. Prepare and publish the (UDC) into an on-line document for placement on the City’s web site, to include hyperlinks, illustrations, and searchable text.

*Project Justification*

In December 2018, the City adopted an updated Comprehensive Plan, known as “Plan Lubbock 2040”. This resulted in a list of future tasks to implement the recommendations, the most important of which is to update the zoning and subdivision regulations, which are the tools that implement planning policy. The current zoning code, written in 1975, is outdated and does not address the changes over the past 23 years. Piecemeal changes to the code over the years have resulted in various inconsistencies, and certain sections of the are not in compliance with state regulations. It is imperative that the codes be updated.

Consolidation of development-related ordinances into a Unified Development Code provides customers and staff with a single document that can be referenced for most needs, and is much more user-friendly. Publishing on-line with the requested features will make it even more so.

*Project History*

FY 2018-19:

Completed Development of an Request for Quotation (RFQ)/ Request for proposal(RFP) for planning consulting services to perform the services scoped herein, and awarding of a contract to the most qualified consultant(s).

Comprehensive Plan update was undertaken in 2016-2018. This was identified as an implementation/followed action.

\$370,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	370,000	255,000	0	0	0	0	0	625,000
<b>Total Project Appropriation</b>	370,000	255,000	0	0	0	0	0	625,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 General Fund Cash	370,000	0	0	0	0	0	0	370,000
FY 2020 General Fund Cash	0	255,000	0	0	0	0	0	255,000
<b>Total Funding Sources</b>	370,000	255,000	0	0	0	0	0	625,000

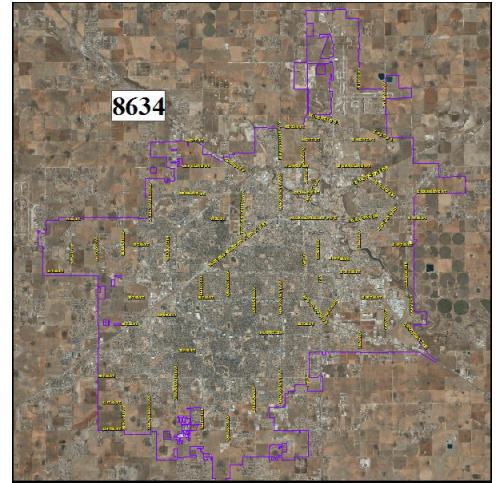
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

Managing Department **City Council Office**

Project Manager

Project Classification **Administrative**

Project Status **Approved**



*Project Scope*

Initiatives eligible for this funding may include focused or community-level studies, initiatives that address an identified issue or need in the community and related matters.

*Project Justification*

This appropriation provides funding for unique initiatives identified by the City Council that are outside current or previously approved projects. Identified initiatives must support the overall improvement of the community and be in support of an issue or need of general community interest. Expenditures are subject to Council approval or consensus as appropriate.

*Project History*

\$75,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	75,000	50,000	0	0	0	0	0	125,000
<b>Total Project Appropriation</b>	<b>75,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 General Fund Cash	75,000	0	0	0	0	0	0	75,000
FY 2020 General Fund Cash	0	50,000	0	0	0	0	0	50,000
<b>Total Funding Sources</b>	<b>75,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>

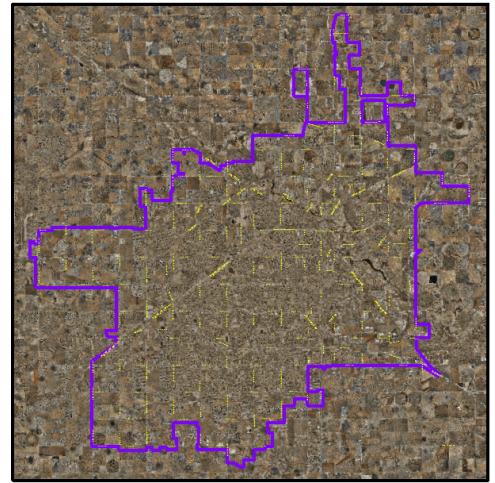
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Facilities Management**

*Project Manager*         **Wesley Everett**

*Project Classification*    **Upgrade/Major Maintenance**

*Project Status*            **Approved**



*Project Scope*

Major renovation and repair of City facilities. City facilities will be addressed/evaluated on an as needed basis. The project includes all City facilities.

FY 2019-20: Various Press Boxes renovations, Cavazos field sidewalk renovations.

FY 2020-21: SWM windows and ramp renovations, asbestos abatement as required.

FY 2021-22: Cemetery shop renovations.

*Project Justification*

Many City facilities require repair and renovation due to age and deterioration. The project will fund improvements on a priority basis as identified in the Facilities Maintenance Plan.

*Project History*

FY 2013-14 funding was utilized for City Hall basement repairs, Silent Wings Museum waterproofing, Burgess Tennis Center reroof, and Mahon Library Fire Alarm system.

FY 2014-15 funding was for the renovations of Silent Wings Museum which includes the fire alarm system, new sprinkler heads, overall renovations of the museum including new paint, carpet, etc.

FY 2015-16 funding was utilized for Buddy Holly Center and Fleet Complex Roof repairs, wood floor replacement at Buddy Holly Center, floor replacement and renovation of the mechanical room at Hodges Community Center, and repairs to Eddie Dixon Studio.

FY 2016-17 funding was utilized for Design work on St. Paul's exterior doors. Replace exterior doors and exterior/interior painting of St. Paul's.

FY 17-18, Eddie Dixon Facility abated and new HVAC systems installed. SWM minor interior renovations and electrical work completed.

FY 2018-19: Continuation of Safety City Ramp/Skirting project, Silent Wings Museum (SWM) flooring.

\$500,000 was appropriated in the FY 2010-11 Budget, Ord. No. 2010-00070, October 1, 2010.

\$250,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-00087, October 1, 2013.

\$200,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.

\$216,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

\$250,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	1,347,000	0	72,000	121,500	45,000	45,000	45,000	1,675,500
Design and Engineering	69,000	0	8,000	13,500	5,000	5,000	5,000	105,500
<b>Total Project Appropriation</b>	<b>1,416,000</b>	<b>0</b>	<b>80,000</b>	<b>135,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>1,781,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2011 General Fund Cash	500,000	0	0	0	0	0	0	500,000
FY 2014 General Fund Cash	250,000	0	0	0	0	0	0	250,000
FY 2015 General Fund Cash	200,000	0	0	0	0	0	0	200,000
FY 2015 Tax Supported Revenue CO's	180,000	0	0	0	0	0	0	180,000
FY 2016 General Fund Cash	216,000	0	0	0	0	0	0	216,000
FY 2021 General Fund Cash	0	0	80,000	0	0	0	0	80,000
FY 2022 General Fund Cash	0	0	0	135,000	0	0	0	135,000
FY 2023 General Fund Cash	0	0	0	0	50,000	0	0	50,000
FY 2024 General Fund Cash	0	0	0	0	0	50,000	0	50,000
FY 2025 General Fund Cash	0	0	0	0	0	0	50,000	50,000
General Capital Project Fund	70,000	0	0	0	0	0	0	70,000
<b>Total Funding Sources</b>	<b>1,416,000</b>	<b>0</b>	<b>80,000</b>	<b>135,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>1,781,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	1,000	1,000	1,000	1,000	1,000	1,000	6,000
<b>Total Operating Budget Impact</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>6,000</b>

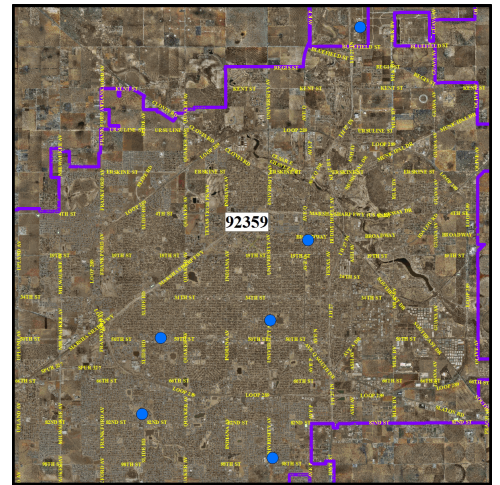


*Managing Department* **Facilities Management**

*Project Manager* **George Lisenbe**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Approved**



*Project Scope*

This project incorporates major roof repairs and roof replacements for most City of Lubbock facility roofs.

FY 19-20: Groves Library, Fire Station #15 and Fire Station #5 roof replacements.

FY 20-21: Hodges, Fire Administration Complex roof replacements.

FY 21/22: Future Roofs

FY 22/23: Future Roofs

FY 23/24: Fire Station #10 & Fire Station #3 roof replacements.

FY 24/25: Future Roofs

Roof replacements can/will be rescheduled to address roofs that have deteriorated since their evaluation or other facilities can be included depending on individual circumstances.

*Project Justification*

Many City facilities have roofs that are nearing the end of their expected life. A typical roofing system should last 15-20 years. The wear and tear on these roof systems have compromised the facility's ability to remain watertight from the roof areas. Staff have evaluated many City roofs and have determined the above facilities will need to have roof replacements within the next 6 years.

*Project History*

The roofing systems scheduled for replacement have ages ranging from 15 to 30+ years. Routine/standard maintenance of these systems are no longer efficient.

FY 15-16 - Roofs at the Silent Wings Museum started. Fire Station #9 & 4 were completed.

FY 16-17 - Fire Station #12 & 14, and the Eddie Dixon Building roofs replaced and Silent Wings Museum roof replacement completed.

FY 17-18 - New Roofs on Fire Stations # 13 and #8.

FY 18-19: Evaluation of Buddy Holly Gallery (due to critical nature of contents, this roof will need to be evaluated annually and action taken accordingly). Garden and Arts Center and Fire Station #7 roofs replaced.

\$172,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.

\$475,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

\$440,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-00135, October 1, 2016.

\$165,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	1,140,500	0	252,000	592,650	90,000	90,000	216,000	2,381,150
Design and Engineering	111,500	0	28,000	65,850	10,000	10,000	24,000	249,350
<b>Total Project Appropriation</b>	<b>1,252,000</b>	<b>0</b>	<b>280,000</b>	<b>658,500</b>	<b>100,000</b>	<b>100,000</b>	<b>240,000</b>	<b>2,630,500</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 General Fund Cash	172,000	0	0	0	0	0	0	172,000
FY 2016 General Fund Cash	475,000	0	0	0	0	0	0	475,000
FY 2017 General Fund Cash	440,000	0	0	0	0	0	0	440,000
FY 2019 General Fund Cash	165,000	0	0	0	0	0	0	165,000
FY 2021 General Fund Cash	0	0	280,000	0	0	0	0	280,000
FY 2022 General Fund Cash	0	0	0	658,500	0	0	0	658,500
FY 2023 General Fund Cash	0	0	0	0	100,000	0	0	100,000
FY 2024 General Fund Cash	0	0	0	0	0	100,000	0	100,000
FY 2025 General Fund Cash	0	0	0	0	0	0	240,000	240,000
<b>Total Funding Sources</b>	<b>1,252,000</b>	<b>0</b>	<b>280,000</b>	<b>658,500</b>	<b>100,000</b>	<b>100,000</b>	<b>240,000</b>	<b>2,630,500</b>

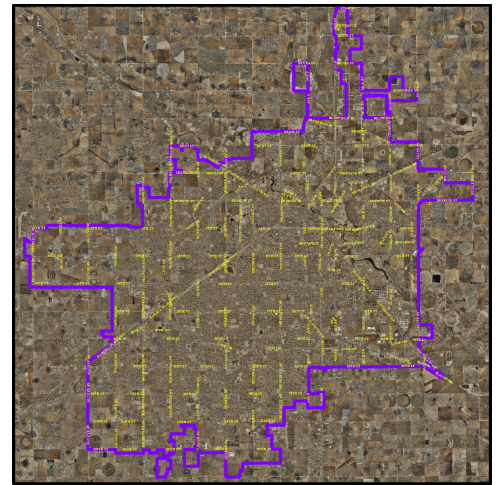
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	1,000	2,500	500	500	1,500	500	6,500
<b>Total Operating Budget Impact</b>	<b>1,000</b>	<b>2,500</b>	<b>500</b>	<b>500</b>	<b>1,500</b>	<b>500</b>	<b>6,500</b>

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

Project Classification **Replacement Facility**

Project Status **Approved**



*Project Scope*

The project includes land or building acquisition; construction of new facilities; and renovations and/or upgrades to existing facilities including the property located at 1206 14th Street, City Hall, and other buildings as funding allows. The project also includes all costs related to design and engineering and professional services as related to acquisition, remodeling, construction, or renovations and upgrades.

FY 2019-20: Complete construction, move in facility.

*Project Justification*

The project will replace the current City Hall with a renovated facility in the former Omni Building that will provide enough space to allow the City to locate most departments within one facility.

*Project History*

FY 2015-16: work included hiring the Architect for the Citizens Tower/Police Department with preliminary development of plans and specifications.

FY 2016-17: construction manager at risk was hired and GMP is being developed. The Citizens Tower was abated and interior demolition has completed in most areas.

FY 2017-18, Construction underway.

FY 2018-19: Construction under way. Completion expected in last quarter of FY 18-19. Construction continuing.

\$10.2 million was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.

\$52.8 million was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Land Acquisition	5,000,000	0	0	0	0	0	0	5,000,000
Construction	52,800,000	0	0	0	0	0	0	52,800,000
Design and Engineering	5,200,000	0	0	0	0	0	0	5,200,000
<b>Total Project Appropriation</b>	<b>63,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,000,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 Tax Supported Revenue CO's	10,200,000	0	0	0	0	0	0	10,200,000
FY 2016 Tax Supported Revenue CO's	52,800,000	0	0	0	0	0	0	52,800,000
<b>Total Funding Sources</b>	<b>63,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,000,000</b>

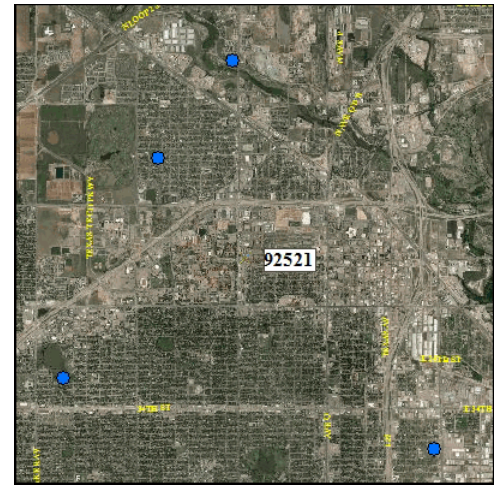
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Facilities Maintenance and Custodial	141,750	437,400	437,400	437,400	437,400	437,400	2,328,750
<b>Total Operating Budget Impact</b>	141,750	437,400	437,400	437,400	437,400	437,400	2,328,750

*Managing Department* **Facilities Management**

*Project Manager* **George Lisenbe**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Approved**



*Project Scope*

FY 19-20: Maxey Renovations, Hodges A/E Design.  
 FY 20-21: Trejo and Hodges Renovations.  
 FY 21-22: Rawlings A/E Design.  
 FY 22-23: Rawlings Renovations.  
 FY 23-24: Future Renovations

*Project Justification*

The maintenance and proper repair of these facilities have been limited over the past many years. These facilities require immediate maintenance/repairs or risk permanent facility damage

*Project History*

FY 18-19 Maxey and Trejo roofs completed. Trejo Social Hall repainted.

FY 17-18, Roof replacements on Maxey and Trejo Centers.

\$600,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

Reduced appropriated by \$70,474 on 7/16/18 per BCR 1718-03. Moved to 92323 Facility Renovations.

In general, the facilities reflect their age and require renovations/repairs to maintain their useful life. Phase I renovated 19th Street Senior Center, Simmons Community Center and Simmons Senior Center.

<i>Appropriation Detail</i>	Appropriation to Date	FY 2019-20	Unappropriated Planning Years					Total Project Amount
			FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	420,000	0	1,280,000	2,419,000	0	1,063,000	45,000	5,227,000
Design and Engineering	135,000	0	90,000	25,000	82,000	5,000	5,000	342,000
Furnishings, Fixtures, and Equipment	25,000	0	30,000	50,000	0	20,000	0	125,000
Landscaping	20,000	0	20,000	20,000	0	15,000	0	75,000
Technology	0	0	10,000	20,000	0	10,000	0	40,000
<b>Total Project Appropriation</b>	<b>600,000</b>	<b>0</b>	<b>1,430,000</b>	<b>2,534,000</b>	<b>82,000</b>	<b>1,113,000</b>	<b>50,000</b>	<b>5,809,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2018 General Fund Cash	420,000	0	0	0	0	0	0	420,000
FY 2021 General Fund Cash	0	0	1,430,000	0	0	0	0	1,430,000
FY 2022 General Fund Cash	0	0	0	2,534,000	0	0	0	2,534,000
FY 2023 General Fund Cash	0	0	0	0	82,000	0	0	82,000
FY 2024 General Fund Cash	0	0	0	0	0	1,113,000	0	1,113,000
FY 2025 General Fund Cash	0	0	0	0	0	0	50,000	50,000
General Capital Project Fund	180,000	0	0	0	0	0	0	180,000
<b>Total Funding Sources</b>	<b>600,000</b>	<b>0</b>	<b>1,430,000</b>	<b>2,534,000</b>	<b>82,000</b>	<b>1,113,000</b>	<b>50,000</b>	<b>5,809,000</b>

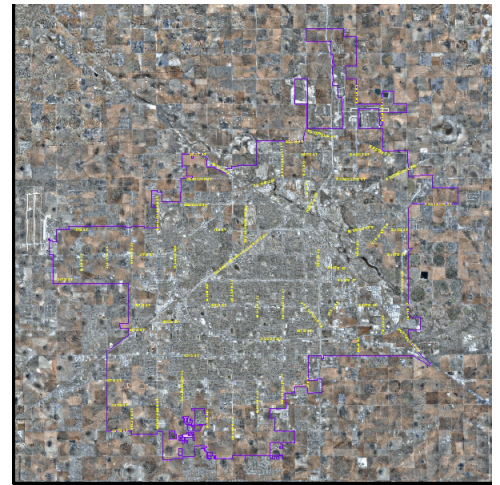
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	750	500	500	500	500	500	3,250
<b>Total Operating Budget Impact</b>	<b>750</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>3,250</b>

*Managing Department*     **Animal Control - Shelter**

*Project Manager*         **George Lisenbe**

*Project Classification*    **Upgrade/Major Maintenance**

*Project Status*             **Approved**



*Project Scope*

This project includes improvements for the animal shelter along with other minor software maintenance upgrades that will improve employee and customer service productivity. The improvements to the facility will contribute to a safer and healthier environment for the shelter.

FY 19-20: Continue renovations of floor, plumbing and other areas as required.

*Project Justification*

The animal shelter facility handles a high volume of animals and repairs/upgrades are needed to keep the facility operating at an efficient level.

*Project History*

FY 18-19: HVAC work completed in north quad kennels, kennel flooring in north quad completed. Start flooring renovations in offices/break room.

FY 17-18, work on resealing floors, electrical, plumbing repairs and flooring renovations.

\$75,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

\$135,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	170,500	0	0	0	0	0	0	170,500
Design and Engineering	9,500	0	0	0	0	0	0	9,500
Technology	30,000	0	0	0	0	0	0	30,000
<b>Total Project Appropriation</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2012 10-Year Certificates of Obligation	115,516	0	0	0	0	0	0	115,516
FY 2018 General Fund Cash	75,000	0	0	0	0	0	0	75,000
General Capital Project Fund	19,484	0	0	0	0	0	0	19,484
<b>Total Funding Sources</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210,000</b>

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	500	500	500	500	500	500	3,000
<b>Total Operating Budget Impact</b>	500	500	500	500	500	500	3,000

---

---

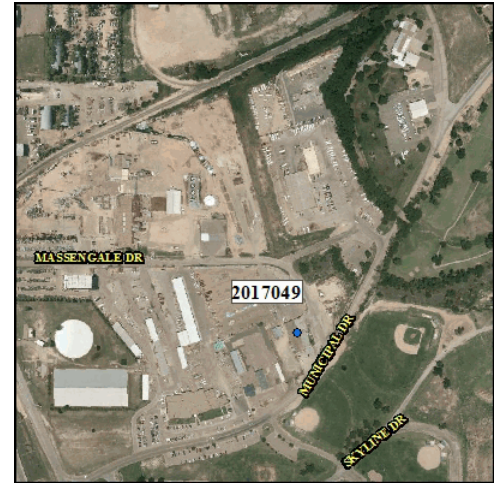


*Managing Department* **Facilities Management**

*Project Manager* **George Lisenbe**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Requested**



*Project Scope*

This project will provide a replacement structure for the current City Warehouse. The work will include the design and construction of a 9,500 square foot metal building on high density concrete.

*Project Justification*

This replacement is requested due to the costly repairs that need to be made to the current facility that will need to be made to bring it into compliance with current building codes.

*Project History*

The City Warehouse Facility has a construction of single-wythe concrete masonry units (CMU) walls, with fixed exterior door openings on the facility. The building has a built-up and modified bitumen roof systems to protect the interior of the facility from the harsh West Texas elements.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	1,523,000	0	0	0	1,523,000
Design and Engineering	0	0	169,500	0	0	0	0	169,500
Furnishings, Fixtures, and Equipment	0	0	0	40,000	0	0	0	40,000
Landscaping	0	0	0	20,000	0	0	0	20,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>169,500</b>	<b>1,583,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,752,500</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	169,500	0	0	0	0	169,500
FY 2022 Tax Supported Revenue CO's	0	0	0	1,583,000	0	0	0	1,583,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>169,500</b>	<b>1,583,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,752,500</b>

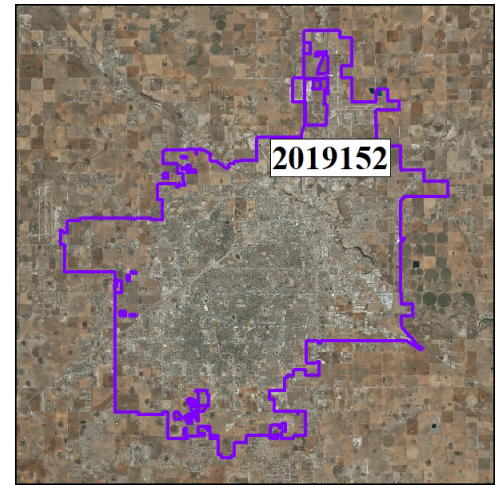
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	500	500	500	600	600	600	3,300
<b>Total Operating Budget Impact</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>3,300</b>

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

Project Classification **Master Plans/Studies**

Project Status **Requested**



*Project Scope*

This project will provide a facility inventory and recommendations for future development of City owned property that is collectively named the Municipal Hill.

*Project Justification*

This project will provide a better understanding to the City leaders of the property known as the Municipal Hill. It will provide a comprehensive inventory of facilities and property. When completed the study will provide data on the status of current facilities, and recommendations for the future use of facilities and properties that would assist the departments in future efficiency.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Design and Engineering	0	100,000	0	0	0	0	0	100,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Parks Capital Projects Fund	0	100,000	0	0	0	0	0	100,000
<b>Total Funding Sources</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years							Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
No Impact Anticipated	0	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Cultural and Recreational Services

# Appropriation Summary

Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
8550 Golf Course Improvements	723,449	53,400	53,400	53,400	53,400	53,400	53,400	1,043,849
8630 Park Amenities	304,500	154,066	163,900	168,820	173,880	180,000	190,800	1,335,966
8635 Parks Future Planning	50,000	0	0	0	0	0	0	50,000
92362 Buddy Holly Center Renovations Phase II	564,380	0	0	0	0	0	0	564,380
92565 Garden and Arts Center Exterior Renovations	185,850	94,150	0	0	0	0	0	280,000
92566 Park Walking Trails	175,000	190,000	265,000	280,900	297,754	315,620	334,556	1,858,830
92567 Dock and Bridge Replacement	113,000	87,550	119,882	123,478	127,182	130,998	0	702,090
92607 Berl Huffman Improvements	3,000,000	0	0	0	0	0	0	3,000,000
2014072 Groves Branch Library Renovations	0	0	640,000	0	0	0	0	640,000
2016003 McAlister Park Improvements	0	1,455,926	265,380	738,050	458,050	313,250	1,135,250	4,365,906
2016102 Ball Field Playgrounds	0	0	0	0	0	0	383,800	383,800
2016173 Park Pavilions Phase II	0	0	274,000	284,700	209,900	233,100	291,600	1,293,300
2018047 Musco Lighting at Softball Fields	0	0	488,300	850,200	0	0	0	1,338,500
2018049 Park Playgrounds Phase II	0	0	624,100	583,200	885,300	97,500	691,300	2,881,400
2018056 Future Splash Pad	0	0	1,483,600	0	0	0	0	1,483,600
2019066 Berl Huffman Parking Lot Lighting	0	45,863	0	0	0	0	0	45,863
2019068 Burgess Rushing Tennis Center Pickleball Courts	0	262,260	0	0	0	0	0	262,260
2019070 Indian Maiden Path	0	0	38,520	0	0	0	0	38,520
2019082 Parks Master Plan	0	0	212,000	0	0	0	0	212,000
2019110 Canyon Lakes Connectivity	0	0	74,811	74,811	74,811	0	0	224,433
2019154 Berl Huffman Traffic & Safety Improvements	0	0	116,223	0	0	0	0	116,223
<b>Total Cultural and Recreational Services</b>	<b>5,116,179</b>	<b>2,343,215</b>	<b>4,819,116</b>	<b>3,157,559</b>	<b>2,280,277</b>	<b>1,323,868</b>	<b>3,080,706</b>	<b>22,120,920</b>

# Cultural and Recreational Services

# Funding Summary

Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 General Fund Cash	185,951	0	0	0	0	0	0	185,951
FY 2009 Tax Supported Revenue CO's	0	1,148	0	0	0	0	0	1,148
FY 2010 General Fund Cash	44,824	0	0	0	0	0	0	44,824
FY 2011 General Fund Cash	51,091	0	0	0	0	0	0	51,091
FY 2011 Tax Supported Revenue CO's	0	2,210	0	0	0	0	0	2,210
FY 2012 General Fund Cash	72,190	0	0	0	0	0	0	72,190
FY 2013 Tax Supported Revenue CO's	0	15,412	0	0	0	0	0	15,412
FY 2014 Tax Supported Revenue CO's	0	300,000	0	0	0	0	0	300,000
FY 2015 Tax Supported Revenue CO's	228,575	166,443	0	0	0	0	0	395,018
FY 2018 General Fund Cash	150,000	0	0	0	0	0	0	150,000
FY 2019 General Fund Cash	342,640	0	0	0	0	0	0	342,640
FY 2020 General Fund Cash	0	516,588	0	0	0	0	0	516,588
FY 2021 General Fund Cash	0	0	4,765,716	0	0	0	0	4,765,716
FY 2022 General Fund Cash	0	0	0	3,104,159	0	0	0	3,104,159
FY 2023 General Fund Cash	0	0	0	0	2,226,877	0	0	2,226,877
FY 2024 General Fund Cash	0	0	0	0	0	1,270,468	0	1,270,468
FY 2025 General Fund Cash	0	0	0	0	0	0	3,027,306	3,027,306
General Capital Project Fund	369,393	53,400	53,400	53,400	53,400	53,400	53,400	689,793
General Facilities Capital Fund	0	44,995	0	0	0	0	0	44,995
Hotel/Motel Funds	564,380	0	0	0	0	0	0	564,380
Market Lubbock Inc. Capital Project Fund	3,000,000	0	0	0	0	0	0	3,000,000
Parks Capital Projects Fund	107,135	7,749	0	0	0	0	0	114,884
Private Donations	0	1,235,270	0	0	0	0	0	1,235,270
<b>Total Cultural and Recreational Services</b>	<b>5,116,179</b>	<b>2,343,215</b>	<b>4,819,116</b>	<b>3,157,559</b>	<b>2,280,277</b>	<b>1,323,868</b>	<b>3,080,706</b>	<b>22,120,920</b>

*Managing Department*     **Community Services**

*Project Manager*

*Project Classification*     **Upgrade/Major Maintenance**

*Project Status*     **Approved**



*Project Scope*

Permanent improvements to Meadowbrook Golf Course including various bridge and abutment repair, cart path restoration, restroom renovations and other necessary improvements.

*Project Justification*

Meadowbrook Golf Course and the various facilities require needed repair and improvements due to age and deterioration. The project will fund improvements, on a priority basis, as identified in the scope of work.

*Project History*

\$185,951 was appropriated in FY 2008-09, Budget Amendment No. 15, Ord. No. 2009-00067, August 13, 2009.  
 \$53,400 was appropriated in the FY 2009-10 Budget, Ord. No. 2009-00073, October 1, 2009.  
 FY 2009-10 budget addition reduced to \$44,824 based on actual revenue.  
 \$53,400 was appropriated in the FY 2010-11 Budget, Ord. No. 2010-00070, October 1, 2010.  
 FY 2010-11 budget addition reduced to \$51,091 based on actual revenue.  
 \$53,400 was appropriated in the FY 2011-12 Budget, Ord. No. 2011-00080, October 1, 2011.  
 FY 2011-12 budget addition increased to \$72,190 based on actual revenue.  
 \$53,400 was appropriated in the FY 2012-13 Budget, Ord. No. 2012-00100, October 1, 2012.  
 FY 2012-13 budget addition decreased to 50,993 based on actual revenue.  
 \$53,400 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-00087, October 1, 2013.  
 FY 2013-14 budget addition decreased to 53,242 based on actual revenue.  
 \$53,400 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.  
 FY 2014-15 budget addition increased to \$54,523 based on actual revenue.  
 \$53,400 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.  
 FY 2015-16 budget addition decreased to \$51,667 based on actual revenue.  
 \$53,400 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-00135, October 1, 2016.  
 FY 2016-17 budget addition decreased to \$51,127 based on actual revenue.  
 \$53,400 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.  
 FY 2017-18 budget addition increased to \$54,441 based on actual revenue.  
 \$53,400 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activities	723,449	53,400	53,400	53,400	53,400	53,400	53,400	1,043,849
<b>Total Project Appropriation</b>	723,449	53,400	53,400	53,400	53,400	53,400	53,400	1,043,849

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 General Fund Cash	185,951	0	0	0	0	0	0	185,951
FY 2010 General Fund Cash	44,824	0	0	0	0	0	0	44,824
FY 2011 General Fund Cash	51,091	0	0	0	0	0	0	51,091
FY 2012 General Fund Cash	72,190	0	0	0	0	0	0	72,190
General Capital Project Fund	369,393	53,400	53,400	53,400	53,400	53,400	53,400	689,793
<b>Total Funding Sources</b>	<b>723,449</b>	<b>53,400</b>	<b>53,400</b>	<b>53,400</b>	<b>53,400</b>	<b>53,400</b>	<b>53,400</b>	<b>1,043,849</b>

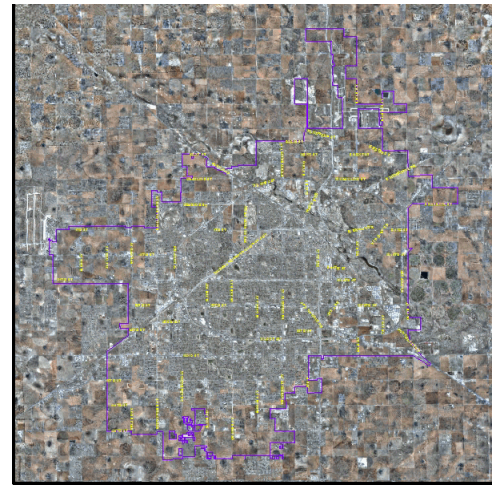
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Park Maintenance**

*Project Manager* **Lionel Plummer**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Approved**



*Project Scope*

This project adds additional amenities to Lubbock Parks to create more locations for citizens to gather and make the park system more enjoyable. These additions may include covered tables, benches, and grills as well as others to make the park more accessible and user-friendly.

*Project Justification*

Many of our parks need additional amenities for more participation and use per location.

*Project History*

\$150,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.  
 \$154,500 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	304,500	154,066	163,900	168,820	173,880	180,000	190,800	1,335,966
<b>Total Project Appropriation</b>	<b>304,500</b>	<b>154,066</b>	<b>163,900</b>	<b>168,820</b>	<b>173,880</b>	<b>180,000</b>	<b>190,800</b>	<b>1,335,966</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 Tax Supported Revenue CO's	104,898	0	0	0	0	0	0	104,898
FY 2018 General Fund Cash	150,000	0	0	0	0	0	0	150,000
FY 2019 General Fund Cash	48,902	0	0	0	0	0	0	48,902
FY 2020 General Fund Cash	0	154,066	0	0	0	0	0	154,066
FY 2021 General Fund Cash	0	0	163,900	0	0	0	0	163,900
FY 2022 General Fund Cash	0	0	0	168,820	0	0	0	168,820
FY 2023 General Fund Cash	0	0	0	0	173,880	0	0	173,880
FY 2024 General Fund Cash	0	0	0	0	0	180,000	0	180,000
FY 2025 General Fund Cash	0	0	0	0	0	0	190,800	190,800
Parks Capital Projects Fund	700	0	0	0	0	0	0	700
<b>Total Funding Sources</b>	<b>304,500</b>	<b>154,066</b>	<b>163,900</b>	<b>168,820</b>	<b>173,880</b>	<b>180,000</b>	<b>190,800</b>	<b>1,335,966</b>



---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

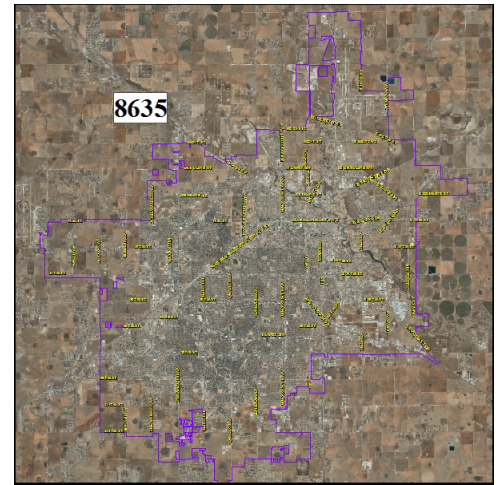
---

Managing Department **Park Development**

Project Manager **Lionel Plummer**

Project Classification **Administrative**

Project Status **Approved**



*Project Scope*

Studies eligible for this funding must support the creation or update of a strategic plan related directly to the future of either the Parks system in general or a specific facility or function within the Parks system. Studies should be in support of or in addition to the proposed Comprehensive Plan.

*Project Justification*

This appropriation provides funding for park related strategic studies as agreed upon by the Department and the Parks Board subject to Council approval.

*Project History*

\$50,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	50,000	0	0	0	0	0	0	50,000
<b>Total Project Appropriation</b>	50,000	0	0	0	0	0	0	50,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Parks Capital Projects Fund	50,000	0	0	0	0	0	0	50,000
<b>Total Funding Sources</b>	50,000	0	0	0	0	0	0	50,000

<i>Operating Budget Impact</i>	Unappropriated Planning Years							Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
No Impact Anticipated	0	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0	0

*Managing Department* **Facilities Management**

*Project Manager* **George Lisenbe**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Approved**



*Project Scope*

Depot structure will be monitored and refinished with heavy duty grade paint/seal as required to withstand the harsh outdoor elements. Waterproofing of the east wall of the Gallery is included. The project will be phased over several years and incorporate other areas as needed at the Facility.

*Project Justification*

The Buddy Holly Center (BHC) was last renovated around 2000 when the City converted the former Depot building into the Center. One exception was to the Fine Arts Gallery (west portion of the center) which was renovated in 2011. Most of the 2000 era materials have outlived their useful life cycle and require replacement and updating.

*Project History*

The City obtained the Depot building and former restaurant around 1999. The facility was renovated to house the Buddy Holly Center around 2000.

In FY 2015-16, the exterior doors were scheduled to be replaced. Complications in the manufacturing of these doors resulted in the contract being cancelled.

FY 2016-17 funding was used to refinished exterior doors on the Exhibit Hall wing, new carpet in offices on north side, replaced deck, waterproofed north windows, Allison House to be painted.

FY 2017-18, Allison House exterior painting completed. Both toilets in Center were completely renovated.

FY 18-19 - Develop the scope for plans and specifications for waterproofing the east wall of the Gallery. Level the Courtyard pavers.

\$380,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.

Reduced appropriation by \$41,620 in FY 2014-15 Budget Amendment No. 13, Ord. No. 2015-00051, June 11, 2015.

\$100,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

\$126,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-00135, October 1, 2016. Funding for FY

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	509,880	0	0	0	0	0	0	509,880
Construction Management Support	18,500	0	0	0	0	0	0	18,500
Design and Engineering	36,000	0	0	0	0	0	0	36,000
<b>Total Project Appropriation</b>	<b>564,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564,380</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Hotel/Motel Funds	564,380	0	0	0	0	0	0	564,380
<b>Total Funding Sources</b>	<b>564,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564,380</b>

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Facilities Maintenance and Custodial	25,000	0	0	25,000	0	0	50,000
<b>Total Operating Budget Impact</b>	25,000	0	0	25,000	0	0	50,000

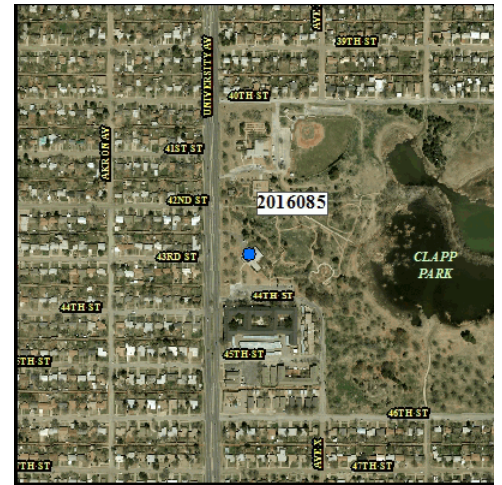
---

*Managing Department*     **Cultural Arts Services**

*Project Manager*         **George Lisenbe**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

Work will include either the replacement or covering of the existing exposed wooden structure with metal. Plaster will be repaired and the brick will be repainted/sealed. Electrical work will also be included.

FY 2019-20: Finalize plans and specifications. Bid and start exterior renovation project.

*Project Justification*

The exterior of the facility is in need of extensive repairs. If not addressed, deterioration will continue to damage the main structure.

*Project History*

The GAC was constructed in the early 1960's. Most of these components are original and need to be repaired/replaced to extend the facilities life span.

FY 2018-19: Architectural firm hired and renovation scope, plans and specifications being developed.

\$185,850 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	168,000	79,850	0	0	0	0	0	247,850
Design and Engineering	17,850	14,300	0	0	0	0	0	32,150
<b>Total Project Appropriation</b>	<b>185,850</b>	<b>94,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2013 Tax Supported Revenue CO's	0	15,412	0	0	0	0	0	15,412
FY 2015 Tax Supported Revenue CO's	123,677	0	0	0	0	0	0	123,677
FY 2019 General Fund Cash	62,173	0	0	0	0	0	0	62,173
FY 2020 General Fund Cash	0	33,743	0	0	0	0	0	33,743
General Facilities Capital Fund	0	44,995	0	0	0	0	0	44,995
<b>Total Funding Sources</b>	<b>185,850</b>	<b>94,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280,000</b>

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	0	1,000	500	500	500	2,500
<b>Total Operating Budget Impact</b>	0	0	1,000	500	500	500	2,500

---

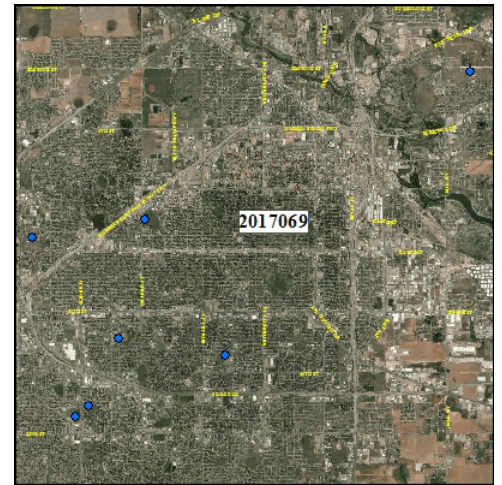
---

*Managing Department*     **Parks & Recreation**

*Project Manager*         **Lionel Plummer**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

This on-going project request is for construction of a 6' walking track with trail mix material bordered by concrete mow curb(s) with benches, security lighting, trees, turf, irrigation modifications, and Americans with Disabilities Act (ADA) parking where necessary at numerous existing Lubbock parks. Walking track construction is requested in the following order: Leftwich parks in 2019-20, Mahon and Dupree parks in 2020-21, Woods, Maxey, and Stevens parks in 2021-22.

*Project Justification*

The addition of walking tracks in parks is the 2nd highest priority in the 2011 Parks, Recreation and Open Space Master Plan. Citizens request walking tracks more than any other amenity simply by calling the Parks and Recreation Office. The parks identified in the scope for requested walking tracks are listed in the order that they have been requested by citizens.

*Project History*

Construction of Hoel and Jennings jogging tracks have recently been completed and are utilized extensively by the public.

\$175,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	175,000	190,000	265,000	280,900	297,754	315,620	334,556	1,858,830
<b>Total Project Appropriation</b>	<b>175,000</b>	<b>190,000</b>	<b>265,000</b>	<b>280,900</b>	<b>297,754</b>	<b>315,620</b>	<b>334,556</b>	<b>1,858,830</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 Tax Supported Revenue CO's	0	1,148	0	0	0	0	0	1,148
FY 2014 Tax Supported Revenue CO's	0	100,000	0	0	0	0	0	100,000
FY 2015 Tax Supported Revenue CO's	0	81,103	0	0	0	0	0	81,103
FY 2019 General Fund Cash	118,565	0	0	0	0	0	0	118,565
FY 2021 General Fund Cash	0	0	265,000	0	0	0	0	265,000
FY 2022 General Fund Cash	0	0	0	280,900	0	0	0	280,900
FY 2023 General Fund Cash	0	0	0	0	297,754	0	0	297,754
FY 2024 General Fund Cash	0	0	0	0	0	315,620	0	315,620
FY 2025 General Fund Cash	0	0	0	0	0	0	334,556	334,556
Parks Capital Projects Fund	56,435	7,749	0	0	0	0	0	64,184
<b>Total Funding Sources</b>	<b>175,000</b>	<b>190,000</b>	<b>265,000</b>	<b>280,900</b>	<b>297,754</b>	<b>315,620</b>	<b>334,556</b>	<b>1,858,830</b>

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

---

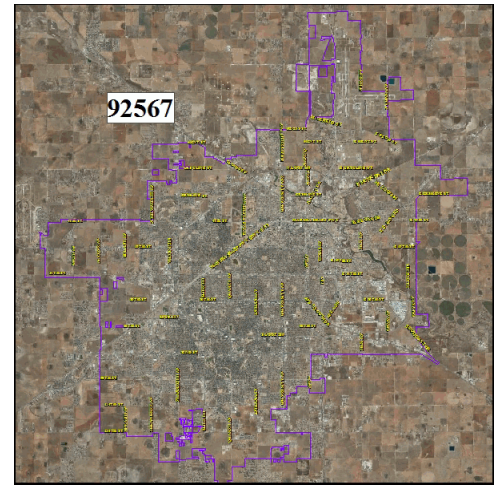


Managing Department **Park Development**

Project Manager **Lionel Plummer**

Project Classification **Replacement Infrastructure**

Project Status **Approved**



*Project Scope*

This project involves the replacement or repair of old, deteriorated bridges and docks throughout the parks system. It also includes the construction of new docks and bridges on certain lakes and paths.

*Project Justification*

Fishing docks provide a designated area for a unique outdoor recreational activity that is popular with park users. Pedestrian bridges provide convenient accessible crossing over large bodies of water and drainage inlets. Based on the 2018 park inventory, one of the seven existing docks and nine of the 24 existing pedestrian bridges in the parks system are in poor or unacceptable condition. In addition, numerous lakes have no docks thus making it difficult for citizens to fish or launch kayaks.

*Project History*

In 2014, the dock at Lake Alan Henry was repaired. In 2015, a pedestrian bridge over a drainage inlet was replaced at Higinbotham Park. In 2016, the wooden pedestrian bridge at Mae Simmons Park was replaced with a prefabricated aluminum bridge. In 2017, a dock and two pedestrian bridges were repaired at the Buddy Holly Recreation Area. All pedestrian bridges received new bollards in 2016 to increase safety. In 2019, two docks were replaced and one added throughout the Canyon Lakes.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	85,000	87,550	90,177	92,882	95,668	98,538	0	549,815
Design and Engineering	28,000	0	29,705	30,596	31,514	32,460	0	152,275
<b>Total Project Appropriation</b>	<b>113,000</b>	<b>87,550</b>	<b>119,882</b>	<b>123,478</b>	<b>127,182</b>	<b>130,998</b>	<b>0</b>	<b>702,090</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2011 Tax Supported Revenue CO's	0	2,210	0	0	0	0	0	2,210
FY 2015 Tax Supported Revenue CO's	0	85,340	0	0	0	0	0	85,340
FY 2019 General Fund Cash	113,000	0	0	0	0	0	0	113,000
FY 2021 General Fund Cash	0	0	119,882	0	0	0	0	119,882
FY 2022 General Fund Cash	0	0	0	123,478	0	0	0	123,478
FY 2023 General Fund Cash	0	0	0	0	127,182	0	0	127,182
FY 2024 General Fund Cash	0	0	0	0	0	130,998	0	130,998
<b>Total Funding Sources</b>	<b>113,000</b>	<b>87,550</b>	<b>119,882</b>	<b>123,478</b>	<b>127,182</b>	<b>130,998</b>	<b>0</b>	<b>702,090</b>

---

Unappropriated Planning Years

---

<i>Operating Budget Impact</i>	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

*Managing Department*     **Parks & Recreation**

*Project Manager*         **Lionel Plummer**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

This project involves the salvaging of the long mainline pipe, as well as, all the valves, booster pumps, and control boxes of the existing irrigation system at Berl Huffman soccer fields. New lateral piping will be installed along with numerous, smaller radius irrigation heads to alleviate the dry spots seen regularly, especially during drought years. This project will make improvements to the Berl Huffman soccer fields in the following areas: repair and expand the irrigation system, add soil amendments to the grass fields, restripe and add new goals to each field to meet FIFA standards, improve existing parking areas and add new parking areas, install two new restroom facilities, and improve traffic ingress and egress from the complex.

*Project Justification*

With over 151 acres of open space, almost 50 soccer fields and 4 baseball fields, the Berl Huffman Athletic Facility is the most popular place for youths and adults to play in Lubbock. However, the infrastructure (irrigation, lighting) and the parking and vehicular circulation system are in need of a major upgrade. The Lubbock Soccer Association and other clubs and organizations have been requesting these improvements for the past several years. This work will increase the number of fields, parking, restroom facilities, and food and beverage opportunities and should attract tournaments from around West Texas.

*Project History*

Originally, the staff hoped to request replacement of the entire irrigation system, but the cost of over 2.3 million dollars was prohibitive. This plan retains the valuable pumps, control boxes, valves, and most of the 22,500 linear feet of mainline. The new project scope cuts the previous dollar amount by more than 50%. However a contingency has been added due to the difficult trenching conditions due to caliche which may increase the cost of the project. Discussion of improving the soccer complex began a few years ago. In 2017-18, new parking areas were added. In the summer of 2018, planning sessions were held with interested soccer groups to prioritize proposed improvements. In October, 2018, funding became available through the Lubbock Economic Development Alliance for the improvements described above. \$3,000,000 was appropriated in the FY 2018-19 Budget Amendment #5, January 22,2019.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	3,000,000	0	0	0	0	0	0	3,000,000
<b>Total Project Appropriation</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Market Lubbock Inc. Capital Project Fund	3,000,000	0	0	0	0	0	0	3,000,000
<b>Total Funding Sources</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>

Unappropriated Planning Years

<i>Operating Budget Impact</i>	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

*Managing Department* **Groves Library**

*Project Manager* **George Lisenbe**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Requested**



*Project Scope*

The project provides for the renovation of the Groves Branch Library. The renovation includes new floor covering, painting, a new roof system, new HVAC systems and minor electrical. Furniture, fixtures, and landscaping are also included.

*Project Justification*

The Groves Branch Library was constructed around 1995. There have been no major renovations to this facility since its construction. Due to the heavy use of the facility, most systems and equipment will have a shorter than normal life cycle. Most systems and equipment of this facility have reached the end of their life cycles.

*Project History*

This facility was constructed around 1995 to provide library functions for the citizens of north-west Lubbock.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	520,000	0	0	0	0	520,000
Design and Engineering	0	0	50,000	0	0	0	0	50,000
Furnishings, Fixtures, and Equipment	0	0	50,000	0	0	0	0	50,000
Landscaping	0	0	20,000	0	0	0	0	20,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>640,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>640,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	640,000	0	0	0	0	640,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>640,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>640,000</b>

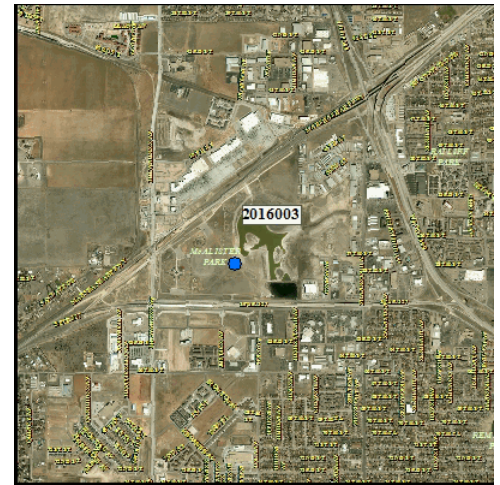
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	350	350	350	400	400	450	2,300
<b>Total Operating Budget Impact</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>400</b>	<b>400</b>	<b>450</b>	<b>2,300</b>

*Managing Department*      **Parks & Recreation**

*Project Manager*            **Lionel Plummer**

*Project Classification*       **Infrastructure Improvements**

*Project Status*                **Requested**



*Project Scope*

This would be a multi-year capital project which when finished, will fully develop the entirety of McAlister Park. The initial phase, in fiscal year 2019/20, would be the creation of a dog park in the northeast quadrant of the land and would feature three separate running areas for the dogs, a new parking lot and restroom, shade structures, benches, picnic tables, and additional lighting in the parking lot by the Legacy Play Village. The second phase, in fiscal year 2020/21, would involve restoring large areas of the park back to native short-grass prairie and placing interpretive signage along the existing walking trail to explain grass species and habitat. The third phase, in fiscal year 2021/22 would be the construction of six covered basketball courts. The fourth phase, in fiscal year 2022/23 would be the construction of a nearby splash pad. The fourth phase, in fiscal year 2023/24 would be the construction of a boardwalk across the playa lake to tie the existing nature trail together. The final phase, in fiscal year 2024/25 would be the construction of a dedicated food truck area and game area. The boardwalk would feature a nearby lookout platform for citizens to bird-watch and take photographs.

*Project Justification*

McAlister Park is a 272-acre green space located in a major gateway to the City. Currently, less than 25% of the parkland has been developed. The construction of a jogging trail through this undeveloped land has helped spur interest in this remaining area but new amenities will do much more to help make this regional park a true destination place for Lubbock’s citizens. The dog parks constructed at Mackenzie and Clapp Parks in 2017 have been very successful and a dog park at McAlister would help serve the southwest part of our City. The restoration of the land back to an original shortgrass prairie would help citizens better understand our natural heritage as well as show them drought-tolerant plants that are attractive for their own yards. Furthermore, the addition of a splash pad, covered basketball courts, a food truck area and a boardwalk will help make this a destination park for the entire family to enjoy.

*Project History*

The development of McAlister Park resulted from a Texas Parks and Wildlife grant in 1983. Development of this regional park has included baseball fields, horseshoe pitches, a BMX track, a skate park, a Hummer track, birdwatching structures, a disc golf course and a lake. In 2010, public comment and citizen surveys were completed in order to develop the 2011 Parks, Recreation and Open Space Master Plan. Comments were submitted in regards to the future development of McAlister Park. The citizen’s requests included passive recreation areas such as wildlife viewing, nature programs and native habitat areas. The requested activities parallel the existing Master Plan for McAlister Park.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	1,455,926	265,380	738,050	458,050	313,250	1,135,250	4,365,906
<b>Total Project Appropriation</b>	0	1,455,926	265,380	738,050	458,050	313,250	1,135,250	4,365,906

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2014 Tax Supported Revenue CO's	0	200,000	0	0	0	0	0	200,000
FY 2020 General Fund Cash	0	20,656	0	0	0	0	0	20,656
FY 2021 General Fund Cash	0	0	265,380	0	0	0	0	265,380
FY 2022 General Fund Cash	0	0	0	738,050	0	0	0	738,050
FY 2023 General Fund Cash	0	0	0	0	458,050	0	0	458,050
FY 2024 General Fund Cash	0	0	0	0	0	313,250	0	313,250
FY 2025 General Fund Cash	0	0	0	0	0	0	1,135,250	1,135,250
Private Donations	0	1,235,270	0	0	0	0	0	1,235,270
<b>Total Funding Sources</b>	<b>0</b>	<b>1,455,926</b>	<b>265,380</b>	<b>738,050</b>	<b>458,050</b>	<b>313,250</b>	<b>1,135,250</b>	<b>4,365,906</b>

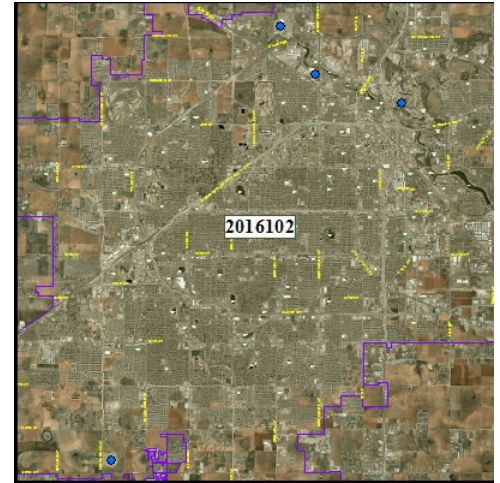
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*      **Parks & Recreation**

*Project Manager*            **Lionel Plummer**

*Project Classification*       **Infrastructure Improvements**

*Project Status*                **Requested**



*Project Scope*

The project entails adding large, multi-activity playgrounds for park users of all ages with perimeter sidewalks and durable safety surfacing at the following parks: Berl Huffman in 2024-25, Lubbock Youth Sport Complex in 2025-26, MLK Sports Complex in 2026-27, and Northwest Little League Baseball Fields in 2027-28.

*Project Justification*

Many parents bring their children with them when they go to city sports facilities for league play or to watch siblings play soccer. Currently, these facilities do not include play amenities to keep these children safely occupied during league play. The addition of a large playground at these parks would provide the children with a centralized area to play while their parents or siblings are engaged in soccer, baseball or softball.

*Project History*

The city has provided league ballfields since the 1960s. Amenities outside of the fields have included restrooms, concessions and, press boxes, however playgrounds for children have historically not been included.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	0	0	0	383,800	383,800
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>383,800</b>	<b>383,800</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2025 General Fund Cash	0	0	0	0	0	0	383,800	383,800
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>383,800</b>	<b>383,800</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years							Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
No Impact Anticipated	0	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

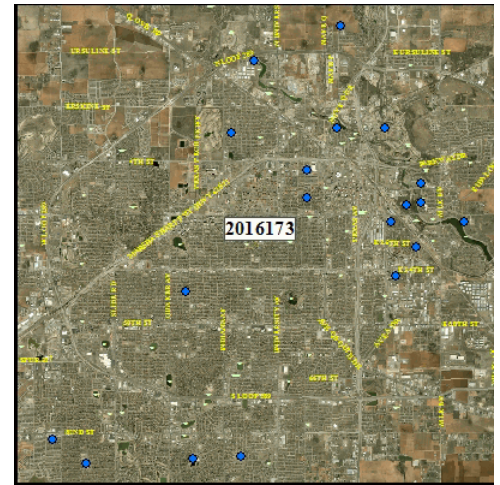


*Managing Department*     **Parks & Recreation**

*Project Manager*         **Lionel Plummer**

*Project Classification*    **Replacement Facility**

*Project Status*             **Requested**



*Project Scope*

Construct new or replace old, deteriorating open-air park pavilions for Carlisle and Guy Parks in 2010-21, McCullough and Washington Parks in 2021-22, Davies and Overton Parks in 2022-23, Rodgers Park and Buddy Holly Recreation Area in 2023-24, Carrillo Family Recreation Area & Mackenzie Park in 2024-25, and Neugebauer Park and Dunbar Historical Lake in 2025-26.

*Project Justification*

Park Pavilions are one of the most popular features in city parks. Pavilion rentals are a valuable revenue source. Throughout a given year, 25-30% of the pavilions are continuously rented. On holidays such as Easter weekend and the 4th of July, most if not all park pavilions are occupied, and there is a demand for more available pavilions. The Park Pavilion replacement capital project is important as it replaces older pavilions with new, state-of-the-art, low-maintenance structures designed to last for at least 20 years. A complete inventory of each pavilion was completed in 2016 and pavilion replacements are prioritized based on age and condition. The old structures are sagging and are soon to become a potential safety risk. The replacement pavilion is a factory-built steel structure with durable powder coating and rust-proofing inside and out. They are assembled on site by factory-certified installers.

*Project History*

The following parks have been completed in recent years: Cooke, Duran, Lopez, Reagan, Ribble, Sims, Strong, Underwood, Burns, Miller, Wagner, Smith, Ratliff, Hinojosa, Berry, Chatman, Sedberry, Clapp and Maxey.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	274,000	284,700	209,900	233,100	291,600	1,293,300
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>274,000</b>	<b>284,700</b>	<b>209,900</b>	<b>233,100</b>	<b>291,600</b>	<b>1,293,300</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	274,000	0	0	0	0	274,000
FY 2022 General Fund Cash	0	0	0	284,700	0	0	0	284,700
FY 2023 General Fund Cash	0	0	0	0	209,900	0	0	209,900
FY 2024 General Fund Cash	0	0	0	0	0	233,100	0	233,100
FY 2025 General Fund Cash	0	0	0	0	0	0	291,600	291,600
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>274,000</b>	<b>284,700</b>	<b>209,900</b>	<b>233,100</b>	<b>291,600</b>	<b>1,293,300</b>

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

---

*Managing Department* **Park Development**

*Project Manager* **Lionel Plummer**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Requested**



*Project Scope*

The project would retrofit the existing light poles at the softball fields at Mackenzie and Berl Huffman with advanced, Musco LED light fixtures. Berl Huffman would be fitted first followed by Mackenzie Park.

*Project Justification*

Both Berl Huffman and Mackenzie softball fields are used extensively by the public for league play. The lighting at both complexes is the older, metal halide type. Upgrading the lighting with Musco's new LED system would not only dramatically improve the lighting conditions but would also use much less electricity.

*Project History*

Berl Huffman Softball Complex was built in 1979. The Huffman Softball Field Complex is use by City Leagues and host tournaments. The existing facilities are not as functional or adequate as the newer facilities and upgrading the lighting would be a step in bringing them up to par with the newer facilities.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Signage, Lighting and Signals	0	0	488,300	850,200	0	0	0	1,338,500
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>488,300</b>	<b>850,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,338,500</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	488,300	0	0	0	0	488,300
FY 2022 General Fund Cash	0	0	0	850,200	0	0	0	850,200
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>488,300</b>	<b>850,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,338,500</b>

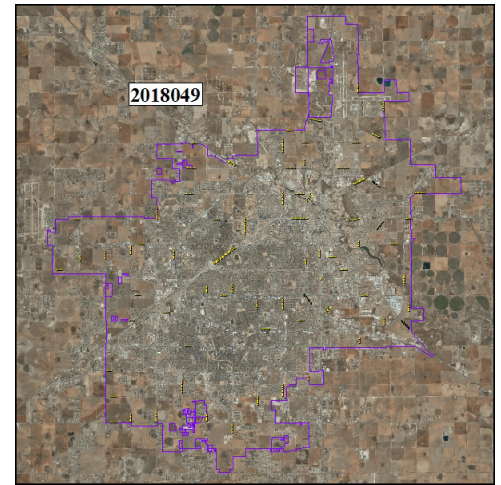
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	0	0	5,000	7,000	7,000	19,000
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>7,000</b>	<b>7,000</b>	<b>19,000</b>

*Managing Department* **Park Development**

*Project Manager* **Lionel Plummer**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Requested**



*Project Scope*

Replace old, deteriorating playground equipment with new, modern metal, multi-activity playgrounds for users of all ages and skill levels. Replacement includes installation of 5' perimeter sidewalks, resilient safety surfacing, irrigation modifications and Americans with Disabilities Act (ADA) parking as needed. Also included are several, large caliper deciduous trees to help shade the area. Playground replacements are requested in the following order: Stevens and Crow parks in 2020-21, Lusk and Washington parks in 2021-22, Rodgers, Butler, and Carter parks in 2022-23, Casey, Smith, and Higinbotham parks in 2023-24, Dupree and Mahon parks in 2024-25, North and South Mackenzie parks in 2025-26, and Wheelock, Carlisle, and Cooke parks in 2026-27.

*Project Justification*

Park playgrounds have a life span of 20 years. Priorities for replacement in the playground inventory are based on age and condition. Currently, the oldest, most worn playgrounds are 23-27 years old. Replacement parts are difficult or impossible to find. In many cases, parking and accessible routes to these playgrounds need to be updated to the current ADA standards.

*Project History*

Most of the playgrounds in Lubbock parks are over 20 years old. Woods, Hollins, Burns, Guadalupe, Berry, Maxey, Stubbs, Kastman, Ratliff, Chatman, Hinojosa, Hoel, Clapp, and Mae Simmons Parks have recently been replaced in recent years.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Landscaping	0	0	624,100	583,200	885,300	97,500	691,300	2,881,400
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>624,100</b>	<b>583,200</b>	<b>885,300</b>	<b>97,500</b>	<b>691,300</b>	<b>2,881,400</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	624,100	0	0	0	0	624,100
FY 2022 General Fund Cash	0	0	0	583,200	0	0	0	583,200
FY 2023 General Fund Cash	0	0	0	0	885,300	0	0	885,300
FY 2024 General Fund Cash	0	0	0	0	0	97,500	0	97,500
FY 2025 General Fund Cash	0	0	0	0	0	0	691,300	691,300
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>624,100</b>	<b>583,200</b>	<b>885,300</b>	<b>97,500</b>	<b>691,300</b>	<b>2,881,400</b>

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	0	6,000	7,000	8,000	9,000	30,000
<b>Total Operating Budget Impact</b>	0	0	6,000	7,000	8,000	9,000	30,000

---

---



*Managing Department* **Park Development**

*Project Manager* **Lionel Plummer**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Requested**



*Project Scope*

This project will include LED light fixtures covering two large parking lots. All of the labor for this project will be done by Park Maintenance staff.

*Project Justification*

This project would provide lighting around the new parking lots and along the new roads. These parking lots will also require adequate lighting for users of the new synthetic turf fields during night play.

*Project History*

In 2018, City Council approved Phase I of Berl Huffman Improvements to turn the athletic complex into a premier soccer facility in West Texas with the help of the Lubbock Economic Development Alliance. Planning for such a project has been in the works in 2015. Phase I of the improvements included a 1.3 million dollar irrigation system, new soccer field layouts with new goals and striping, new parking lots, new food truck areas, and two new restrooms. Phase II will include new, fenced in synthetic turf fields with bleachers, goals, and sports lighting.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Furnishings, Fixtures, and Equipment	0	45,863	0	0	0	0	0	45,863
<b>Total Project Appropriation</b>	<b>0</b>	<b>45,863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,863</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 General Fund Cash	0	45,863	0	0	0	0	0	45,863
<b>Total Funding Sources</b>	<b>0</b>	<b>45,863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,863</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	4,500	5,000	5,500	6,000	6,500	27,500
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>4,500</b>	<b>5,000</b>	<b>5,500</b>	<b>6,000</b>	<b>6,500</b>	<b>27,500</b>

*Managing Department*     **Park Development**

*Project Manager*         **Lionel Plummer**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Requested**



*Project Scope*

Construction of 8 pickleball courts at Burgess-Rushing Tennis Center. Includes nets and poles, fencing, irrigation modifications, and lighting.

*Project Justification*

Pickleball has become increasingly popular and courts are being installed in parks throughout the country. The parks department has received numerous requests to have courts installed.

*Project History*

Currently, the City of Lubbock has no dedicated pickleball courts in the park system and the parks department has received numerous requests to have these courts installed.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	262,260	0	0	0	0	0	262,260
<b>Total Project Appropriation</b>	0	262,260	0	0	0	0	0	262,260

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 General Fund Cash	0	262,260	0	0	0	0	0	262,260
<b>Total Funding Sources</b>	0	262,260	0	0	0	0	0	262,260

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0



Managing Department **Park Development**

Project Manager **Lionel Plummer**

Project Classification **Replacement Infrastructure**

Project Status **Requested**



*Project Scope*

The project includes the removal of the crushed rock trail and installing a new concrete sidewalk in the excavated trail bed.

*Project Justification*

The current path leading up to the Indian Maiden statue at Mae Simmons Park is made up of crushed rock with a concrete mow curb. The 2% slope of the path is causing severe washout of the trail material.

*Project History*

The sitework path up to and around the Indian Maiden statue was constructed in 2011-2012. The cinders in the trail have washed down to the street during each rain event.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	38,520	0	0	0	0	38,520
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>38,520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,520</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	38,520	0	0	0	0	38,520
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>38,520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,520</b>

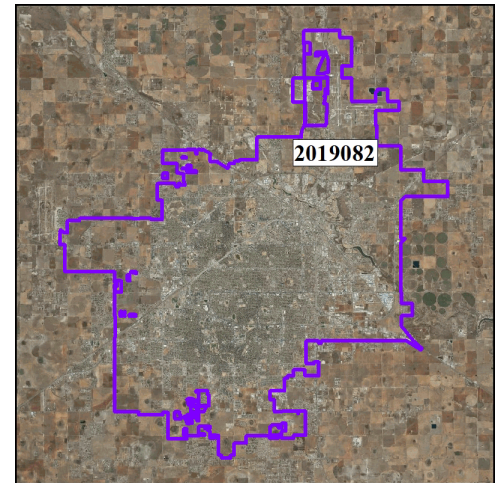
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	1,000	1,000	1,000	1,000	1,000	5,000
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>5,000</b>

Managing Department **Park Development**

Project Manager **Lionel Plummer**

Project Classification **Master Plans/Studies**

Project Status **Requested**



*Project Scope*

The project would entail the development of a new City of Lubbock Parks and Open Space Master Plan including a feasibility study and development of a strategic framework with an outside firm.

*Project Justification*

keeping the master plan current and on track with a growing, evolving city. Recreational needs and current community interests are assessed during the master planning process. This allows City staff and administrators to prioritize the allocation of resources for new or improvement projects, programs, and services in a way that is fiscally responsible and publicly supported. The master plan builds credibility and public consensus, informs citizens of current park needs, identifies capital improvement goals, guides critical decisions about facilities, infrastructure, programming, and services, and helps in developing recommendations and an implementation strategy. In addition, a current Parks and Open Space Master Plan can be used as a supporting document in making the City more competitive when seeking grants and other funding sources.

*Project History*

The 2011 City of Lubbock Parks and Open Space Master Plan was a result of coordinated efforts by the citizens of Lubbock, the Lubbock City Council, the Lubbock Parks and Recreation Advisory Board, Lubbock Parks and Recreation Staff, Lubbock Planning Department and Leisure Vision. The citizens of Lubbock provided ideas, comments and requests for the future development of parks open space and programming. The master plan was updated in 2016 with collaboration of staff, however, it was never formally adopted.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	0	212,000	0	0	0	0	212,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>212,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>212,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	212,000	0	0	0	0	212,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>212,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>212,000</b>

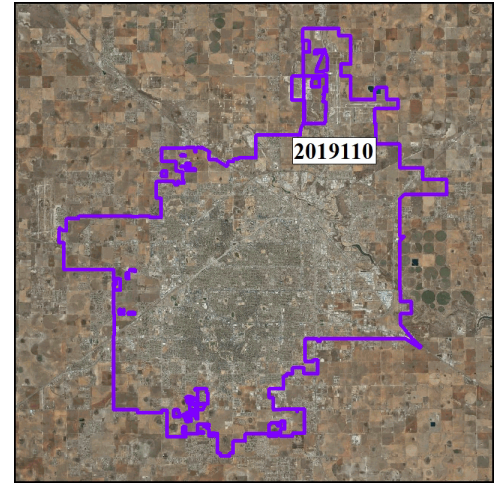
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Park Development**

*Project Manager* **Lionel Plummer**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Requested**



*Project Scope*

This is a joint project between the Traffic Operations and Parks & Recreation Departments to improve pedestrian and bicycle access and connectivity along the Canyon Lakes trail system and other established bicycle routes throughout the City as outlined in the Pedestrian and Bicycle Master Plan developed in 2018 and Parks and Open Space Master Plan developed in 2011. The project will fund the construction of signalized crossings (HAWKs) at each location where the Canyon Lakes trail system crosses an arterial including N. University Ave., Erskine St., Broadway Ave, E. 19th St., and MLK Jr. Blvd. Other roadway and railway crossings will be improved with curb ramps, pavement markings, actuated beacons, and warning signs. This project also funds the installation of HAWKs, pavement markings, and wayfinding signage along two bicycle boulevards (13th St. and 26th St.) as outlined in the Pedestrian and Bicycle Master Plan to correct existing bicycle infrastructure.

*Project Justification*

Developing safe routes for pedestrians and cyclists throughout the Jim Bertram Canyon Lakes System has gained popularity with citizens across Lubbock. In addition to these enhancements, the goal of this project is to improve cycling and pedestrian facilities along 13th Street, Avenue U, and 26th Street that will tie current points of fitness and activity to other centers of activity (i.e. West Lubbock to Texas Tech and the Canyon Lakes System, North Overton to the Canyon Lakes System, and Maxey Park to Tech Terrace and the Heart of Lubbock neighborhoods).

*Project History*

Increased use of the Jim Bertram Canyon Lakes System and other popular points of fitness and activity such as Maxey Park and Texas Tech has created a need for enhanced cyclist and pedestrian infrastructure both within and to these areas of Lubbock. This project improves access and safety to all of these locations. The project is a phased project over the course of 3 years.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	74,811	74,811	74,811	0	0	224,433
<b>Total Project Appropriation</b>	0	0	74,811	74,811	74,811	0	0	224,433

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	74,811	0	0	0	0	74,811
FY 2022 General Fund Cash	0	0	0	74,811	0	0	0	74,811
FY 2023 General Fund Cash	0	0	0	0	74,811	0	0	74,811
<b>Total Funding Sources</b>	0	0	74,811	74,811	74,811	0	0	224,433

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

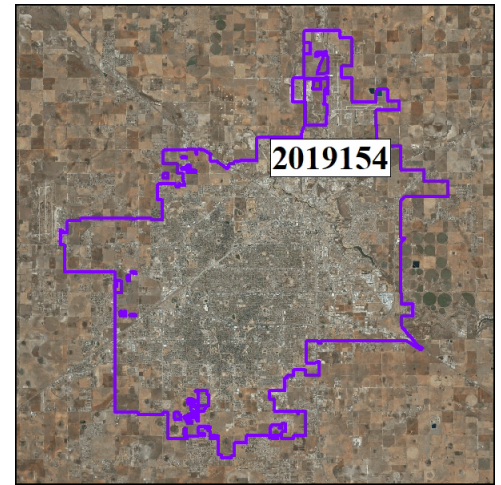
---

*Managing Department* **Park Development**

*Project Manager* **Lionel Plummer**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Requested**



*Project Scope*

This project will include post & cable fencing along roadways and surrounding parking lots to protect the new irrigation system and grass.

*Project Justification*

With 1.3 million dollars spent in 2019 to replace the entire irrigation system at Berl Huffman, it has become extremely important to protect this new, vital asset to the athletic complex. This project would provide protection for the new fields and irrigation heads by installing post and cable fencing around the new parking lots and along the new roads.

*Project History*

In 2018, City Council approved Phase I of Berl Huffman Improvements to turn the athletic complex into a premier soccer facility in West Texas with the help of the Lubbock Economic Development Alliance. Planning for such a project has been in the works in 2015. Phase I of the improvements included a new irrigation system, new soccer field layouts with new goals and striping, new parking lots, new food truck areas, and two new restrooms. Phase II will include new, fenced in synthetic turf fields with bleachers, goals, and sports lighting.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	0	116,223	0	0	0	0	116,223
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>116,223</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>116,223</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	116,223	0	0	0	0	116,223
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>116,223</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>116,223</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Public Safety and Health Services

# Appropriation Summary

Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
92367 Municipal Square Repairs	566,511	0	0	0	0	0	0	566,511
92433 Major Repairs at Fire Facilities Phase II	900,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
92551 Public Safety Improvements Project	60,000,000	0	0	0	0	0	0	60,000,000
2018095 Zetron Fire Paging Replacement	0	800,000	0	0	0	0	0	800,000
<b>Total Public Safety and Health Services</b>	<b>61,466,511</b>	<b>1,100,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>64,066,511</b>

# Public Safety and Health Services

# Funding Summary

Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2015 Tax Supported Revenue CO's	0	300,000	0	0	0	0	0	300,000
FY 2016 General Fund Cash	266,511	0	0	0	0	0	0	266,511
FY 2016 Tax Supported Revenue CO's	0	714,595	0	0	0	0	0	714,595
FY 2017 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2018 10-Year Tax-Supported Revenue CO's	10,000,000	0	0	0	0	0	0	10,000,000
FY 2019 General Fund Cash	281,953	0	0	0	0	0	0	281,953
FY 2019 Tax Supported Revenue CO's	50,000,000	0	0	0	0	0	0	50,000,000
FY 2020 General Fund Cash	0	85,405	0	0	0	0	0	85,405
FY 2021 General Fund Cash	0	0	300,000	0	0	0	0	300,000
FY 2022 General Fund Cash	0	0	0	300,000	0	0	0	300,000
FY 2023 General Fund Cash	0	0	0	0	300,000	0	0	300,000
FY 2024 General Fund Cash	0	0	0	0	0	300,000	0	300,000
FY 2025 General Fund Cash	0	0	0	0	0	0	300,000	300,000
General Capital Project Fund	318,047	0	0	0	0	0	0	318,047
<b>Total Public Safety and Health Services</b>	<b>61,466,511</b>	<b>1,100,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>64,066,511</b>

*Managing Department* **Facilities Management**

*Project Manager* **George Lisenbe**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Approved**



*Project Scope*

The project will fund emergency repairs to the Municipal Square as needed to maintain the facility in usable condition until a new facility can be constructed to house the police department and other departments located in the building. This funding will cover all aspects of maintenance and repairs.

FY 2019-20: Maintenance as required.

*Project Justification*

The current location is inadequate and out dated for the Police Department operations in both size and efficiency. In addition, there are many code, environmental and TAS issues associated with the facility. Also, many of the facilities systems, such as HVAC, plumbing, electrical and elevators are at or nearing the end of their expectant life cycles.

The Police Department is in the process of finding a new location for their operations. They must remain in their current location until a new location can be found and constructed. Some renovations are needed in order to improve the safety and efficiency of the Department’s operations.

*Project History*

The original Municipal Square facility is actually composed of 4 different structures covering the entire block bounded by 9th street on the North, Texas Avenue on the East, 10th Street on the South and Avenue J on the West. Most of these structures are dated pre-1960. The current configuration dates to the early 1960's when the City of Lubbock’s main offices were housed in this location. When the Municipal Building (City Hall) was opened around 1984, the Police Department and a few other Departments remained. Over the years, basically the Police, City Prosecutor’s Office, and Traffic Engineering departments are all that remain at this location.

Municipal Square has been renovated several times since the mid 1990’s. Only one area of the facility was renovated at a time to accommodate minimal disruption to Police activities. It is estimated that roughly ½ of the facility has not been renovated as of November 2013. Based on industry standards, the last renovation that took place now needs to be considered for renovation/updates again. Most areas are outdated, have potential code, environmental and TAS issues. Current lay-outs are inefficient, congested and not very employee/customer friendly.

In FY 2015-16, the restrooms on the 1st and 2nd floors were repaired. Also, several areas were converted into office space.

FY 2016-17 - Completed Restroom Repairs, server room back up HVAC system installed, Prosecutor’s area renovated, sewer line over server room repaired/relocated, installed new HVAC unit at old SWAT facility.

FY 17-18, HVAC controls were replaced in several units as with age, these components fail and are difficult to replace.

FY 2018-19: Security replacement completed.

\$300,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.

\$388,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

\$210,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-00135, October 1, 2016.

Reduced appropriation by \$331,489 in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.



<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	380,511	0	0	0	0	0	0	380,511
Construction Management Support	56,000	0	0	0	0	0	0	56,000
Design and Engineering	130,000	0	0	0	0	0	0	130,000
<b>Total Project Appropriation</b>	<b>566,511</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>566,511</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2016 General Fund Cash	266,511	0	0	0	0	0	0	266,511
<b>Total Funding Sources</b>	<b>566,511</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>566,511</b>

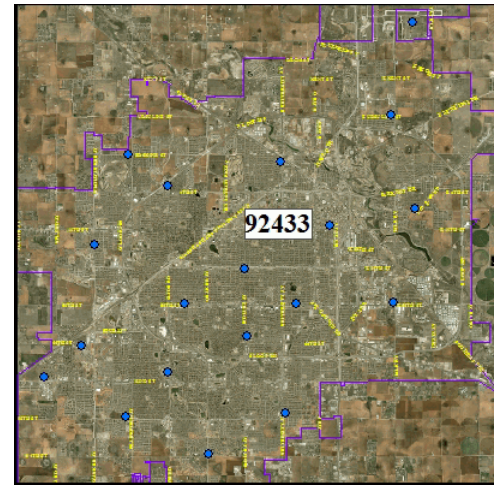
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	1,000	1,000	1,000	1,000	1,000	1,000	6,000
<b>Total Operating Budget Impact</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>6,000</b>

*Managing Department* **Facilities Management**

*Project Manager* **Wesley Everett**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Approved**



*Project Scope*

Perform major repairs to existing fire facilities including, but not limited to nineteen (19) Fire Stations and the Fire Marshall's Office. The project includes painting, floor covering, mechanical, plumbing, electrical, overhead doors, minor renovations, HVAC, site work including to, but not limited to concrete repair/replacement, weatherproofing, exterior security upgrades and other related items.

FY 2019-20: Work continues with unscheduled repairs at various fire facilities. Continue installation of fire extractors and fire-fighting gear washers at remaining stations.

*Project Justification*

Due to the age, condition, and continual occupancy of the fire stations, renovations and maintenance of the City's 19 fire stations protects Lubbock's investment in each facility. The project remedies significant problems at existing fire stations before they become larger.

*Project History*

Funding for FY 2016-17 used for Exterior security at Fire Stations #3,6,8,12, 13,and 14. Fencing, electrical gates, concrete work, asphalt works and electrical works at Fire Stations #16, 18, and 19.

FY 17-18, new HVAC units at Fire Admin and FS#7, interior renovations at FS# 14 and 12, concrete replacement at FS#7, security upgrades at FS#9 and ACM abatement at FS#12.

FY 18-19 work continues with unscheduled repairs at the various fire facilities. HVAC Replacements at FS#'s 3, 7, 11 and Administration. Plymovent installation at FS#2. Extractors installed at FS#'s 1, 3, & 4. Pavement improvements at FS#'s 4 & 13.

\$300,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-00135, October , 2016.  
 \$300,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.  
 \$300,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	873,500	273,500	273,500	273,500	273,500	273,500	273,500	2,514,500
Design and Engineering	26,500	26,500	26,500	26,500	26,500	26,500	26,500	185,500
<b>Total Project Appropriation</b>	<b>900,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,700,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 Tax Supported Revenue CO's	0	300,000	0	0	0	0	0	300,000
FY 2017 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2019 General Fund Cash	281,953	0	0	0	0	0	0	281,953
FY 2021 General Fund Cash	0	0	300,000	0	0	0	0	300,000
FY 2022 General Fund Cash	0	0	0	300,000	0	0	0	300,000
FY 2023 General Fund Cash	0	0	0	0	300,000	0	0	300,000
FY 2024 General Fund Cash	0	0	0	0	0	300,000	0	300,000
FY 2025 General Fund Cash	0	0	0	0	0	0	300,000	300,000
General Capital Project Fund	318,047	0	0	0	0	0	0	318,047
<b>Total Funding Sources</b>	<b>900,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,700,000</b>

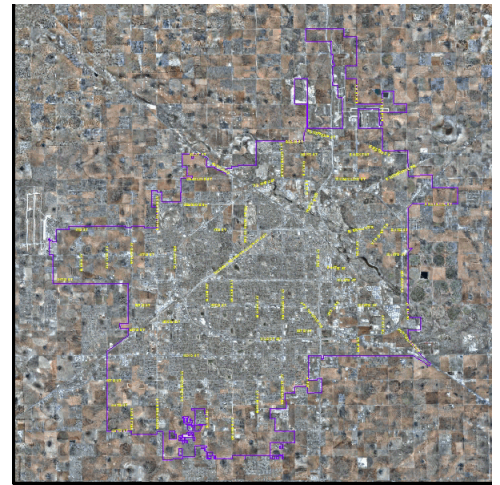
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	500	500	500	500	500	500	3,000
<b>Total Operating Budget Impact</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>3,000</b>

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

Project Classification **New Facility**

Project Status **Approved**



*Project Scope*

The project includes the acquisition of land and construction of a new Police Headquarters facility, Property Warehouse/Crime Lab facility, East Substation facility, North Substation facility, South Substation facility, and a new Municipal Court facility. The project also includes furnishings, design and engineering, and anything else required to complete these facilities.

FY 19-20: Continue and complete building & site designs for PD East Substation (PDES) at E. 19th & MLK Blvd.; PD North Substation (PDNS) at Erskine St. & Guava Ave.; PD South Substation (PDSS) at 140th St. & Indiana Ave.; PD Headquarters (PDHQ) at 1502 Ave. K; Evidence Warehouse/Crime Lab (EWCL) at 401 N. Ash Ave. and Municipal Courts (MC) at 1319 Ave. L. Procure separate Construction Manager at Risk (CMAR) contracts for PDHQ, MC and EWCL. Schedule construction starts on all 6 sites, PDES, PDNS, PDSS, PDHQ, MC and EWCL.

*Project Justification*

The current Police location is inadequate and outdated for the Police Department operations in both size and efficiency. In addition, there are many code, environmental and Texas Accessibility Standards (TAS) issues associated with the facility. The current building has outlived its useful life and does not fit the new community policing model of the Lubbock Police Department.

*Project History*

\$10.0 million was appropriated in FY 2017-18 Budget Amendment No. 9, Ord. No. 2018-O0031, March 8, 2018.

FY 17-18, Consultants to be chosen for sub-stations and property room/crime lab.

FY 18-19: Archaeology survey for East Substation and Crime Lab/Warehouse completed. A/E contracts for Substations, PD Headquarters (PDHQ) and Courts completed. Construction Manager at Risk (CMAR) for substations completed. Various studies/surveys for PDHQ and Crime Lab/Warehouse completed. Various engineering contracts for Crime Lab/Warehouse completed. Prepare CMAR RFQ for PDHQ. Purchased property at 1319 Ave. L formerly known as Workforce Solutions for renovation into new Municipal Courts facility. Completed a property swap for PD Headquarters site initially located at 901 Ave. K with new property location at 1502 Ave. K. Received property donations for PD South Substation at 140th St. and Indiana Ave. and PD North Substation at Erskine St. & Guava Ave. Procured and completed a Municipal Parking Study for all City departments and entities moving to downtown Citizens Center.

\$50.0 million was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	50,000,000	0	0	0	0	0	0	50,000,000
Design and Engineering	10,000,000	0	0	0	0	0	0	10,000,000
<b>Total Project Appropriation</b>	<b>60,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2018 10-Year Tax-Supported Revenue CO's	10,000,000	0	0	0	0	0	0	10,000,000
FY 2019 Tax Supported Revenue CO's	50,000,000	0	0	0	0	0	0	50,000,000
<b>Total Funding Sources</b>	<b>60,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000,000</b>

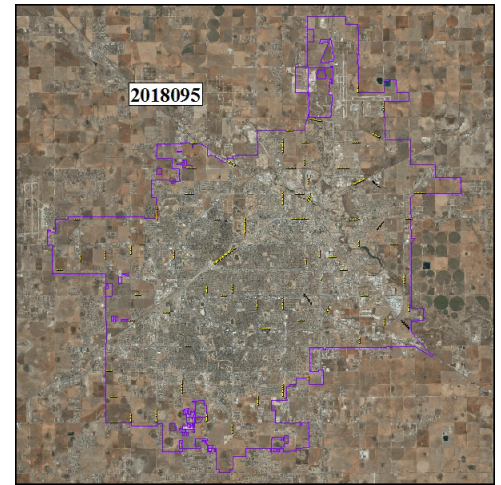
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Facilities Maintenance and Custodial	0	0	223,300	542,500	765,800	765,800	2,297,400
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>223,300</b>	<b>542,500</b>	<b>765,800</b>	<b>765,800</b>	<b>2,297,400</b>

*Managing Department* **Radio Shop**

*Project Manager* **Clifford Crow**

*Project Classification* **Replacement Infrastructure**

*Project Status* **Requested**



*Project Scope*

The Zetron fire paging system has been in place 18 to 20 years. It is used for Fire emergency call outs at the Fire Stations. The system puts out ramp up tones and announcements for Fires, Medical Emergencies and other information for fire runs. The system consists of two main consoles and 19 fire stations. In order to be International Organization for Standardization (ISO) compliant this type of system is required.

*Project Justification*

The system is 18-20 years old and is at the end of its lifespan. The vendor will not repair the existing equipment so we have to purchase new equipment every time it is needed. Both consoles at fire dispatch are in need of replacement. The new systems have more options for the dispatch center to control.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	800,000	0	0	0	0	0	800,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2016 Tax Supported Revenue CO's	0	714,595	0	0	0	0	0	714,595
FY 2020 General Fund Cash	0	85,405	0	0	0	0	0	85,405
<b>Total Funding Sources</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Public Works

# Appropriation Summary

	Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
			FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
8604	Thoroughfare Plan Restudy	250,000	0	0	0	0	0	0	250,000
8621	Outer Route Right-of-Way and Utility Adjustments	7,250,000	0	0	0	0	0	0	7,250,000
8632	Fleet/Solid Waste Complex Exterior Renovations	343,000	0	176,750	288,121	0	0	0	807,871
8636	West Side Public Works Service Center	50,000	0	9,000,000	0	0	0	0	9,050,000
8637	Abernathy Landfill - Gate House Renovations	120,000	50,000	0	0	0	0	0	170,000
8642	US 62/82 and Donald Preston Drive Traffic Control	15,974	0	0	0	0	0	0	15,974
92349	Communications System Expansion	1,050,000	0	0	0	0	0	0	1,050,000
92420	34th Street - Quaker Avenue to Slide Road	0	0	0	8,800,000	0	0	0	8,800,000
92434	98th Street from Upland Avenue to Milwaukee Avenue	3,047,059	0	0	0	0	0	0	3,047,059
92435	Street Maintenance Program	24,673,320	10,000,000	14,000,000	15,000,000	15,500,000	15,500,000	16,000,000	110,673,320
92512	Traffic Signal Construction	300,000	350,000	350,000	350,000	350,000	350,000	350,000	2,400,000
92516	Transportation Improvements/Unimproved Roads	800,000	400,000	400,000	400,000	400,000	400,000	400,000	3,200,000
92555	Landfill 69 Shop Renovation	269,132	0	0	0	0	0	0	269,132
92557	Landfill 69 Gas Collection System Replacement	344,730	0	0	0	0	0	0	344,730
92558	Landfill 69 Groundwater Remediation	500,000	0	0	0	0	0	0	500,000
92569	Backup Power at Signalized Intersections	100,000	100,000	100,000	100,000	100,000	0	0	500,000
92570	American Disability Act Ramp and Sidewalk Project	250,000	125,000	250,000	250,000	250,000	250,000	250,000	1,625,000
2014093	34th Street - Avenue Q to Interstate 27	0	0	5,100,000	0	0	0	0	5,100,000
2014095	Milwaukee Avenue - Erskine Street to 4th Street	0	0	0	0	9,300,000	0	0	9,300,000
2015063	Closure of Cell VI at 69 Landfill	0	0	0	1,000,000	0	0	0	1,000,000
2016087	Upland Avenue from 82nd Street to 98th Street	0	750,000	2,450,000	0	0	0	0	3,200,000
2017040	34th Street - Upland Avenue to Milwaukee Avenue	0	600,000	4,000,000	0	0	0	0	4,600,000
2017041	114th Street - Slide Road to Quaker Avenue	0	0	0	1,000,000	6,500,000	0	0	7,500,000
2017050	114th Street - Quaker Avenue to Indiana Avenue	0	0	0	0	7,680,000	0	0	7,680,000
2017063	Traffic Operations Facility Renovations	0	0	495,750	0	0	0	0	495,750
2019081	Pedestrian and Cyclist Enhancements	0	0	160,000	160,000	160,000	0	0	480,000
2019100	Wausau Avenue from MSF to 82nd St.	0	550,000	0	0	0	0	0	550,000
2019101	Iola Avenue From 122nd St. to FM 1585	0	0	0	50,000	900,000	0	0	950,000
2019146	Outer Route (Loop 88) Segments 1 & 2	0	309,700	300,000	0	0	0	0	609,700
2019161	Solid Waste Vehicle Replacement FY 2019-20	0	2,985,000	0	0	0	0	0	2,985,000



---

<b>Total</b>	<b>Public Works</b>	39,363,215	16,219,700	36,782,500	27,398,121	41,140,000	16,500,000	17,000,000	194,403,536
--------------	---------------------	------------	------------	------------	------------	------------	------------	------------	-------------

---

---

# Public Works

# Funding Summary

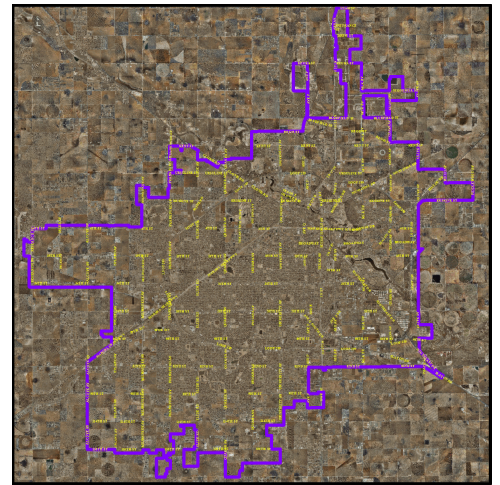
Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 General Obligation Bonds	233,863	0	0	0	0	0	0	233,863
FY 2009 Tax and Waterworks CO's	98,866	0	0	0	0	0	0	98,866
FY 2009 Tax Supported Revenue CO's	400,000	0	0	0	0	0	0	400,000
FY 2011 General Obligation Bonds	974,148	0	0	0	0	0	0	974,148
FY 2011 Tax Supported Revenue CO's	86,527	33,742	0	0	0	0	0	120,269
FY 2012 General Obligation Bonds	21,737	0	0	0	0	0	0	21,737
FY 2013 General Obligation Bonds	0	2,012,007	0	0	0	0	0	2,012,007
FY 2014 Tax Supported Revenue CO's	350,025	0	0	0	0	0	0	350,025
FY 2015 Solid Waste Cash	269,132	0	0	0	0	0	0	269,132
FY 2015 Tax Supported Revenue CO's	888,572	0	0	0	0	0	0	888,572
FY 2016 7-Year Solid Waste Revenue CO's	344,730	0	0	0	0	0	0	344,730
FY 2016 General Fund Cash	2,067,452	0	0	0	0	0	0	2,067,452
FY 2016 Solid Waste Revenue CO's	0	2,970,358	0	0	0	0	0	2,970,358
FY 2016 Tax Supported Revenue CO's	350,000	0	0	0	0	0	0	350,000
FY 2017 7-Year Tax Revenue CO's	4,395,392	0	0	0	0	0	0	4,395,392
FY 2017 General Fund Cash	2,604,608	0	0	0	0	0	0	2,604,608
FY 2017 SIB Loan	7,250,000	0	0	0	0	0	0	7,250,000
FY 2017 Solid Waste Cash	693,000	0	0	0	0	0	0	693,000
FY 2017 Tax Supported Revenue CO's	1,765,107	0	0	0	0	0	0	1,765,107
FY 2018 General Fund Cash	7,215,408	0	0	0	0	0	0	7,215,408
FY 2019 General Fund Cash	8,972,534	0	0	0	0	0	0	8,972,534
FY 2019 Reimbursement from City of Wolforth	15,974	0	0	0	0	0	0	15,974
FY 2020 General Fund Cash	0	11,190,601	0	0	0	0	0	11,190,601
FY 2021 General Fund Cash	0	0	23,782,500	0	0	0	0	23,782,500
FY 2021 Tax Supported Revenue CO's	0	0	13,000,000	0	0	0	0	13,000,000
FY 2022 General Fund Cash	0	0	0	17,598,121	0	0	0	17,598,121
FY 2022 Tax Supported Revenue CO's	0	0	0	9,800,000	0	0	0	9,800,000
FY 2023 General Fund Cash	0	0	0	0	17,660,000	0	0	17,660,000
FY 2023 Tax Supported Revenue CO's	0	0	0	0	23,480,000	0	0	23,480,000
FY 2024 General Fund Cash	0	0	0	0	0	16,500,000	0	16,500,000
FY 2025 General Fund Cash	0	0	0	0	0	0	17,000,000	17,000,000
General Capital Project Fund	71,020	0	0	0	0	0	0	71,020
Public Works Capital Project Fund	64,252	0	0	0	0	0	0	64,252
School District Cash Donation	230,868	0	0	0	0	0	0	230,868
Street Capital Project Fund	0	12,992	0	0	0	0	0	12,992
<b>Total Public Works</b>	<b>39,363,215</b>	<b>16,219,700</b>	<b>36,782,500</b>	<b>27,398,121</b>	<b>41,140,000</b>	<b>16,500,000</b>	<b>17,000,000</b>	<b>194,403,536</b>

Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **Master Plans/Studies**

Project Status **Approved**



*Project Scope*

Contract with an Engineering/Planning Firm to perform a comprehensive restudy of the 2007 City of Lubbock Thoroughfare Plan. The project includes reviewing and evaluating the existing plan and performing modeling based on current and long range land use development to determine if there is a need to change planned thoroughfare and collector widths; reviewing the existing standard details for thoroughfares and collector level streets to determine if changes are needed to items such as right-of-way widths, lane widths, left and right turn needs, traffic calming devices and needs for raised medians as well as pedestrian and bicycle elements; reviewing the typical procedures for locating and designating collector level streets and identify locations of continuity conflicts, offsets in section lines and playa lakes, and indicate the location of the alignment needed to provide the corridor continuity. The firm will produce a new “2016 City of Lubbock Thoroughfare Plan”.

*Project Justification*

The transportation network is the circulatory system of a city, the lifeline of the economy which carries workers, shoppers, materials and finished products to their destinations within the urban environment. As Lubbock experiences increasing commercial, industrial and residential growth and becomes an even larger reception and distribution hub for the South Plains, transportation facilities and internal movement become a greater concerns.

To provide balance between related land use activities, Lubbock’s transportation capacity must be designed to anticipate future transportation demand, eliminate unnecessary traffic movements, and establish a transportation system which adds to rather than detracts from the quality of life. The relationship use to transportation is complex. Different land uses generate varied intensities of traffic, and traffic movement systems influence the development of land use activities.

Recognizing this inter-relationship, the City of Lubbock coordinates land use planning and transportation planning with several major documents adopted by the Planning Commission and City Council. The Lubbock Thoroughfare Plan is a graphical representation of the transportation element of the City’s Lubbock Comprehensive Plan and needs to be restudied to adapt to the City of Lubbock’s changing needs.

*Project History*

An update to the 2007 City of Lubbock Thoroughfare Plan was proposed and approved for funding through the Lubbock Metropolitan Planning Organization (MPO). An agreement between the City and the MPO was approved by the City Council on December 15, 2010 (Resolution 2010-R0600).

The Request for Qualifications for professional engineering/planning services was advertised and five firms responded with proposals. Following presentations from three of the firms, the Review Committee decided to recommend Kimley-Horn and Associates as the firm to prepare the updated Thoroughfare Plan.

We then received a notification from David Jones of the MPO to stop work on the project by a letter dated May 17, 2011. Because of the reallocation of available Federal Funding going into the MPO, it was determined that the funding was not available for the project.

\$125,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

\$125,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Design and Engineering	250,000	0	0	0	0	0	0	250,000
<b>Total Project Appropriation</b>	250,000	0	0	0	0	0	0	250,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2016 General Fund Cash	125,000	0	0	0	0	0	0	125,000
FY 2018 General Fund Cash	125,000	0	0	0	0	0	0	125,000
<b>Total Funding Sources</b>	250,000	0	0	0	0	0	0	250,000

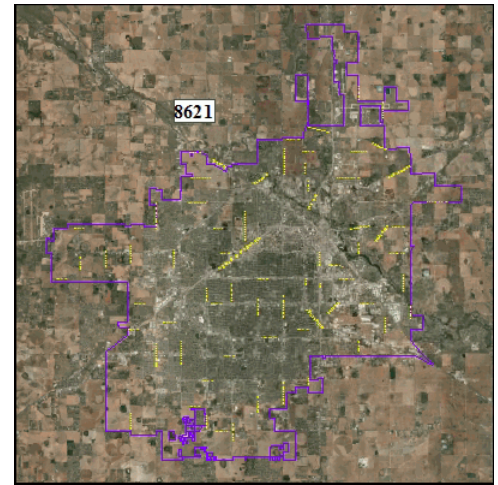
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **New Roadways**

Project Status **Approved**



*Project Scope*

Texas Department of Transportation (TxDOT) is completing the Outer Route Study and is expected to begin Right-of-Way (ROW) acquisition in early 2017. The Local Government participation in the ROW is 10% of the acquisition costs. The Local Government is also responsible for up to 100% of any Utility relocation costs. TxDOT has estimated the City of Lubbock’s portion to be \$7,250,000.

*Project Justification*

The Texas Department of Transportation (TxDOT) Lubbock Outer Route Study is in its second phase, known as the Lubbock Outer Route Feasibility Study. This Study was initiated to determine the feasibility of an outer route around south and west Lubbock from US 84 northwest of Lubbock to US 84 southeast of Lubbock. In response to the expansion of development and projected future traffic growth in western and southern Lubbock County, the Texas Department of Transportation (TxDOT) initiated a transportation planning study. Phase one of the study has proven the need for additional infrastructure to support the growth. Phase two of the study will provide the most effective route for the proposed highway.

*Project History*

\$7,250,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	7,250,000	0	0	0	0	0	0	7,250,000
<b>Total Project Appropriation</b>	<b>7,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,250,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2017 SIB Loan	7,250,000	0	0	0	0	0	0	7,250,000
<b>Total Funding Sources</b>	<b>7,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,250,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Recycling Collection**

*Project Manager*         **George Lisenbe**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

The work will include painting of the entire exterior of the facility. Repair and replacement of the windows and passage doors will be addressed. Patching of the main structure will also be addressed. The overhead doors will be repaired and painted. Additionally, reinforce floor supports for solid waste and fleet, waterproof facility including roof repairs/replacement, remodel make-ready/parts, remodel solid waste restrooms, offices and other spaces, renovations of Fleet offices/spaces, asbestos abatement, and address interior insulation in garage.

*Project Justification*

This facility was constructed in the 1970's. The current condition requires renovations to ensure a sound facility that will provide many more years of service.

*Project History*

During the life of this facility, limited exterior repairs have been addressed. These renovations will ensure the main structure of the facility is safe and will last for many years.

FY 17-18, Engineer firm developed plans for permitting of Parts Renovations. Environmental abatement/cleanup of Parts Area completed. Renovation of Parts to get started this Fiscal Year.

FY 2018-19: Completed the renovations of the offices and vacant spaces in parts area. Conference room renovated. Develop specifications for exterior weatherproofing/renovations.

\$193,000 was appropriated on 4/25/18 per Management. Funding comes from original Capital Project number 8617.  
 \$150,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	323,000	0	169,751	265,000	0	0	0	757,751
Design and Engineering	20,000	0	6,999	23,121	0	0	0	50,120
<b>Total Project Appropriation</b>	<b>343,000</b>	<b>0</b>	<b>176,750</b>	<b>288,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>807,871</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2017 Solid Waste Cash	193,000	0	0	0	0	0	0	193,000
FY 2019 General Fund Cash	150,000	0	0	0	0	0	0	150,000
FY 2021 General Fund Cash	0	0	176,750	0	0	0	0	176,750
FY 2022 General Fund Cash	0	0	0	288,121	0	0	0	288,121
<b>Total Funding Sources</b>	<b>343,000</b>	<b>0</b>	<b>176,750</b>	<b>288,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>807,871</b>

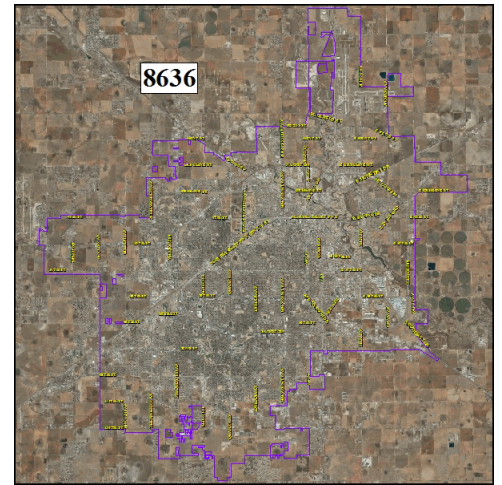
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	500	500	500	500	500	500	3,000
<b>Total Operating Budget Impact</b>	500	500	500	500	500	500	3,000

Managing Department **Solid Waste Disposal**

Project Manager **Mike Gilliland**

Project Classification **Master Plans/Studies**

Project Status **Approved**



*Project Scope*

This project will provide funding for a local professional to target specific areas of West and South Lubbock for use as a Public Works Operations /Transfer Station Facility.

Future years funding for land purchases, permitting and construction.

*Project Justification*

This facility will include a Solid Waste Transfer Station. Currently our Solid Waste Collection vehicles can run the alleys in the Southwest Lubbock for about an hour before they are full and need to make the round trip to the West Texas Regional Disposal Facility just east of Abernathy to dump. That round trip ranges from an hour and ten minutes to an hour and thirty minutes. So in two and 1/2 hours this one collection unit has served approximately five alleys, five block long. A transfer station in West or South Lubbock will greatly reduce the fuel consumption and vehicle maintenance budgets in Solid Waste Collection and the collection trucks will spend a much greater portion of their time in the alleys serving customers rather than transporting waste to the landfill.

There is also a great need to move other works operations closer to service areas. Currently almost all Public Works Operation departments in the City organization report to the Northeast side of town and disperse to various locations all over the community with large trucks and construction equipment. There would be a substantial saving in fuel, vehicle, and equipment maintenance budgets. A more efficient use of time and a better customer response for our field operations. Departments that would benefit from a satellite Public Works Operation Center are Paved Streets, Alley Maintenance, Street Sweepers, Water and Sewer Pipeline Maintenance, Wastewater Collection and Metering, and Customer service. There will probably be substantial interest from LP&L field operations also.

*Project History*

\$50,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Land Acquisition	50,000	0	9,000,000	0	0	0	0	9,050,000
<b>Total Project Appropriation</b>	50,000	0	9,000,000	0	0	0	0	9,050,000

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 General Fund Cash	50,000	0	0	0	0	0	0	50,000
FY 2021 Tax Supported Revenue CO's	0	0	9,000,000	0	0	0	0	9,000,000
<b>Total Funding Sources</b>	50,000	0	9,000,000	0	0	0	0	9,050,000



---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

---

*Managing Department*     **Facilities Management**

*Project Manager*         **George Lisenbe**

*Project Classification*    **Upgrade/Major Maintenance**

*Project Status*             **Approved**



*Project Scope*

Reseal all masonry joints around doors, windows, skylights, site joints and penetrations. Replace 15 windows and frames. Apply elastomeric coating to plaster walls. Interior renovations as required.

*Project Justification*

Current Facility has many leaks that will damage the facility if not addressed.

*Project History*

The gate house is used to weigh the amount of waste entering into the landfill. This facility was constructed several years ago and due to sub-quality installation, the facility has degraded especially during wet weather.

FY 2018-19: Finalize scope to develop plans and specifications for weatherproofing and interior renovations.

\$120,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	110,000	50,000	0	0	0	0	0	160,000
Design and Engineering	10,000	0	0	0	0	0	0	10,000
<b>Total Project Appropriation</b>	<b>120,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 General Fund Cash	55,748	0	0	0	0	0	0	55,748
FY 2020 General Fund Cash	0	50,000	0	0	0	0	0	50,000
Public Works Capital Project Fund	64,252	0	0	0	0	0	0	64,252
<b>Total Funding Sources</b>	<b>120,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>170,000</b>

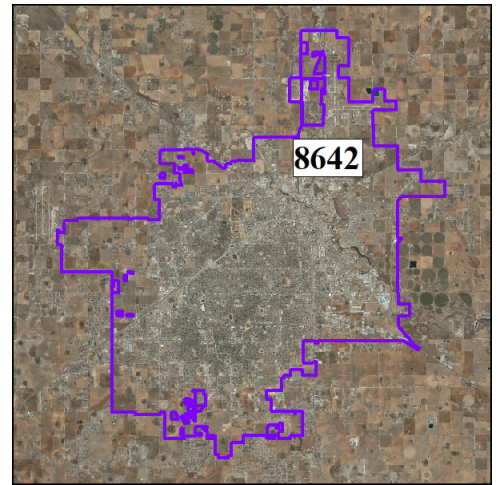
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	750	750	750	750	750	750	4,500
<b>Total Operating Budget Impact</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>4,500</b>

*Managing Department*     **Traffic Operations**

*Project Manager*         **Sharmon Owens**

*Project Classification*    **Infrastructure Improvements**

*Project Status*            **Approved**



*Project Scope*  
 Upgrade the Texas Department of Transportation traffic signal equipment located at US 62/82 (Marsha Sharp Freeway) and Donald Preston Drive (82nd Street). The funding source is reimbursement from the City of Wolfforth.

*Project Justification*  
 This project is in preparation for the City of Wolfforth to take over routine maintenance of two traffic signals outside the City of Lubbock city limits. Although US 62/82 & Donald Preston Drive is owned by the Texas Department of Transportation, the City of Wolfforth has agreed to pay to upgrade the signal equipment.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	15,974	0	0	0	0	0	0	15,974
<b>Total Project Appropriation</b>	15,974	0	0	0	0	0	0	15,974

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 Reimbursement from City of Wolfforth	15,974	0	0	0	0	0	0	15,974
<b>Total Funding Sources</b>	15,974	0	0	0	0	0	0	15,974

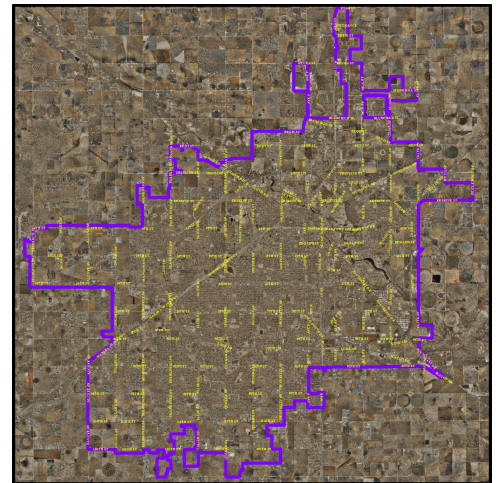
<i>Operating Budget Impact</i>	Unappropriated Planning Years							Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
No Impact Anticipated	0	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0	0

*Managing Department*     **Traffic Engineering**

*Project Manager*         **Sharmon Owens**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

Expand the fiber communications for approximately 40 miles, and improve detection at 96 signalized intersections over 8 years. The extension of the fiber communications will provide bandwidth for other city department facilities.

*Project Justification*

Fiber optic cable infrastructure needs to be expanded to traffic signal and school zone equipment that currently utilize 900 MHz radio and Pager technology. Sixty traffic signals on the wireless radio system have limited bandwidth. To increase traffic management capabilities such as viewing video at the Traffic Management Center (TMC) from major arterial intersections, more bandwidth is needed. Traffic Engineering is currently installing fiber optic cable to 140 signalized intersections in capital improvement project Traffic Signal Upgrades; however, the goal is to cover the city with fiber optic cable that is available to all city departments.

The school zone system currently uses legacy pager communications, which is no longer available after May of 2013. Spare 900 MHz radios will keep communications to the school zone system until fiber optic cable is available to connect the school zone equipment. Fiber optic cable is the ultimate plan for sixty-six school zone locations.

Vehicle detection equipment for traffic signals is currently a mix of in-pavement loop detection, video detection and radar. In-pavement loop detection installation is time consuming and requires barricading the roadway. The roadway cuts can create failures in the pavement and are limited to “presence detection” only. The city has begun to use video detection to keep roadways sound. However, video detection has issues with sun glare, weather (fog and snow), and dirty lenses which create false calls or drop calls altogether. The cameras can also be moved by wind which requires a technician visit to the intersection. Radar detection is immune to most of these issues; therefore, drivers should experience less delay and efficiency should increase throughout the signalized traffic system.

Fiber will be installed at a rate of 5 miles per year at a cost of approximately \$34,000 per mile, for a total of \$1,360,000 over an 8 year period. Radar detection will be installed at a rate of 12 intersections per year at a cost of approximately \$15,000 per intersection, for a total of \$1,440,000 over an 8 year period. The funding requested is \$350,000 per year for 8 years with a total cost of \$2.8 million.

*Project History*

FY 2014-15 funding was utilized to install fiber optic cable along 82nd Street (Iola Avenue to University Avenue) and install fiber optic cable to three Water Department pump stations.

FY 2015-16 funding was utilized to install fiber optic cable along 4th Street (Slide Road to Quaker Avenue), Slide Road (4th Street to 13th Street and 34th Street to 42nd Street), 98th Street (Memphis Avenue to Indiana), and Quaker Avenue (4th Street to 19th Street and 82nd Street to FM 1585).

FY 2016-17 funding was utilized to Install fiber optic cable along 34th Street (Marsha Sharp Freeway to Frankford Avenue), 19th Street (Slide Road to Frankford Avenue), 4th Street ( Slide Road to Flint Avenue), Avenue Q (34th Street to 44th Street), one Water Department pump station, three fire stations, LP&L's Brandon substation, and the Groves Library.

FY 2017-18 funding was utilized to install fiber optic cable along Frankford Avenue (82nd Street to 98th Street), 98th Street (Frankford Avenue to Quaker Avenue), Quaker Avenue (93rd Street to 130th Street), Indiana Avenue (108th Street to 122nd Street), 114th Street (Indiana Avenue to University Avenue), University Avenue (82nd Street to 114th Street), from N. Loop 289 & Quaker Avenue to the Water Reclamation Plant at Clovis Highway & Slide Road, pump station 16, the Adult Activities Center on 19th Street, and various buildings at Clapp Park.

FY 2018-19 funding was utilized to install fiber optic cable on 98th Street (University to I-27), MLK (Itasca to Zenith), East 1st Street (MLK to Zenith), East 4th Street (MLK to Idalout Highway), Marsha Sharp Freeway (Brandon Plant to 9th Street, East 50th Street (Fire Station #10), and to Citizens Tower from Municipal Square. The project was also utilized to fund an upgraded school zone system City-wide.

\$350,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-00087, October 1, 2013.

\$350,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-00122, October 1, 2014.

\$350,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	1,050,000	0	0	0	0	0	0	1,050,000
<b>Total Project Appropriation</b>	<b>1,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,050,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2014 Tax Supported Revenue CO's	350,000	0	0	0	0	0	0	350,000
FY 2015 Tax Supported Revenue CO's	350,000	0	0	0	0	0	0	350,000
FY 2016 Tax Supported Revenue CO's	350,000	0	0	0	0	0	0	350,000
<b>Total Funding Sources</b>	<b>1,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,050,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **Replacement Infrastructure**

Project Status **Approved**



*Project Scope*

Reconstruct 34th Street from Quaker Avenue to Slide Road to a standard T-1 thoroughfare design (66 feet in width). This will provide for two lanes of traffic in each direction with a continuous two-way left turn lane.

*Project Justification*

34th Street is over 50 years old and needs to be reconstructed. The project includes the reconstruction of the five-lane thoroughfare in concrete paving, decorative sidewalks, driveways, decorative lighting, and pedestrian access improvements.

*Project History*

The 2009 Bond Election funded the reconstruction of 34th Street from Avenue Q to Indiana and an access study on the 34th Street Corridor from Slide Road to Interstate 27. The Study and the reconstruction were completed in May of 2014. On February 12, 2014, the City Council approved a construction contract to reconstruct 34th Street from Quaker Avenue to Indiana Avenue using cost savings from the 2009 Bond Election Projects savings.

\$750,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-00094, October 1, 2015.

Reduced appropriation by \$750,000 per Budget Amendment No. 14, Ord. No. 2016-00023, 2/25/2016.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	8,800,000	0	0	0	8,800,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,800,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2022 Tax Supported Revenue CO's	0	0	0	8,800,000	0	0	0	8,800,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,800,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Public Works Engineering**

*Project Manager* **John Turpin**

*Project Classification* **New Roadways**

*Project Status* **Approved**



*Project Scope*

The original scope of this project included and in-house design of a temporary all weather roadway. Due to time constraints and the requirement of extensive drainage analysis it was decided to hire an Engineering firm to do the construction plans. The roadway will be built to a 3-lane section that will be raised out of the flood plain with multiple drainage structures. The roadway will be built in a way that would allow for the addition of lanes in the future.

*Project Justification*

Development and traffic demands continue to grow in this area. The need for an all weather roadway surface has become a safety issue. Currently this section of 98th Street has an improved dirt surface.

*Project History*

\$3.2 million was appropriated in the FY 2016-17 Budget, Ord. No. 2016-O0135, October 1, 2016.

The project was reduced by \$152,941 in FY 2018-19 BCR# 1819-02, October 24, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	2,847,059	0	0	0	0	0	0	2,847,059
Design and Engineering	200,000	0	0	0	0	0	0	200,000
<b>Total Project Appropriation</b>	<b>3,047,059</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,047,059</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 General Obligation Bonds	187,201	0	0	0	0	0	0	187,201
FY 2009 Tax and Waterworks CO's	98,866	0	0	0	0	0	0	98,866
FY 2011 General Obligation Bonds	974,148	0	0	0	0	0	0	974,148
FY 2012 General Obligation Bonds	21,737	0	0	0	0	0	0	21,737
FY 2017 Tax Supported Revenue CO's	1,765,107	0	0	0	0	0	0	1,765,107
<b>Total Funding Sources</b>	<b>3,047,059</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,047,059</b>

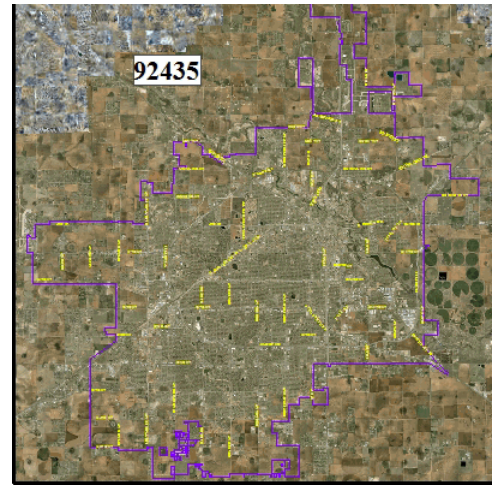
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Paved Streets**

*Project Manager* **Mike Gilliland**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Approved**



*Project Scope*

Micro-surfacing, asphalt rejuvenation, asphalt milling, asphalt milling and overlay, full or partial depth pavement repair, total reconstruction, patching, crack sealing, concrete joint sealing, and brick street repair.

*Project Justification*

The project is a preventive maintenance program to help preserve and maintain our street infrastructure. The maintenance program is an essential tool to help extend the useful life of the pavement. Used early in a pavement's life, preventative maintenance corrects small problems before they become big problems, saves money, and improves safety and rideability. At some point, all roads require total rehabilitation as they near the end of their useful life. Total rehabilitation is completed when funding is available.

*Project History*

\$7.0 million was appropriated in the FY 2016-17 Budget, Ord. No. 2016-O0135, October 1, 2016.  
 \$1,942,452 was appropriated in Budget Amendment No. 36, Ord. No. 2017-O0103, September 14, 2017.  
 \$7.0 million was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.  
 \$230,868 was appropriated in Budget Amendment No. 24, Ord. No. 2018-O0101, September 13, 2018.  
 \$8.5 million was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	24,673,320	10,000,000	14,000,000	15,000,000	15,500,000	15,500,000	16,000,000	110,673,320
<b>Total Project Appropriation</b>	24,673,320	10,000,000	14,000,000	15,000,000	15,500,000	15,500,000	16,000,000	110,673,320



Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 General Obligation Bonds	46,662	0	0	0	0	0	0	46,662
FY 2011 Tax Supported Revenue CO's	86,527	0	0	0	0	0	0	86,527
FY 2015 Tax Supported Revenue CO's	538,572	0	0	0	0	0	0	538,572
FY 2016 General Fund Cash	1,942,452	0	0	0	0	0	0	1,942,452
FY 2017 7-Year Tax Revenue CO's	4,395,392	0	0	0	0	0	0	4,395,392
FY 2017 General Fund Cash	2,604,608	0	0	0	0	0	0	2,604,608
FY 2018 General Fund Cash	6,461,428	0	0	0	0	0	0	6,461,428
FY 2019 General Fund Cash	8,366,811	0	0	0	0	0	0	8,366,811
FY 2020 General Fund Cash	0	10,000,000	0	0	0	0	0	10,000,000
FY 2021 General Fund Cash	0	0	14,000,000	0	0	0	0	14,000,000
FY 2022 General Fund Cash	0	0	0	15,000,000	0	0	0	15,000,000
FY 2023 General Fund Cash	0	0	0	0	15,500,000	0	0	15,500,000
FY 2024 General Fund Cash	0	0	0	0	0	15,500,000	0	15,500,000
FY 2025 General Fund Cash	0	0	0	0	0	0	16,000,000	16,000,000
School District Cash Donation	230,868	0	0	0	0	0	0	230,868
<b>Total Funding Sources</b>	<b>24,673,320</b>	<b>10,000,000</b>	<b>14,000,000</b>	<b>15,000,000</b>	<b>15,500,000</b>	<b>15,500,000</b>	<b>16,000,000</b>	<b>110,673,320</b>

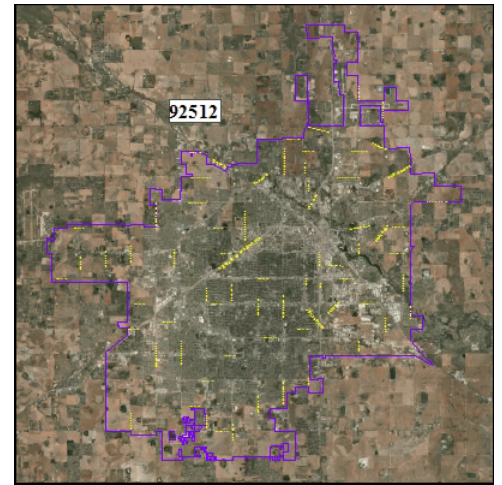
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	50,000	65,000	85,000	100,000	115,000	0	415,000
<b>Total Operating Budget Impact</b>	<b>50,000</b>	<b>65,000</b>	<b>85,000</b>	<b>100,000</b>	<b>115,000</b>	<b>0</b>	<b>415,000</b>

*Managing Department*     **Traffic Engineering**

*Project Manager*         **Sharmon Owens**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

Install signals at un-signalized intersections and school zones as warranted, upgrade new controllers, and perform necessary repairs. Major repairs such as replacing crushed conduit and wiring, rebuilding failing signal arm assemblies, and exchanging cabinets and signal arm assemblies that have been damaged is not included in the Department's maintenance budget or in the Traffic Signal Upgrade project.

*Project Justification*

The project provides funding for new signals and school zones designed and constructed in-house. The project will also be utilized to upgrade existing traffic signals requiring major repairs. Public safety is a major factor considered when installing and maintaining traffic signals and school zones.

*Project History*

FY 2017-18 funding was utilized to install school zones at Lubbock Christian School, Upland Heights Elementary, and Ramirez Elementary, as well as construct traffic signals at Mac Davis & Avenue Q and 73rd Street & Frankford Avenue.

FY 2018-19 New signals were constructed utilizing a different CIP.

\$300,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	300,000	350,000	350,000	350,000	350,000	350,000	350,000	2,400,000
<b>Total Project Appropriation</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>2,400,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2018 General Fund Cash	228,980	0	0	0	0	0	0	228,980
FY 2020 General Fund Cash	0	350,000	0	0	0	0	0	350,000
FY 2021 General Fund Cash	0	0	350,000	0	0	0	0	350,000
FY 2022 General Fund Cash	0	0	0	350,000	0	0	0	350,000
FY 2023 General Fund Cash	0	0	0	0	350,000	0	0	350,000
FY 2024 General Fund Cash	0	0	0	0	0	350,000	0	350,000
FY 2025 General Fund Cash	0	0	0	0	0	0	350,000	350,000
General Capital Project Fund	71,020	0	0	0	0	0	0	71,020
<b>Total Funding Sources</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>2,400,000</b>

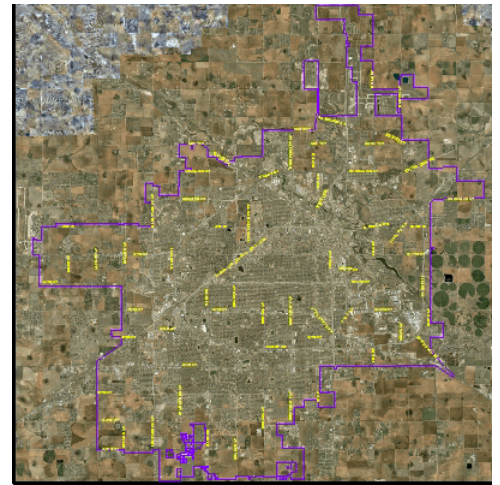
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

*Managing Department*     **Public Works Engineering**

*Project Manager*         **John Turpin**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

This project will fund the paving and improving of existing local residential and collector gravel roads in existing subdivisions where the roads were never improved by the developer. This project will fund the design and construction of various inadequate transportation elements within these areas of the City including unimproved roadway surfaces, unsafe roadway widths, drainage improvements, street lighting, and ADA compliance.

*Project Justification*

Areas of the City of Lubbock have existing local residential roadways that are gravel and not improved with a paved surface. These roadways were part of developments where the roads were never improved by the developer. These roadways do not meet the City’s Standard Specification and this project will help improve mobility and safety in these residential areas.

*Project History*

In-house design of North Avenue P, Avenue N, Wabash and North Guava has been completed and is currently under construction. Additional streets i.e. 3rd street and Ute Ave will be completed for design and advertised for construction.

\$400,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

\$400,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	800,000	400,000	400,000	400,000	400,000	400,000	400,000	3,200,000
<b>Total Project Appropriation</b>	<b>800,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>3,200,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2009 Tax Supported Revenue CO's	400,000	0	0	0	0	0	0	400,000
FY 2013 General Obligation Bonds	0	400,000	0	0	0	0	0	400,000
FY 2018 General Fund Cash	400,000	0	0	0	0	0	0	400,000
FY 2021 General Fund Cash	0	0	400,000	0	0	0	0	400,000
FY 2022 General Fund Cash	0	0	0	400,000	0	0	0	400,000
FY 2023 General Fund Cash	0	0	0	0	400,000	0	0	400,000
FY 2024 General Fund Cash	0	0	0	0	0	400,000	0	400,000
FY 2025 General Fund Cash	0	0	0	0	0	0	400,000	400,000
<b>Total Funding Sources</b>	<b>800,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>3,200,000</b>

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

---

Managing Department **Solid Waste Disposal**

Project Manager **Mike Gilliland**

Project Classification **Replacement Facility**

Project Status **Approved**



*Project Scope*

The project will completely rebuild the existing shop and will include bathroom facilities, a break room, storage and a storm shelter for employee and citizen safety.

*Project Justification*

The current shop at Caliche Canyon Landfill, Texas Commission on Environmental Quality MSW Permit 69, was constructed in the late 1960s. The shop is a metal building with a concrete floor. The building is not weather tight nor vector proof. There is currently no hot water to the building and the plumbing fixtures need to be replaced. There is no room to secure tools and supplies, and the building is not wired to provide adequate lighting to utilize as a shop. There is no heating or cooling to the breakroom.

*Project History*

FY 2015-16 funding was utilized to perform asbestos abatement.

\$269,132 was appropriated on 4/25/18 per Management. Funding comes from original Capital Project number 92391.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	269,132	0	0	0	0	0	0	269,132
<b>Total Project Appropriation</b>	269,132	0	0	0	0	0	0	269,132

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2015 Solid Waste Cash	269,132	0	0	0	0	0	0	269,132
<b>Total Funding Sources</b>	269,132	0	0	0	0	0	0	269,132

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	0	0	0	0	0	0
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

*Managing Department*     **Solid Waste Disposal**

*Project Manager*         **Mike Gilliland**

*Project Classification*    **Upgrade/Major Maintenance**

*Project Status*             **Approved**



*Project Scope*

The methane gas lines that collect gas from the eastern portion of the landfill will be excavated and either replaced or regraded to ensure maximum methane gas flow to the flare.

*Project Justification*

The methane gas collection system was required to be installed at the Caliche Canyon Landfill 14 years ago. Over time buried waste subsides and shifts under the landfill cap. The methane gas collection lines are made of HDPE plastic pipe and have settled inhibiting the methane gas to properly flow to the flare.

*Project History*

FY 2015-16 funding was utilized to begin the assessment of the current gas lines and flow.

\$344,730 was appropriated on 4/25/18 per Management. Funding comes from original Capital Project number 92422.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	344,730	0	0	0	0	0	0	344,730
<b>Total Project Appropriation</b>	<b>344,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>344,730</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2016 7-Year Solid Waste Revenue CO's	344,730	0	0	0	0	0	0	344,730
<b>Total Funding Sources</b>	<b>344,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>344,730</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years							Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25		
No Impact Anticipated	0	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Solid Waste Disposal**

*Project Manager*         **Mike Gilliland**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

The TCEQ has approved a soil vapor extraction pilot study for one year. The gas collection system was modified to perform the pilot study. The pilot study failed to produce the desired results, we will move into the next phase of the project. We will explore the limited options of more wells and pump and treat systems.

*Project Justification*

The Texas Commission on Environmental Quality (TCEQ) has approved the groundwater and gas remediation actions in place at the facility with the stipulation that if groundwater does not continue to meet State requirements other actions will need to be taken to meet compliance. Meeting compliance requires a different method of treating the groundwater, such as pump and treat, which involves the installation of air stripper wells at this facility, or additional gas wells. The number of required wells for the project depends on groundwater analysis at that time.

*Project History*

\$500,000 was appropriated on 4/25/18 per Management. Funding comes from original Capital Project number 92440. There is currently \$454,559 remaining in this project (April 2019).

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	500,000	0	0	0	0	0	0	500,000
<b>Total Project Appropriation</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2017 Solid Waste Cash	500,000	0	0	0	0	0	0	500,000
<b>Total Funding Sources</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

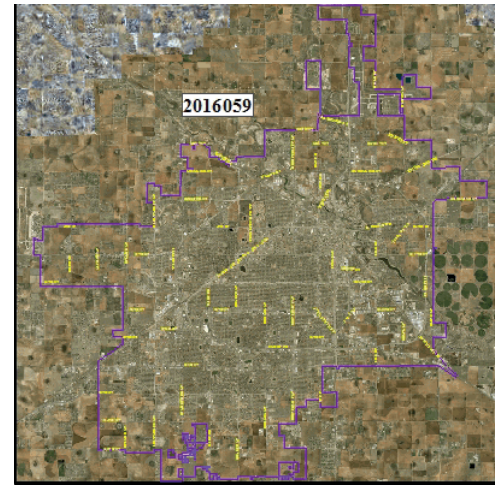


*Managing Department*     **Traffic Operations**

*Project Manager*         **David Bragg**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Approved**



*Project Scope*

The Traffic Engineering Department will install 130 Uninterruptible Power Systems (UPS) at key traffic signals City-wide. These devices will improve the safety and efficiency of traffic signals during power events.

*Project Justification*

The City’s traffic signal system is presently unprotected against power loss at intersections. Currently, when a power event occurs due to weather or other unforeseen events, signal indications go dark at intersections. Although Texas Transportation Code states that drivers must proceed through the intersection “as if the intersection had a stop sign”, drivers are often confused by intersections without power, leading to hazardous situations. The issue is compounded at arterial to arterial intersections with multiple lanes in every direction of travel. Typically vehicles in each lane for one approach arrive at the signal at slightly different times which makes it difficult for drivers to know who has the right of way. During long power outages, police officers direct traffic at these intersections which helps reduce driver confusion, but creates an unsafe condition for the officers since they must be in the middle of traffic to effectively do their job.

Uninterruptible Power Systems (UPS) rated for traffic signals supply battery power to signals which gives them an additional eight to twelve hours of normal operation during a power outage. This is more than enough time to get power restored to signals during most power loss events throughout the City, eliminating safety issues related to power loss at intersections where these are installed. Not only is safety improved at intersections with a UPS but it also frees up police officers from directing traffic, allowing them to perform their normal job duties during power events.

UPS systems cost approximately \$6,000 per location. The Traffic Engineering Department requests funding for installation of 100 UPS systems for a total cost of \$600,000.

*Project History*

FY 2018-19 Ten battery backup systems have been purchased and are scheduled to be installed by the vendor before the end of May. Once those have been installed, the next set of ten will be purchased and installed before the end of the fiscal year.

\$100,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Signage, Lighting and Signals	100,000	100,000	100,000	100,000	100,000	0	0	500,000
<b>Total Project Appropriation</b>	100,000	100,000	100,000	100,000	100,000	0	0	500,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2014 Tax Supported Revenue CO's	25	0	0	0	0	0	0	25
FY 2019 General Fund Cash	99,975	0	0	0	0	0	0	99,975
FY 2020 General Fund Cash	0	100,000	0	0	0	0	0	100,000
FY 2021 General Fund Cash	0	0	100,000	0	0	0	0	100,000
FY 2022 General Fund Cash	0	0	0	100,000	0	0	0	100,000
FY 2023 General Fund Cash	0	0	0	0	100,000	0	0	100,000
<b>Total Funding Sources</b>	100,000	100,000	100,000	100,000	100,000	0	0	500,000

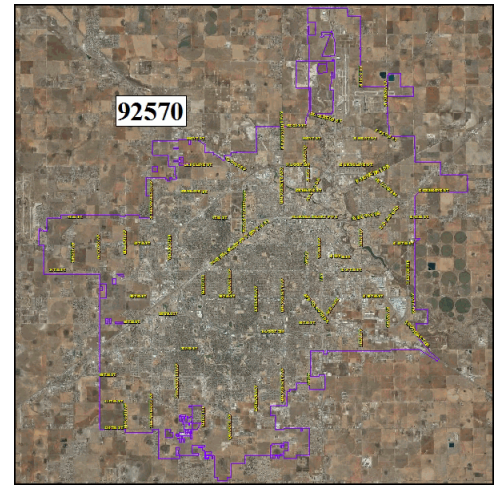
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Consumable Supplies	0	0	0	0	20,000	20,000	40,000
<b>Total Operating Budget Impact</b>	0	0	0	0	20,000	20,000	40,000

Managing Department **Engineering**

Project Manager **John Turpin**

Project Classification **New Facility**

Project Status **Approved**



*Project Scope*

This project will allow the City of Lubbock to update roadway facilities as needed which are not currently Americans with Disabilities Act (ADA) accessible.

This funding will allow for approximately 20 to 25 ADA ramps annually and sidewalk modifications as needed to comply with the act.

*Project Justification*

The American with Disabilities Act requires public entities to have an accessibility program.

*Project History*

\$250,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	225,000	100,000	225,000	225,000	225,000	225,000	225,000	1,450,000
Design and Engineering	25,000	25,000	25,000	25,000	25,000	25,000	25,000	175,000
<b>Total Project Appropriation</b>	<b>250,000</b>	<b>125,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,625,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 General Fund Cash	250,000	0	0	0	0	0	0	250,000
FY 2020 General Fund Cash	0	125,000	0	0	0	0	0	125,000
FY 2021 General Fund Cash	0	0	250,000	0	0	0	0	250,000
FY 2022 General Fund Cash	0	0	0	250,000	0	0	0	250,000
FY 2023 General Fund Cash	0	0	0	0	250,000	0	0	250,000
FY 2024 General Fund Cash	0	0	0	0	0	250,000	0	250,000
FY 2025 General Fund Cash	0	0	0	0	0	0	250,000	250,000
<b>Total Funding Sources</b>	<b>250,000</b>	<b>125,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,625,000</b>

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

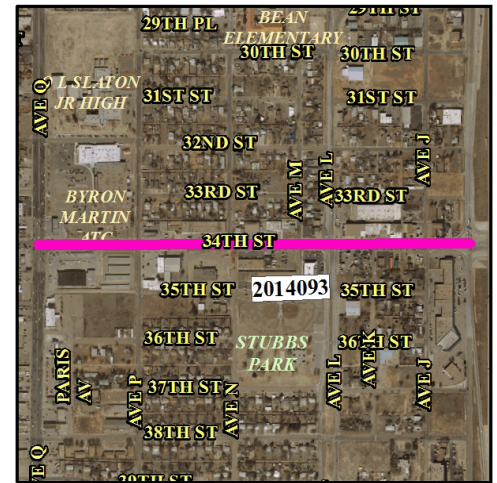
---

Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **Replacement Infrastructure**

Project Status **Requested**



*Project Scope*

Reconstruct 34th Street from Quaker Avenue to Slide Road to a standard T-1 thoroughfare design (66 feet in width). This will provide for two lanes of traffic in each direction with a continuous two-way left turn lane.

*Project Justification*

34th Street is over 50 years old and needs to be reconstructed. The project includes the reconstruction of the five-lane thoroughfare in concrete paving, decorative sidewalks, driveways, decorative lighting, and pedestrian access improvements.

*Project History*

Project History

The 2009 Bond Election funded the reconstruction of 34th Street from Avenue Q to Indiana and an access study on the 34th Street Corridor from Slide Road to Interstate 27. The Study and the reconstruction were completed in May of 2014. On February 12, 2014, the City Council approved a construction contract to reconstruct 34th Street from Quaker Avenue to Indiana Avenue using cost savings from the 2009 Bond Election Projects savings.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	4,600,000	0	0	0	0	4,600,000
Design and Engineering	0	0	500,000	0	0	0	0	500,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>5,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,100,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	5,100,000	0	0	0	0	5,100,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>5,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,100,000</b>

Operating Budget Impact	FY 2019-20	Unappropriated Planning Years					Total Impact
		FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Public Works Engineering**

*Project Manager*         **John Turpin**

*Project Classification*    **Infrastructure Improvements**

*Project Status*             **Requested**



*Project Scope*

The project will rebuild the current County strip paved roadway to a concrete T-2 thoroughfare. It will include three-lanes of traffic in each direction with a continuous two-way left turn lane, drainage features, driveways, sidewalks, lighting, curb & gutter, and curb ramps.

*Project Justification*

Due to continued development in the area this roadway has become congested and the road bed itself is requiring constant maintenance in order to serve the traveling public.

*Project History*

This section of Milwaukee Avenue was annexed into the City of Lubbock in the 1970's as a County strip paved roadway and has only received patching and minimal maintenance since it has been in the City.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	0	9,300,000	0	0	9,300,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,300,000</b>	<b>0</b>	<b>0</b>	<b>9,300,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2023 Tax Supported Revenue CO's	0	0	0	0	9,300,000	0	0	9,300,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,300,000</b>	<b>0</b>	<b>0</b>	<b>9,300,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Managing Department **Solid Waste Disposal**

Project Manager **Mike Gilliland**

Project Classification **Replacement Infrastructure**

Project Status **Requested**



*Project Scope*

The final cap will be constructed and vegetation seeded in order to close Cell VI at Caliche Canyon Landfill as per regulatory requirements.

*Project Justification*

The Caliche Canyon Landfill has only one open cell that accepts construction and demolition waste. The cell will be at capacity and unable to accept any additional waste. The Texas Commission on Environmental Quality requires a final cap and establishment of vegetation for cell closure.

*Project History*

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	1,000,000	0	0	0	1,000,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2022 General Fund Cash	0	0	0	1,000,000	0	0	0	1,000,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Managing Department **Engineering**

Project Manager **John Turpin**

Project Classification **New Roadways**

Project Status **Requested**



*Project Scope*

This project will provide 5-lanes of the T-2 thoroughfare along with street lighting, pedestrian improvements and storm water structures.

*Project Justification*

Due to development along the Upland corridor, the County strip paving along this roadway is receiving a lot more traffic than it is able to carry and as a result requires a great deal of maintenance.

*Project History*

This roadway received the minimal County strip paving many years ago and is currently experiencing more traffic that what the roadway was designed to carry.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	2,450,000	0	0	0	0	2,450,000
Design and Engineering	0	750,000	0	0	0	0	0	750,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>750,000</b>	<b>2,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,200,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2013 General Obligation Bonds	0	750,000	0	0	0	0	0	750,000
FY 2021 General Fund Cash	0	0	2,450,000	0	0	0	0	2,450,000
<b>Total Funding Sources</b>	<b>0</b>	<b>750,000</b>	<b>2,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,200,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



*Managing Department*     **Engineering**

*Project Manager*         **John Turpin**

*Project Classification*    **New Roadways**

*Project Status*             **Requested**



*Project Scope*

This roadway is designated on the 2007 Thoroughfare Plan to become a T-2(7-lane) Thoroughfare. Improvements will also be made to the pedestrian elements as well as the street lighting and the drainage.

*Project Justification*

The City of Lubbock continues to strive to meet the transportation needs of its citizens. We must continue to anticipate the infrastructure needs for a growing populous in order to provide a safe and effect transportation system. Due to continued development in the area this roadway has become congested and the road bed itself is requiring constant maintenance in order to serve the traveling public.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	4,000,000	0	0	0	0	4,000,000
Design and Engineering	0	600,000	0	0	0	0	0	600,000
<b>Total Project Appropriation</b>	0	600,000	4,000,000	0	0	0	0	4,600,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2013 General Obligation Bonds	0	600,000	0	0	0	0	0	600,000
FY 2021 Tax Supported Revenue CO's	0	0	4,000,000	0	0	0	0	4,000,000
<b>Total Funding Sources</b>	0	600,000	4,000,000	0	0	0	0	4,600,000

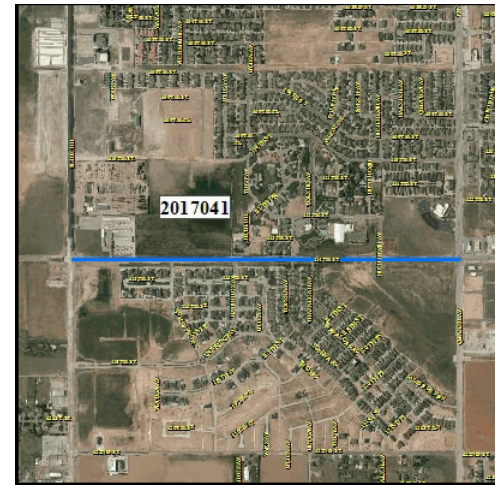
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

Managing Department **Engineering**

Project Manager **John Turpin**

Project Classification **New Roadways**

Project Status **Requested**



*Project Scope*

This roadway is designated on the 2007 Thoroughfare Plan to become a T-2(7-lane) Thoroughfare. Improvements will also be made to the pedestrian elements as well as the street lighting and the drainage.

*Project Justification*

The City of Lubbock continues to strive to meet the transportation needs of its citizens. We must continue to anticipate the infrastructure needs for a growing populous in order to provide a safe and effect transportation system. Due to continued development in the area this roadway has become congested and the road bed itself is requiring constant maintenance in order to serve the traveling public.

*Project History*

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	0	6,500,000	0	0	6,500,000
Design and Engineering	0	0	0	1,000,000	0	0	0	1,000,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>7,500,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2022 Tax Supported Revenue CO's	0	0	0	1,000,000	0	0	0	1,000,000
FY 2023 Tax Supported Revenue CO's	0	0	0	0	6,500,000	0	0	6,500,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>7,500,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Engineering**

*Project Manager*         **John Turpin**

*Project Classification*    **New Roadways**

*Project Status*             **Requested**



*Project Scope*

This roadway is designated on the 2007 Thoroughfare Plan to become a T-2(5-lane) Thoroughfare. Improvements will also be made to the pedestrian elements as well as the street lighting and the drainage.

*Project Justification*

The City of Lubbock continues to strive to meet the transportation needs of its citizens. We must continue to anticipate the infrastructure needs for a growing populous in order to provide a safe and effect transportation system. Due to continued development in the area this roadway has become congested and the road bed itself is requiring constant maintenance in order to serve the traveling public. The future plans of the Department of Transportation to improve the intersection of Upland Avenue and the Marsha Sharp Freeway will only increase the traffic along this roadway.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	0	6,900,000	0	0	6,900,000
Design and Engineering	0	0	0	0	780,000	0	0	780,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,680,000</b>	<b>0</b>	<b>0</b>	<b>7,680,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2023 Tax Supported Revenue CO's	0	0	0	0	7,680,000	0	0	7,680,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,680,000</b>	<b>0</b>	<b>0</b>	<b>7,680,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Facilities Management**

*Project Manager* **George Lisenbe**

*Project Classification* **Upgrade/Major Maintenance**

*Project Status* **Requested**



*Project Scope*

Locate alternative property and renovate for Traffic Operations use. In the event alternate property cannot be located renovations to existing building are as follows:

The roof will be replaced. The exterior concrete masonry unit (CMU) walls will be sealed with an elastomeric coating. Interior renovations as required and windows and doors will be replaced/repaired and new heating, ventilation, and air conditioning (HVAC) equipment will be installed. The interior will have new paint, flooring, and related items updated.

*Project Justification*

This complex is over 35 years old. There has been very little maintenance/renovations done to the facility. The roof, walls, windows, and doors leak and repairs are needed to prevent future damage to the facility.

*Project History*

This complex is over 35 years old. In 1996, an addition was added to connect the two buildings to turn it into one facility. This facility houses some of Traffic Department's personnel and equipment.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	412,500	0	0	0	0	412,500
Design and Engineering	0	0	67,500	0	0	0	0	67,500
Furnishings, Fixtures, and Equipment	0	0	15,750	0	0	0	0	15,750
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>495,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>495,750</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	495,750	0	0	0	0	495,750
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>495,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>495,750</b>

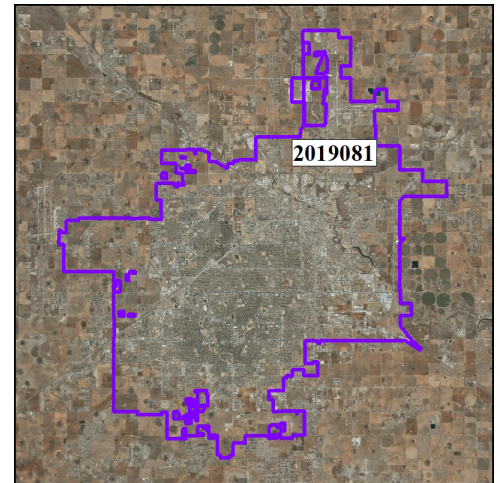
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Maintenance Savings Estimated	0	0	300	400	400	500	1,600
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>400</b>	<b>400</b>	<b>500</b>	<b>1,600</b>

*Managing Department* **Traffic Operations**

*Project Manager* **David Bragg**

*Project Classification* **Infrastructure Improvements**

*Project Status* **Requested**



*Project Scope*

This is a joint project between the Traffic Operations and Parks & Recreation Departments to improve pedestrian and bicycle access and connectivity along the Canyon Lake trail system and other established bicycle routes throughout the City as outlined in the Pedestrian and Bicycle Master Plan developed in 2018 and Parks and Open Space Master Plan developed in 2011. The project will fund the construction of signalized crossings (HAWKs) at each location where the Canyon Lake trail system crosses an arterial including N. University Ave., Erskine St., Broadway, E. 19th St., and MLK Jr. Blvd. Other roadway and railway crossings will be improved with curb ramps, pavement markings, actuated beacons, and warning signs. This project also funds the installation of HAWKs, pavement markings, and wayfinding signage along two bicycle boulevards (13th St. and 26th St.) as outlined in the Pedestrian and Bicycle Master Plan to correct existing bicycle infrastructure.

*Project Justification*

Developing safe routes for pedestrians and cyclists throughout the Jim Bertram Canyon Lakes System has gained popularity with citizens across Lubbock. In addition to these enhancements, the goal of this project is to improve cycling and pedestrian facilities along 13th Street, Avenue U, and 26th Street that will tie current points of fitness and activity to other centers of activity (i.e. West Lubbock to Texas Tech and the Canyon Lakes System, North Overton to the Canyon Lakes System, and Maxey Park to Tech Terrace and the Heart of Lubbock neighborhoods).

*Project History*

Increased use of the Jim Bertram Canyon Lakes System and other popular points of fitness and activity such as Maxey Park and Texas Tech has created a need for enhanced cyclist and pedestrian infrastructure both within and to these areas of Lubbock. This project improves access and safety to all of these locations. The project is a phased project over the course of 3 years.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	160,000	160,000	160,000	0	0	480,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>480,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2021 General Fund Cash	0	0	160,000	0	0	0	0	160,000
FY 2022 General Fund Cash	0	0	0	160,000	0	0	0	160,000
FY 2023 General Fund Cash	0	0	0	0	160,000	0	0	160,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>480,000</b>

---

---

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

---

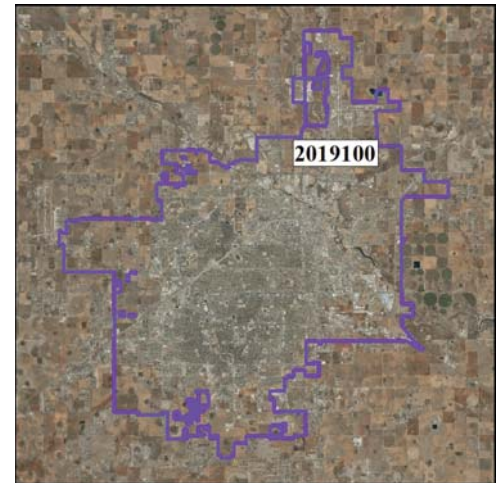
---

Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **New Roadways**

Project Status **Requested**



*Project Scope*

This project will pave the eastern half of Wausau Avenue from the Marsha Sharp Freeway to 82nd St. The western half of Wausau Ave is currently being developed and will be a requirement of the developer to pave in the future.

*Project Justification*

The City of Lubbock performed an Annexation of Wausau Avenue by the Rancho Verde Estates. Wausau Avenue has continued to remain an unpaved street during this time as Rancho Verde Estates had already platted prior to annexation. This means that no developer will pave the east half of Wausau Ave.

*Project History*

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	500,000	0	0	0	0	0	500,000
Design and Engineering	0	50,000	0	0	0	0	0	50,000
<b>Total Project Appropriation</b>	0	550,000	0	0	0	0	0	550,000

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2011 Tax Supported Revenue CO's	0	33,742	0	0	0	0	0	33,742
FY 2013 General Obligation Bonds	0	262,007	0	0	0	0	0	262,007
FY 2020 General Fund Cash	0	241,259	0	0	0	0	0	241,259
Street Capital Project Fund	0	12,992	0	0	0	0	0	12,992
<b>Total Funding Sources</b>	0	550,000	0	0	0	0	0	550,000

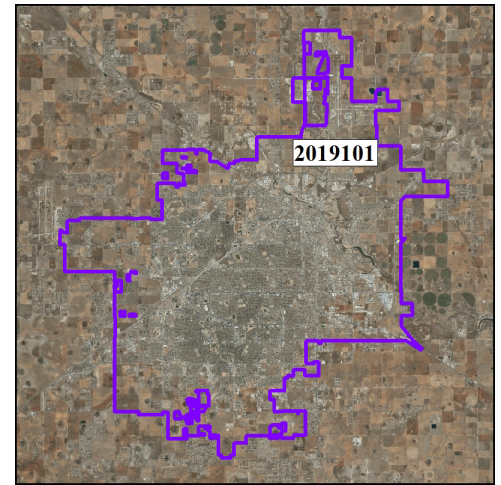
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **New Roadways**

Project Status **Requested**



*Project Scope*

This project will pave full width of a collector with curb and gutter along Iola Avenue from 122nd Street to FM 1585.

*Project Justification*

The City of Lubbock has a parks facility on the eastern half of Iola Avenue and south of 122nd street. Both roadways are collectors which should have been paved half width when the parks facility was built by development standards. A preliminary agreement has been reached with the developer adjacent to this area for the City to pave the full width of Iola Avenue and the Developer would pave the full width of 122nd Street when developed.

*Project History*

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	0	0	0	0	900,000	0	0	900,000
Design and Engineering	0	0	0	50,000	0	0	0	50,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>950,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2022 General Fund Cash	0	0	0	50,000	0	0	0	50,000
FY 2023 General Fund Cash	0	0	0	0	900,000	0	0	900,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>950,000</b>

Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

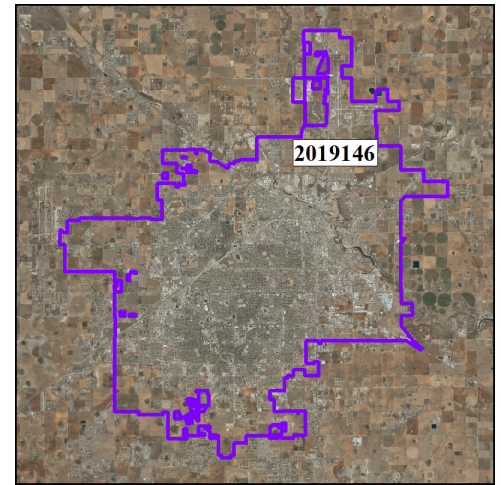


Managing Department **Public Works Engineering**

Project Manager **John Turpin**

Project Classification **New Roadways**

Project Status **Requested**



*Project Scope*

Texas Department of Transportation (TxDOT) is completing the Outer Route Study and is expected to begin Right-Of-Way Acquisition in 2020 for Segments 1 & 2. The Local Government participation in the ROW and Utility Relocation is statutorily 10% of the acquisition and construction costs. TxDOT has estimated the City of Lubbock’s portion to be \$609,700 for Segments 1 and 2.

*Project Justification*

The Texas Department of Transportation (TxDOT) Lubbock Outer Route Study is competing the second phase known as the Lubbock Outer Route Feasibility Study. The Study was initiated to determine the feasibility of an outer route around south and west Lubbock from US 84 northwest of Lubbock to US 82 southeast of Lubbock. In response to the expansion of development and projected future growth in western and southern Lubbock County, TxDOT initiated a transportation planning study. Phase one of the study has proven the need for additional infrastructure to support the growth. Phase two of the study will provide the most effective route for the proposed highway. Environmental clearance for Segments 1 and 2 is expected to be granted in January 2020 and ROW acquisition and utility relocation will begin after environmental clearance is granted.

*Project History*

The City of Lubbock has appropriated \$7,250,000 in the FY 2017-2018 Budget, Ordinance No. 2017-O0111, October 1, 2017 for the Right-Of-Way and Utility Adjustments for Segment 3 in Capital Improvement Project number 8621.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Design and Engineering	0	309,700	300,000	0	0	0	0	609,700
<b>Total Project Appropriation</b>	<b>0</b>	<b>309,700</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>609,700</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 General Fund Cash	0	309,700	0	0	0	0	0	309,700
FY 2021 General Fund Cash	0	0	300,000	0	0	0	0	300,000
<b>Total Funding Sources</b>	<b>0</b>	<b>309,700</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>609,700</b>

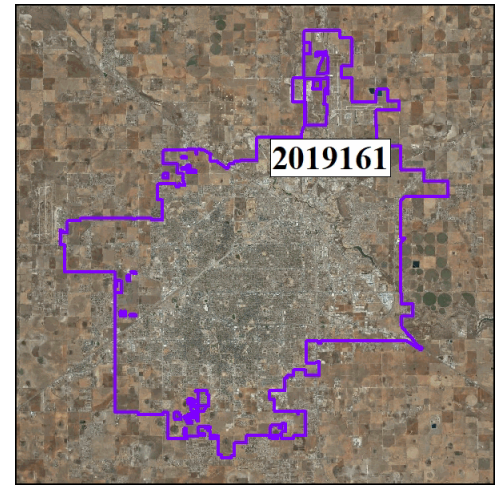
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Fleet Maintenance**

*Project Manager* **Billy Taylor**

*Project Classification* **Replacement Equipment/Fleet**

*Project Status* **Requested**



*Project Scope*

This project is for the annual vehicle replacement for the General Fund.

5811 Residential Collection

(8) Cabover Sideloader (replacing 82014002 (1402), 82014004 (1404), 82014008 (1408), 82014014 (1414), 82014019 (1419), 82014026 (1426), 82014028 (1428), & 82015016(1516)) - \$2,000,000

Rear loader (replacing 82005065) - \$200,000 Roll off (replacing 82011026) - \$160,000

5815 Solid Waste Disposal

Cat 660 Water Truck (replacing 92006666) - \$175,000

Remanufactured 500 Series Compactor (replacing 92014018) - \$450,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	2,985,000	0	0	0	0	0	2,985,000
<b>Total Project Appropriation</b>	0	2,985,000	0	0	0	0	0	2,985,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2016 Solid Waste Revenue	0	2,970,358	0	0	0	0	0	2,970,358
CO's								
FY 2020 General Fund Cash	0	14,642	0	0	0	0	0	14,642
<b>Total Funding Sources</b>	0	2,985,000	0	0	0	0	0	2,985,000

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0



# 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, 2019, the tax rate for debt service is \$0.13178 per \$100 assessed valuation, or \$201.34 annually on an average home valued at \$152,782.

## 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 19, 2019 and March 20, 2019 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 2018 for the City are as follows:

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

In order to improve financial transparency, this was the first year the City elected to receive separate ratings on the Water and Sewer System. The City's bond ratings from two of the rating agencies, Standard and Poor's and Fitch Ratings, were updated as of March 18, 2019 and March 22, 2019 and 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+

This year, LP&L began to utilize a short-term lending facility to address all capital financing needs over the next three years. In doing so, LP&L was required to receive a short-term rating for the use of a direct purchase revolving note program. The bond rating received from Fitch on May 1, 2019 for LP&L are as follows:

	<u>LP&amp;L</u>
Fitch Ratings	F1

The assignment of the 'F1' short-term rating reflects LP&L's Issuer Default Rating of 'A+' and the nature of the revolving note program, which is expected to be refinanced through the issuance of long-term revenue bonds in 2021.

# Debt Service Fund Overview

During FY 2018-19, 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 as well as a growing and diversified economic base.
- 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.
- Strong budgetary performance resulting from a combination of conservative budgeting and strong revenue growth.
- High fixed cost in relationship to total expenditure

## City of Lubbock Ratings – Certificates of Obligation & General Obligation

Date	Moody's Rating Outlook	S&P Rating Outlook	Fitch Rating Outlook
4/11/2006		AA- Positive	
4/17/2006	A1 Positive		
4/21/2006			AA- Positive
12/27/2006	A1 Positive	AA- Positive	
12/29/2006			AA- Positive
5/31/2007	Aa3 Stable		
6/5/2007			AA Stable
6/8/2007		AA Stable	
8/15/2007	Aa3 Stable		
8/16/2007		AA Stable	
4/22/2008	Aa3 Stable		AA Stable
4/23/2008		AA+ Stable	
3/9/2009	Aa3 Stable		AA Stable
3/10/2009		AA+ Stable	
1/7/2010		AA+ Stable	
1/8/2010			AA Stable
1/11/2010	Aa3 Stable		
4/23/2010	Aa2 Stable		
5/3/2010			AA+ Stable
3/4/2011			AA+ Stable
3/7/2011	Aa2 Stable		
3/15/2011		AA+ Stable	
3/9/2012	Aa2 NOO (no outlook)		
3/12/2012		AA+ Stable	
3/15/2012			AA+ Stable
4/16/2013	Aa2 Stable		
4/22/2013		AA+ Stable	
4/10/2014		AA+ Stable	
4/13/2014	Aa2 Stable		
4/15/2014			AA+ Stable
3/19/2015			AA+ Stable
3/20/2015		AA+ Stable	
3/23/2015	Aa2 Stable		
3/21/2016			AA+ Stable
3/23/2016	Aa2 Stable		
3/31/2016		AA+ Stable	
9/28/2016			AA+ Stable
9/29/2016		AA+ Stable	
3/20/2017		AA+ Stable	
3/23/2017			AA+ Stable
3/20/2018			AA+ Stable
3/21/2018		AA+ Stable	
3/19/2019			AA+ Stable
3/20/2020		AA+ Stable	

# Debt Service Fund Overview

## City of Lubbock Ratings – Water & Sewer

Date	Moody's Rating Outlook	S&P Rating Outlook	Fitch Rating Outlook
3/18/2019			AA- Positive
3/22/2019		AA- Positive	

## Lubbock Power & Light Ratings

Date	Moody's Rating Outlook	S&P Rating Outlook	Fitch Rating Outlook
10/3/2006			BBB+ Stable
1/2/2007		BBB Positive	
3/31/2009			A- Stable
4/8/2009		A- Stable	
4/23/2010	A1 Stable		
10/5/2010		A- Positive	
10/6/2010	A1 Stable		
10/11/2010			A- Positive
10/25/2010		AA- Stable	
2/15/2011			A+ Stable
4/16/2013			A+ Stable
4/17/2013		AA- Stable	
4/30/2013	A1 Negative		
4/11/2014	A1 Stable		
4/14/2014		AA- Stable	A+ Stable
3/20/2015		AA- Stable	A+ Stable
3/23/2015	A1 Stable		
3/23/2016	A1 Stable	AA- Stable	A+ Stable
7/20/2017	A1 Stable	AA- Stable	A+ Stable
07/03/18 & 07/11/18	A1 Stable	AA- Negative Outlook	A+ Stable

## Lubbock Power & Light Ratings – Short Term

Date	Moody's Rating Outlook	S&P Rating Outlook	Fitch Rating Outlook
5/1/2019			F1 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 fourteen 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 2019-20 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:

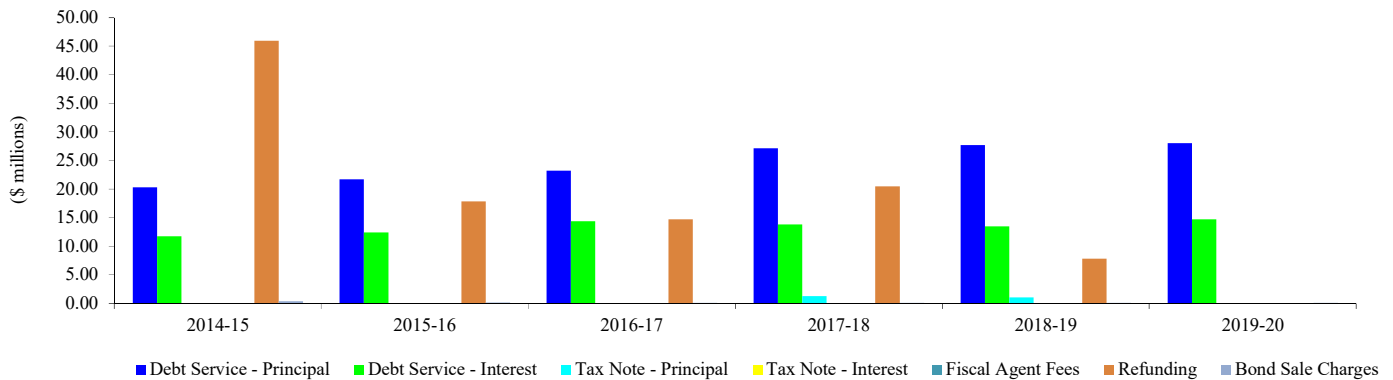
Water/Wastewater	\$60,782,700
General Debt Service	25,294,879
Lubbock Power & Light	26,148,817
Storm Water	13,792,088
Gateway	8,400,761
North Overton TIF	3,171,626
Solid Waste	2,196,914
Airport	4,312,896
Internal Services	2,167,983
Central Business District TIF	975,323
Civic Centers	448,831
Hotel Occupancy Tax	88,000
Cemetery	54,750

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

.

# Debt Service Fund

## COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Reforecasted	Proposed	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Reforecast
Ad valorem tax collections	17,017,596	20,052,046	19,641,530	22,033,237	22,511,041	2.2
Delinquent Taxes	236,459	269,906	162,482	230,849	222,949	(3.4)
Unallocated GO Bond Interest - TIF	-	-	-	-	-	-
Unallocated GO Bond Interest - Gateway	-	-	-	-	-	-
Unallocated GO Bond Interest - Tax Backed	282,193	-	-	-	-	-
Interest Earnings on Debt Service Cash	40,485	55,267	85,728	233,000	150,000	(35.6)
HUD 108 Loan Program	-	-	-	-	-	-
Transfer from Solid Waste	-	-	2,420,614	2,242,810	2,196,914	(2.0)
Transfer from Overton TIF	3,027,073	3,190,249	3,149,667	3,187,466	3,171,626	(0.5)
Transfer from CBD TIF	499,172	649,401	963,455	964,160	975,323	1.2
Transfer from Hotel Tax Fund	94,109	93,688	83,750	91,000	88,000	(3.3)
Transfer from Gateway	8,429,207	8,314,581	8,232,548	8,548,331	8,400,761	(1.7)
Transfer from LP&L - Citizens Tower	-	-	2,478,673	1,140,198	1,139,270	(0.1)
Transfer from Water - Citizens Tower	-	-	318,644	146,577	146,458	(0.1)
Transfer from Stormwater (Street Maintenance)	5,303,870	5,308,446	5,309,594	4,237,029	3,174,598	(25.1)
Transfer from General Fund (Street Maintenance)	-	-	-	-	-	-
Refunding	18,030,542	14,879,691.34	20,661,536	7,936,222	-	(100.0)
Build America Bond Subsidy	427,694	427,246	306,422	-	-	-
Miscellaneous Recoveries	-	513,064	1,045,816	-	-	-
<b>Total Revenue Sources</b>	<b>53,388,401</b>	<b>53,753,586</b>	<b>64,860,459</b>	<b>50,990,880</b>	<b>42,176,940</b>	<b>(17.3)</b>
Use of Excess Reserves	-	-	-	-	1,737,992	-
<b>TOTAL FUNDING SOURCES</b>	<b>53,388,401</b>	<b>53,753,586</b>	<b>64,860,459</b>	<b>50,990,880</b>	<b>43,914,932</b>	<b>(13.9)</b>

EXPENDITURES						
Debt Service - Principal - Tax Notes: General Fund	-	-	1,307,219	1,093,109	-	(100.0)
Debt Service - Principal - SIB Loan	-	-	-	-	325,000	-
Debt Service - Principal	21,727,626	23,257,138	27,167,778	27,705,281	28,087,962	1.4
Debt Service - Interest - Tax Notes: General Fund	-	-	74,570	59,567	-	(100.0)
Debt Service - Interest - SIB Loan	-	-	-	-	168,226	-
Debt Service - Interest	12,453,981	14,411,212	13,843,770	13,515,509	14,720,913	8.9
Fiscal Agent Fees	13,000	9,738	13,038	14,000	14,000	-
Refunding	17,872,864	14,745,470	20,510,547	7,856,803	-	(100.0)
Bond Sale Charges	157,678	135,449	150,990	148,039	150,000	1.3
Transfer to Civic Centers	527,642	527,557	528,565	459,087	448,831	(2.2)
<b>TOTAL EXPENDITURES</b>	<b>52,752,791</b>	<b>53,086,564</b>	<b>63,596,476</b>	<b>50,851,394</b>	<b>43,914,932</b>	<b>(13.6)</b>

FUND BALANCE						
Beginning Fund Balance	2,082,326	2,717,936	3,384,958	4,648,940	4,788,426	3.0
Change in Fund Balance	635,610	667,022	1,263,983	139,486	(1,737,992)	(1,346.0)
<b>ENDING FUND BALANCE</b>	<b>2,717,936</b>	<b>3,384,958</b>	<b>4,648,940</b>	<b>4,788,426</b>	<b>3,050,434</b>	<b>(36.3)</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%
2019	N/A	18,655,937	980,150,000	670,087,735	310,062,265	1.66%

## DEBT SERVICE FOR WHICH TAX IS LEVIED

Series	Purpose of Issue	FY 2019-20 Debt Service
2010	Certificates of Obligation	\$ 1,263,533
2010C	Certificates of Obligation	2,522,694
2011	Certificates of Obligation	9,977,650
2011	General Obligation	1,059,531
2011	Refunding Bonds	1,205,781
2012	Certificates of Obligation	5,622,600
2012	General Obligation	873,225
2012	Refunding Bonds	987,438
2013	Certificates of Obligation	4,228,550
2013	General Obligation	8,687,688
2013	Refunding Bonds	7,083,472
2014	Certificates of Obligation	5,669,750
2014	Refunding Bonds	1,769,750
2015	Certificates of Obligation	8,323,375
2015	Refunding Bonds	14,634,750
2015	Refunding Bonds, Taxable	1,591,824
2016	Certificates of Obligation	8,566,200
2016	Refunding Bonds	2,917,900
2016A	Refunding Bonds	4,538,194
2017	Certificates of Obligation	1,750,000
2017A	Certificates of Obligation	2,130,500
2018	Certificates of Obligation	2,079,700
2018	Certificates of Obligation, Taxable	1,050,498
2018	Refunding Bonds	10,781,125
2019	Certificates of Obligation	4,998,052
2019	Refunding Bonds	2,315,088
2018	SIB Loan	493,226
2017	Tax Note	2,270,442
2018	Tax Note	2,534,000
2019	Tax Note	1,696,266
<b>TOTAL TAX SUPPORTED BONDS<sup>(4)</sup></b>		<b>\$ 123,622,798</b>

<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		
2020	\$ 76,810,000	40,312,091	6,050,000	450,708	21,167,002	9,546,475	104,027,002	50,309,273
2021	77,480,715	36,236,767	5,285,000	330,735	13,247,391	8,306,983	96,013,106	44,874,485
2022	74,388,051	32,945,961	4,660,000	225,622	14,625,556	8,061,077	93,673,607	41,232,660
2023	74,780,725	29,647,661	3,825,000	137,202	15,274,810	7,750,836	93,880,534	37,535,699
2024	74,513,745	26,273,751	3,225,000	66,163	15,294,026	7,049,772	93,032,770	33,389,686
2025	74,442,122	22,871,872	1,080,000	22,201	13,590,102	6,344,442	89,112,223	29,238,514
2026	72,390,864	19,538,825	500,000	4,975	13,612,842	5,731,395	86,503,706	25,275,195
2027	67,094,983	16,414,563	-	-	13,224,678	5,107,973	80,319,661	21,522,536
2028	64,494,489	13,491,174			12,702,425	4,513,231	77,196,914	18,004,404
2029	57,299,391	10,809,781			7,568,138	3,990,397	64,867,529	14,800,178
2030	55,934,701	8,371,195			7,663,068	3,678,018	63,597,769	12,049,212
2031	43,080,431	6,276,393			6,325,182	3,359,966	49,405,612	9,636,359
2032	32,596,590	4,712,786			5,750,000	3,105,637	38,346,590	7,818,423
2033	28,678,193	3,487,807			5,960,000	2,879,911	34,638,193	6,367,718
2034	25,995,000	2,408,856			6,180,000	2,645,278	32,175,000	5,054,134
2035	21,100,000	1,536,140			5,690,000	2,402,213	26,790,000	3,938,353
2036	14,655,000	950,474			4,990,000	2,175,090	19,645,000	3,125,564
2037	8,960,000	578,117			4,835,000	2,009,369	13,795,000	2,587,486
2038	6,010,000	313,309			4,990,000	1,846,704	11,000,000	2,160,013
2039	4,820,000	96,400			4,185,000	1,642,056	9,005,000	1,738,456
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
	\$ 955,525,000	277,273,920	24,625,000	1,237,606	227,710,218	99,840,358	1,207,860,218	378,351,884



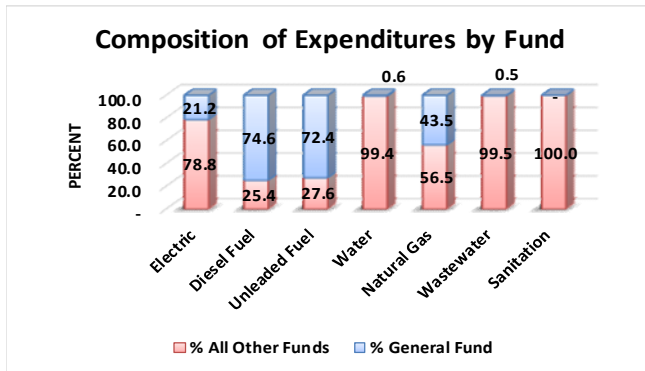
# Scheduled Charges Overview

## 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 \$15.1 million, with \$5.5 million in the General Fund. The breakdown of the charges is as follows:

Charge	Total	% General Fund	% All Other Funds
Electric	\$ 8,897,978	21.0	79.0
Diesel Fuel	2,382,730	74.6	25.4
Unleaded Fuel	2,285,692	72.4	27.6
Water	690,035	0.6	99.4
Natural Gas	548,707	43.5	56.5
Wastewater	147,568	0.5	99.5
Sanitation	119,478	-	100.0
<b>Total</b>	<b>\$ 15,072,188</b>		



## Electric

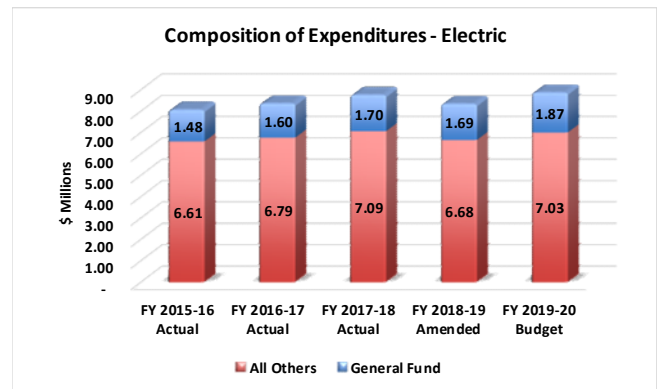
Electric costs are determined by analyzing all actual charges made by cost centers during the past five years. FY 2018-19 was re-forecasted using the computed 4.6 percent differential taken from the five month comparison and based on actual expenditures between FY 2017-18 and FY 2018-19. These figures were then used to calculate FY 2019-20 charges along with LP&L's projected decrease in costs of 2.9 percent. 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, 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 2019-20 projected cost for electricity is \$8.9 million, approximately the amount that was spent in FY 2017-18.



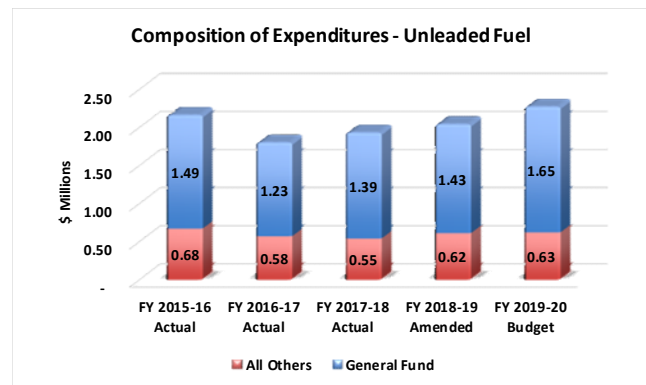
## Fuel

The actual costs for fuel were analyzed using fiscal year actuals and the first six months of FY 2018-19 to determine the cost for FY 2019-20.

The City's current contracted rate is \$1.95 per gallon for unleaded and \$2.17 per gallon for diesel. Taxes and fees are included. The contract rate is set until December 31, 2019.

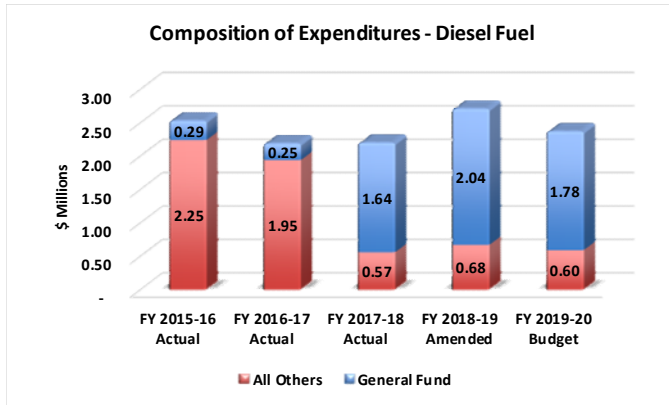
The FY 2019-20 budget includes a projected increase of 5.68 percent in both the cost for diesel and unleaded fuel. This is based on current contract pricing as well as the average projected fuel price.

For FY 2019-20 the total budget for unleaded fuel is \$2.3 million, an increase of \$232.3 thousand from the FY 2018-19 budget and an increase of \$347.5 thousand, compared to FY 2017-18 actual charges.

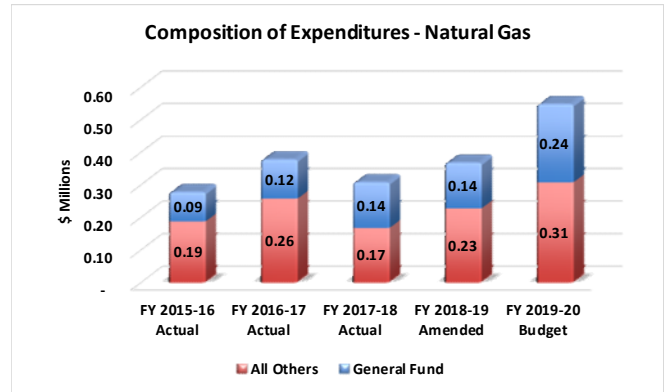


# Scheduled Charges Overview

For FY 2019-20 the total budget for diesel fuel is \$2.4 million. This is a decrease of \$334 thousand in contrast with the FY 2018-19 budget, but an increase of \$172.4 thousand when compared to FY 2017-18 actual charges.

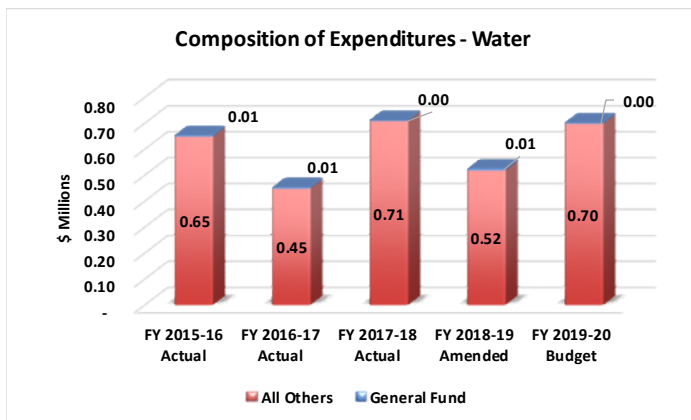


FY 2019-20 natural gas cost was projected using average natural gas pricing for FY 2017-18 and adding a 3.1 percent increase based on state pricing costs. Based on this calculation, the total projected cost of natural gas for FY 2019-20 is \$548.7 thousand, an increase of \$180.1 thousand over the prior year.



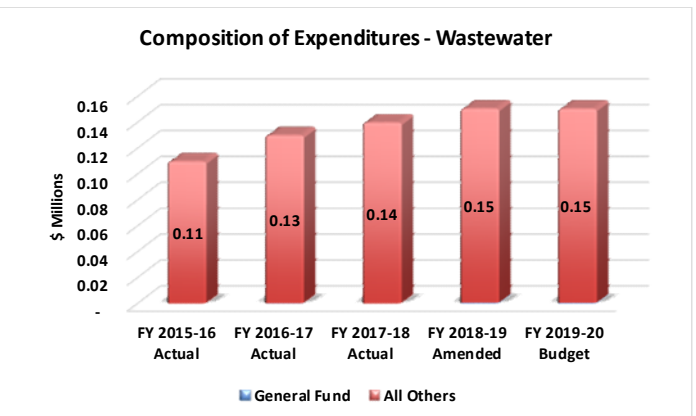
## Water

The FY 2019-20 budget for water was calculated based on the FY 2018-19 re-forecasted amount of \$711.4 thousand, \$181.8 thousand above the approved FY 2018-19 budget. For FY 2019-20, the total budget is \$690 thousand, an increase of \$160.5 thousand, or 30.3 percent, compared to the FY 2018-19 budget.



## Wastewater

The FY 2019-20 budget for wastewater was calculated by re-forecasting FY 2018-19 and applying a 1.4 percent increase. Based on current costs through six months, FY 2018-19 is projected to be below the full-year budget. For FY 2019-20 the total budget is \$147.6 thousand, a decrease of \$5,378 from the FY 2018-19 budget, but an increase of \$2,037 compared to the re-forecasted amount for FY 2018-19.



## 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

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

Re-forecasted 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 2018-19.

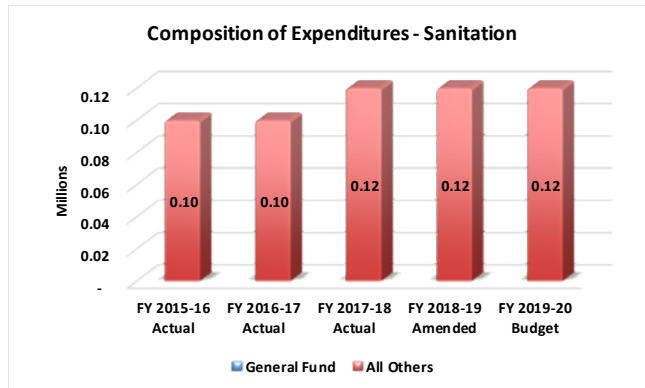
# Scheduled Charges Overview

## 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 2018-19. The FY 2019-20 cost was projected using the contracted and current monthly costs for FY 2018-19. For FY 2019-20 the total charge is \$119.5 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.



# Scheduled Charges Matrix

Fund	Dept #	Department Name	Electric	Diesel Fuel	Unleaded Fuel	Water	Natural Gas	Wastewater	Sanitation	Total
100	- 1611	Facilities Management	\$ 514,886	2,057	12,387	-	50,464	-	-	\$ 579,794
100	- 2261	Emergency Management	51,674	-	203	-	-	-	-	51,877
100	- 2411	Public Information	-	-	264	-	-	-	-	264
100	- 3211	Municipal Court	-	-	3,230	-	-	-	-	3,230
100	- 4111	Planning	-	-	500	-	-	-	-	500
100	- 4211	Code Enforcement	-	-	32,279	-	-	-	-	32,279
100	- 4311	Building Inspection	-	-	23,962	-	-	-	-	23,962
100	- 4523	Traffic Engineering and Design	-	-	3,752	-	-	-	-	3,752
100	- 4525	Traffic Operations	103,455	45,834	17,850	-	-	-	-	167,139
100	- 4531	Public Works - Streets	15,555	55,871	19,626	-	-	-	-	91,052
100	- 4541	Street Drainage Engineering	284	-	43,102	-	370	-	-	43,756
100	- 4545	Engineering CIP and Design	-	-	4,050	-	-	-	-	4,050
100	- 5214	Mahon Library	105,296	-	1,218	-	18,415	-	-	124,929
100	- 5215	Godeke Library	1,311	-	-	-	3,133	-	-	4,444
100	- 5216	Patterson Library	9,868	-	-	-	1,030	-	-	10,898
100	- 5217	Groves Library	11,654	-	-	-	626	-	-	12,280
100	- 5219	Buddy Holly Center	16,393	-	-	-	1,218	-	-	17,611
100	- 5221	Park Maintenance	285,022	29,437	108,450	-	14,419	-	-	437,328
100	- 5223	Park Development	-	-	2,191	-	-	-	-	2,191
100	- 5224	Garden & Arts	13,684	-	-	-	737	-	-	14,421
100	- 5225	Indoor Recreation	104,718	-	4,323	-	7,628	-	-	116,669
100	- 5227	Outdoor Recreation	202,075	-	933	-	3,462	-	-	206,470
100	- 5245	Silent Wings Museum	26,729	-	-	-	5,313	-	-	32,042
100	- 5311	Animal Services	49,575	497	32,382	-	16,135	-	-	98,589
100	- 5413	Environmental Health	-	-	6,616	-	-	-	-	6,616
100	- 5415	Public Health	-	-	732	-	-	-	-	732
100	- 5419	Vector Control	-	-	10,369	-	740	-	-	11,109
100	- 5611	Fire Administration	254,800	-	-	-	46,072	-	-	300,872
100	- 5613	Fire Prevention	-	-	-	-	5,083	-	-	5,083
100	- 5615	Fire Equipment Maintenance	-	197,062	83,543	-	-	-	-	280,605
100	- 5711	Police Administration	1,164	4,267	43,973	-	3,015	-	-	52,419
100	- 5713	Police Training	32,691	-	20,775	4,145	8,471	-	-	66,082
100	- 5719	Police Special Operations	6,450	-	122,741	-	3,276	-	-	132,467
100	- 5731	Police Investigations	14,471	3,442	101,778	-	-	-	-	119,690
100	- 5735	Police Patrol	-	2,971	896,408	-	220	-	-	899,599
100	- 5811	Residential Collection	34,839	903,618	15,138	-	5,808	694	-	960,097
100	- 5812	Alley Maintenance	-	79,610	8,929	-	-	-	-	88,539
100	- 5814	Inmate Clean-up	-	-	14,442	-	-	-	-	14,442
100	- 5815	Solid Waste Disposal	13,337	441,056	15,821	-	41,368	-	-	511,582
100	- 5819	Recycling Collection	-	11,924	1,852	-	1,847	-	-	15,623
TOTAL GENERAL FUND			\$ 1,869,931	1,777,645	1,653,820	4,145	238,850	694	-	\$ 5,545,086

# Scheduled Charges Matrix

Fund	Dept #	Department Name	Electric	Diesel Fuel	Unleaded Fuel	Water	Natural Gas	Wastewater	Sanitation	Total
149	- 149	Lake Alan Henry	\$ 6,896	-	1,987	11,082	-	-	9,420	\$ 29,385
158	- 158	North Overton PID	45,000	-	-	64,535	-	-	-	109,535
159	- 159	North Point PID	7,500	-	-	6,500	-	-	-	14,000
162	- 162	Quincy Park PID	8,000	-	-	-	-	-	-	8,000
166	- 166	Valencia PID	8,000	-	-	1,500	-	-	-	9,500
211	- 211	Electric Fund	84,468	-	-	-	-	-	-	\$ 84,468
211	- 7111	Electric Administration	137,252	3,000	6,000	5,000	8,166	2,864	2,038	164,321
211	- 7112	Electric Environmental Health Safety	-	-	5,000	-	-	-	-	5,000
211	- 7311	Production Operations & Engineering	-	2,000	-	-	-	-	-	2,000
211	- 7316	Production Cooke Station	9,527	6,000	8,000	34,000	-	2,600	3,013	63,141
211	- 7317	Production Brandon Station	-	-	5,000	39,000	-	20,610	-	64,610
211	- 7318	Production Massengale Station	17,481	1,000	9,000	368,000	-	76,779	-	472,261
211	- 7411	Distribution Supervision & Engineering	-	-	8,700	-	-	-	-	8,700
211	- 7412	Distribution Underground	36,907	63,000	15,000	1,000	-	422	1,019	117,348
211	- 7413	Distribution Overhead	-	75,000	6,000	-	-	-	-	81,000
211	- 7414	Distribution Load Dispatching	-	-	4,000	-	-	-	-	4,000
211	- 7415	Distribution Customer Service	21,890	76,000	3,000	2,000	-	576	769	104,235
211	- 7416	Electric GIS	-	-	5,800	-	-	-	-	5,800
211	- 7417	Distribution Substation	-	1,000	31,000	3,000	-	-	-	35,000
211	- 7418	Distribution Engineering Const. Mgmt.	-	-	14,500	-	-	-	-	14,500
211	- 7419	Distribution Meter Shop	-	-	4,000	-	-	-	-	4,000
211	- 7421	Distribution Street Lights	-	5,000	-	-	-	-	-	5,000
211	- 7423	Electric Field Services	-	-	8,000	-	-	-	-	8,000
211	- 7511	Meter Reading	-	5,000	67,000	-	-	-	-	72,000
221	- 6111	Water Administration	13,086	-	417	-	-	-	-	13,503
221	- 6113	Water Resources	-	-	13,147	-	-	-	-	13,147
221	- 6311	Water Meter and Customer Service	25,354	440	81,756	-	-	2,462	-	110,011
221	- 6321	Water Equipment Maintenance	6,114	5,305	2,633	-	935	-	769	15,755
221	- 6331	Water Distribution and Maintenance	-	96,686	62,400	-	935	-	-	160,021
221	- 6343	Pumping and Control	1,723,184	12,555	38,827	-	-	1,850	-	1,776,415
221	- 6345	Water Treatment	274,400	398	8,042	-	15,776	-	4,808	303,424
221	- 6347	Water Production	377,293	8,655	28,643	-	-	-	2,701	417,292
221	- 6349	Water Reservoir	1,147,454	1,487	19,661	-	33,100	-	-	1,201,702
231	- 6411	Wastewater Treatment	1,223,158	24,209	18,270	20,000	71,650	-	44,990	1,402,277
231	- 6413	Wastewater Collection	64,479	34,597	21,907	1,756	2,806	-	-	125,545
231	- 6415	Land Application	200,000	62,295	54,268	3,364	20,612	-	9,847	350,386
231	- 6417	Industrial Monitoring	-	-	4,600	-	-	-	-	4,600
231	- 6421	Sampling & Monitoring	145,000	-	1,085	-	-	-	-	146,085
231	- 6425	Wastewater Treatment - North Plant	457,311	-	-	30,000	11,789	-	1,788	500,888
251	- 4613	Aviation Field Maintenance	48,933	9,130	6,825	2,060	-	307	-	67,255
251	- 4615	Aviation Maintenance	564,458	-	4,696	88,702	101,969	36,297	35,000	831,121
251	- 4616	Aviation Security Access	-	-	4,401	-	-	-	-	4,401
251	- 4617	Aviation Security	-	-	4,530	-	-	-	-	4,530
251	- 4619	Aviation Parking	6,093	-	-	608	-	-	-	6,701



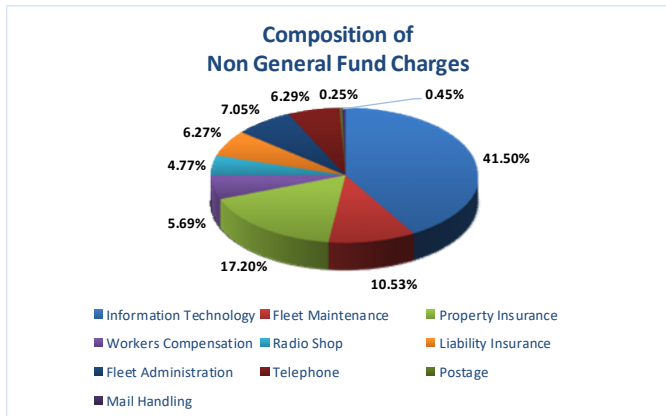
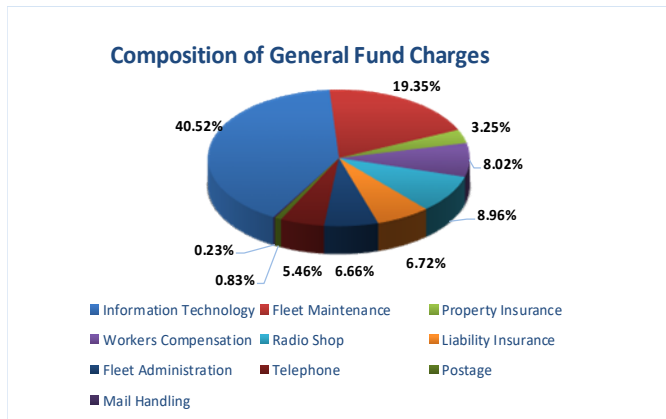
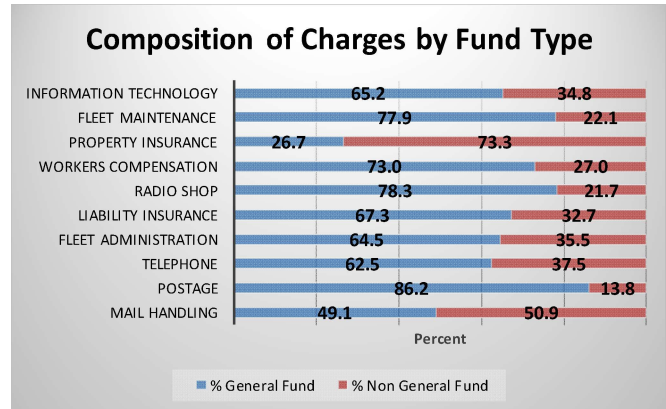
# Scheduled Charges Matrix

Fund	Dept #	Department Name	Electric	Diesel Fuel	Unleaded Fuel	Water	Natural Gas	Wastewater	Sanitation	Total
275 - 4813		Civic Center	\$ 290,303	-	3,512	-	28,275	-	-	\$ 322,090
281 - 6611		Cemetery	5,817	2,143	4,291	-	114	-	-	12,365
291 - 6511		Storm Water Utility	9,160	-	10,134	-	-	-	-	19,294
291 - 6512		Street Cleaning	-	68,949	4,620	-	-	-	-	73,569
291 - 6513		Storm Sewer Maintenance	-	33,772	9,723	-	-	-	-	43,495
308 - 3113		Risk Administration	-	-	3,050	-	-	-	-	3,050
310 - 3526		Fleet Services	15,533	6,873	9,525	1,820	9,750	1,093	1,384	45,979
315 - 3522		Central Warehouse	5,176	-	851	-	1,442	-	1,932	9,401
325 - 2242		Radio Shop	19,385	592	5,214	-	1,480	-	-	26,671
330 - 3410		Information Technology	23,435	-	692	1,963	1,058	1,015	-	28,162
80068 - 44031		Community Development	-	-	2,164	-	-	-	-	2,164
TOTAL NON-GENERAL FUND			\$ 7,028,047	605,085	631,872	685,890	309,857	146,874	119,478	\$ 9,527,103
TOTAL ALL FUNDS			\$ 8,897,978	2,382,730	2,285,692	690,035	548,707	147,568	119,478	\$ 15,072,188

# 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 2019-20 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
- The total internal services charges across all funds are \$27.6 million, with \$18.1 million in General Fund. The charges are itemized as seen below:

Charge	Total	% General Fund	
		Fund	% All Other Funds
Information Technology	\$ 11,261,982	65.2	34.8
Fleet Maintenance	4,502,229	77.9	22.1
Property Insurance	2,212,744	26.7	73.3
Workers Compensation	1,990,397	73.0	27.0
Radio Shop	2,073,827	78.3	21.7
Liability Insurance	1,809,380	67.3	32.7
Fleet Administration	1,873,874	64.5	35.5
Telephone	1,583,212	62.5	37.5
Postage	173,644	86.2	13.8
Mail Handling	83,520	49.1	50.9
<b>Total</b>	<b>\$ 27,564,811</b>		



## Funding Source Summary by Fund

	Actual	Actual	Actual	Re-Forecasted	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Forecast
Fleet	1,595,051	2,210,540	6,221,391	5,678,217	6,382,365	12.4
Health Benefits	33,757,383	34,101,078	30,718,372	31,180,519	31,735,913	1.8
Information Technology	7,960,424	8,829,046	10,304,490	11,341,966	10,714,766	(5.5)
Telecommunications	1,883,035	1,992,638	1,980,848	1,482,892	1,583,212	6.8
GIS & Data Services	676,702	756,310	746,893	872,974	889,507	1.9
Radio Shop	2,430,678	2,547,953	2,360,982	2,338,232	2,354,807	0.7
Investment Pool	143,858	151,879	215,331	199,725	174,607	(12.6)
Print Shop/Warehouse	477,590	538,435	633,781	632,076	690,592	9.3
Risk Management	7,820,368	8,293,253	6,265,075	6,945,059	7,450,616	7.3
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>56,745,089</b>	<b>59,421,132</b>	<b>59,447,164</b>	<b>60,671,659</b>	<b>61,976,385</b>	<b>2.2</b>

## Appropriation Summary by Fund

	Actual	Actual	Actual	Amended	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Forecast
Fleet	1,521,348	1,655,921	5,992,198	5,678,216	6,382,365	12.4
Health Benefits	33,757,383	34,101,078	29,968,063	31,144,258	31,590,656	1.4
Information Technology	7,869,348	8,829,046	8,516,189	11,341,966	10,714,766	(5.5)
Telecommunications	1,750,190	1,992,638	1,908,994	1,482,892	1,583,070	6.8
GIS & Data Services	659,279	702,004	709,014	872,974	886,766	1.6
Radio Shop	2,106,552	2,354,236	2,221,073	2,268,364	2,278,071	0.4
Investment Pool	121,630	131,719	167,108	199,725	174,607	(12.6)
Print Shop/Warehouse	471,860	538,435	633,781	632,076	690,592	9.3
Risk Management	4,747,989	8,293,253	6,265,075	6,945,059	7,450,616	7.3
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>53,005,579</b>	<b>58,598,330</b>	<b>56,381,496</b>	<b>60,565,530</b>	<b>61,751,508</b>	<b>2.0</b>

## Position History by Fund

	Actual	Actual	Actual	Amended	Budget	Change
INTERNAL SERVICE FUNDS	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Fleet	17	17	19	20	24	4
Health Benefits	3	4	4	4	4	-
Information Technology	26	28	28	29	29	-
Telecommunications	2	2	2	2	3	1
GIS & Data Services	8	9	10	11	11	-
Radio Shop	8	8	8	8	8	-
Investment Pool	1	1	1	-	-	-
Print Shop/Warehouse	6	6	6	6	6	-
Risk Management	6	8	9	9	6	(3)
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>77</b>	<b>83</b>	<b>87</b>	<b>89</b>	<b>91</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	Mail Handling	Total Internal Service
100	- 1111	City Council	\$ 44,838	-	-	728	-	1,557	-	9,159	705	720	\$ 57,707
100	- 1113	City Manager	45,915	-	-	5,251	-	17,388	-	7,327	155	720	76,757
100	- 1115	Non Departmental	-	-	-	469	-	616	-	-	-	-	1,085
100	- 1211	City Secretary	141,921	-	-	2,254	-	4,346	-	7,938	2,032	720	159,211
100	- 1311	City Attorney	163,841	-	-	13,763	-	22,747	-	13,433	1,516	720	216,019
100	- 1611	Facilities Management	42,720	13,335	215,004	3,237	9,475	16,221	15,072	12,212	20	720	328,017
100	- 2111	Financial Planning and Analysis	25,632	-	-	1,724	-	3,431	-	3,053	28	720	34,589
100	- 2261	Emergency Management	119,616	-	-	604	28,426	2,193	-	39,077	-	720	190,637
100	- 2311	Human Resources	124,800	-	-	2,126	-	2,829	-	14,043	749	720	145,267
100	- 2411	Public Information	29,366	147	-	611	-	2,006	2,319	4,274	2	720	39,444
100	- 2415	311 Call Center	26,860	-	1,884	474	-	972	-	29,837	100	720	60,846
100	- 3111	Internal Audit	12,816	-	-	584	-	1,645	-	3,053	88	720	18,906
100	- 3211	Municipal Court	123,888	3,027	-	3,337	3,158	6,748	3,478	31,157	34,825	720	210,339
100	- 3311	Accounting	85,440	-	-	3,102	-	7,633	-	12,822	10,188	720	119,905
100	- 3511	Purchasing	34,176	-	-	1,306	-	2,741	-	6,716	1,227	720	46,887
100	- 4111	Planning	49,008	-	-	2,242	-	2,961	-	8,548	10,055	720	73,534
100	- 4211	Code Enforcement	191,108	22,256	-	21,000	37,290	14,832	29,565	64,509	28,013	720	409,293
100	- 4311	Building Inspection	117,426	13,428	-	4,682	-	14,209	16,232	46,404	814	720	213,916
100	- 4523	Traffic Engineering and Design	85,440	2,760	-	2,247	-	5,147	2,319	10,990	609	720	110,232
100	- 4525	Traffic Operations	59,808	79,841	20,234	39,420	25,268	13,645	38,260	10,380	-	720	287,577
100	- 4531	Public Works - Streets	42,876	111,113	10,441	4,984	25,268	18,107	63,187	7,327	58	720	284,081
100	- 4541	Engineering	76,521	17,830	-	4,669	14,213	11,200	15,652	8,548	231	720	149,584
100	- 4543	Engineering Development Services	56,003	209	-	1,039	-	5,501	1,159	6,106	362	720	71,099
100	- 4545	Engineering CIP and Design	48,536	2,462	-	1,039	-	6,789	2,319	11,601	173	720	73,638
100	- 4547	Public Works - Dispatch	-	-	-	2,947	-	1,801	-	3,663	-	720	9,131
100	- 5214	Mahon Library	140,964	483	25,773	4,281	-	7,471	-	17,707	8,839	720	206,238
100	- 5215	Godeke Library	54,725	-	3,033	988	-	2,008	-	5,495	590	720	67,559
100	- 5216	Patterson Library	79,037	-	4,832	4,407	-	1,166	-	3,663	196	720	94,022
100	- 5217	Groves Library	44,430	-	4,840	915	-	1,808	-	3,663	354	720	56,731
100	- 5219	Buddy Holly Center	56,924	-	10,275	1,576	-	2,943	-	6,716	475	720	79,629
100	- 5221	Park Maintenance	88,332	154,662	20,287	118,295	51,325	56,367	164,055	25,034	102	720	679,180
100	- 5223	Park Development	34,237	1,425	6,421	570	-	2,089	3,478	3,053	27	720	52,020
100	- 5224	Garden & Arts	12,816	-	2,610	443	-	668	-	1,221	175	720	18,653
100	- 5225	Indoor Recreation	79,815	2,419	19,589	22,631	-	6,562	4,638	3,663	1,426	720	141,464
100	- 5227	Outdoor Recreation	92,575	1,458	47,141	10,245	-	2,238	2,319	3,053	147	720	159,896
100	- 5245	Silent Wings Museum	27,020	-	16,248	515	-	1,363	1,159	8,548	329	720	55,902
100	- 5311	Animal Services	75,124	9,636	12,141	33,723	17,372	13,289	21,449	59,145	1,212	720	243,811
100	- 5413	Environmental Health	73,448	6,235	-	1,471	-	6,155	11,594	8,548	1,246	720	109,416
100	- 5415	Public Health	106,800	727	1,663	5,471	-	7,732	1,739	21,415	1,865	720	148,132
100	- 5419	Vector Control	4,272	8,438	2,388	1,872	9,475	1,321	10,435	14,654	-	720	53,575
100	- 5611	Fire Administration	130,603	-	31,687	1,753	-	6,901	-	20,739	113	720	192,516
100	- 5613	Fire Prevention	139,610	-	-	9,437	-	9,189	-	12,212	26	720	171,193
100	- 5615	Fire Equipment Maintenance	9,547	-	-	1,024	305,849	29,311	-	87,313	-	720	433,764
100	- 5617	Fire Training	69,603	-	-	9,931	-	2,905	-	7,327	127	720	90,613
100	- 5619	Fire Suppression	353,480	-	73,699	231,593	-	178,374	-	79,986	-	720	917,852
100	- 5621	Fire Communications Center	52,267	-	-	2,320	-	4,610	-	3,663	-	720	63,581
100	- 5711	Police Administration	202,641	12,432	22,809	10,398	41,060	27,122	22,608	24,821	34,828	720	399,440
100	- 5713	Police Training	201,995	10,822	10,482	32,535	11,055	12,450	17,391	6,106	94	720	303,650
100	- 5715	Police Records	98,973	-	-	3,153	-	5,827	-	4,274	761	720	113,708
100	- 5717	Police Communications Center	181,355	-	-	8,087	10,935	22,097	-	9,138	1,352	720	233,684
100	- 5719	Police Special Operations	210,348	33,272	561	14,175	36,323	35,864	27,826	37,856	38	720	396,980
100	- 5731	Police Person/ Property Crimes	472,837	124,670	47	27,184	137,394	74,115	95,651	70,827	1,193	720	1,004,637
100	- 5735	Police Patrol	2,325,978	722,446	1,537	643,752	715,047	423,564	387,240	40,298	2,051	720	5,262,633
100	- 5811	Residential Collection	98,400	978,755	10,272	109,585	71,855	48,446	109,563	14,043	72	720	1,441,712
100	- 5812	Alley Maintenance	4,272	256,329	-	2,563	23,689	7,442	34,782	1,832	-	720	331,628
100	- 5814	Inmate Clean-up	-	24,724	-	-	3,948	2,260	13,913	611	-	720	46,176
100	- 5815	Solid Waste Disposal	65,454	831,883	13,195	13,541	37,902	24,342	68,405	8,548	45	720	1,064,034
100	- 5819	Recycling Collection	8,544	61,126	756	1,480	7,107	2,746	20,290	2,442	-	720	105,212
TOTAL GENERAL FUND			\$ 7,344,980	3,508,351	589,849	1,453,753	1,623,433	1,218,010	1,208,095	989,794	149,633	41,040	\$ 18,126,939

# Internal Services Charges Matrix

Fund	Dept #	Department Name	Information Technology	Fleet Maintenance	Property Insurance	Workers' Compensation	Radio Shop	Liability Insurance	Fleet Administration	Telephone	Postage	Mail Handling	Total Internal Service
137	- 137	Municipal Court Special Fund	\$ 88,000	-	-	-	-	-	-	-	-	-	\$ 88,000
149	- 149	Lake Alan Henry	4,272	1,309	4,089	443	-	2,031	5,797	2,442	23	720	21,126
150	- 150	Economic Development	4,272	-	-	-	-	813	-	611	97	-	5,792
156	- 156	North Overton TIF	-	-	-	-	-	-	-	-	-	720	720
157	- 157	Central Business District TIF	-	-	-	-	-	-	-	-	-	720	720
158	- 158	North Overton PID	-	-	-	-	-	-	-	-	147	720	867
159	- 159	North Point PID	-	-	-	-	-	-	-	-	1,010	720	1,730
161	- 161	Lubbock Business Park TIF	-	-	-	-	-	-	-	-	-	720	720
162	- 162	Quincy Park PID	-	-	-	-	-	-	-	-	1,321	720	2,041
166	- 166	Valencia PID	-	-	-	-	-	-	-	-	181	720	901
167	- 167	Bell Farms PID	-	-	-	-	-	-	-	-	181	720	901
211	- 7111	Electric Administration	71,547	-	50,957	6,395	-	22,456	-	13,862	30	720	165,967
211	- 7112	Electric Environmental Health Safety	25,632	-	-	2,026	790	6,525	-	4,084	-	720	39,777
211	- 7113	Electric Legal	8,544	-	-	1,276	-	3,068	-	2,001	-	-	14,890
211	- 7211	Electric Conservation & Education	-	-	-	-	-	-	-	3,053	-	720	3,773
211	- 7311	Electric Production Operations	-	-	-	-	-	-	5,217	8,610	-	-	13,827
211	- 7316	Production Cooke Station	55,536	-	155,948	3,168	3,159	4,128	-	-	-	-	221,939
211	- 7317	Production Brandon Station	17,124	-	93,750	2,901	1,579	5,126	-	4,251	-	-	124,732
211	- 7318	Production Massengale Station	34,176	-	152,176	10,336	3,158	25,964	11,014	6,104	-	-	242,929
211	- 7411	Electric Distribution Superv. & Engineering	158,148	-	1,197	1,813	3,159	15,484	-	9,010	31	720	189,563
211	- 7412	Electric Distribution Underground Lines	34,276	-	3,298	30,360	17,372	34,476	66,666	4,103	-	720	191,269
211	- 7413	Electric Distribution Overhead Lines	30,004	-	8,875	47,830	48,956	44,469	57,390	4,713	2	720	242,958
211	- 7414	Electric Distribution Load Dispatching	59,808	-	8,519	4,025	8,313	14,228	-	2,758	10	720	98,381
211	- 7415	Electric Distribution Customer Service	316,293	-	-	18,703	22,109	22,539	19,130	2,314	22	720	401,832
211	- 7416	LP&L GIS	-	-	-	5,895	-	6,519	-	2,442	-	-	14,856
211	- 7417	Electric Distribution Substations	46,992	-	142,226	2,754	13,424	13,404	5,797	53,993	-	720	279,311
211	- 7418	Electric Distribution Construction Mngmnt	-	-	-	9,211	-	10,961	-	4,885	-	-	25,057
211	- 7419	Electric Distribution Meter Shop	34,176	-	-	2,073	6,317	6,978	-	2,337	-	720	52,602
211	- 7421	Electric Distribution Street Lights	-	-	-	1,540	5,527	7,641	12,753	862	-	-	28,324
211	- 7423	Electric Field Services	153,792	-	-	2,944	23,689	8,987	-	3,179	-	720	193,311
211	- 7511	Electric Meter Reading	144,901	-	-	45,406	-	33,328	1,159	1,765	-	720	227,279
211	- 7512	Customer Information Systems	927,494	-	-	1,785	-	4,129	-	13,410	-	720	947,537
211	- 7514	Electric Customer Service	183,696	-	-	27,660	-	15,798	-	75,328	15	720	303,217
211	- 7515	Electric Collections	-	-	-	3,019	-	7,072	-	32,936	-	-	43,027
211	- 7611	Electric Transportation, Sprvsn & Engrng	-	-	-	2,218	-	7,743	-	8,884	-	-	18,846
221	- 6111	Water Administration	26,678	1,140	2,923	1,912	790	4,477	1,159	1,832	854	720	42,485
221	- 6113	Water Resources	77,102	7,945	3,737	1,974	-	7,412	10,435	19,539	7,546	720	136,410
221	- 6119	Water Customer Relations	-	209	-	2,752	-	1,930	1,159	3,053	-	720	9,823
221	- 6311	Meter and Customer Service	108,757	36,197	3,852	54,390	30,006	13,047	19,710	45,101	1,376	720	313,156
221	- 6321	Water Equipment Maintenance	4,420	3,196	-	1,987	790	1,131	6,377	2,442	-	720	21,063
221	- 6331	Water Distribution and Maintenance	65,652	307,948	6,194	42,240	22,109	37,749	66,086	7,327	10	720	556,035
221	- 6341	Process Control Lab Services	13,689	-	-	1,289	-	6,406	-	6,106	188	720	28,399
221	- 6343	Pumping and Control	26,515	48,288	108,679	25,174	9,475	12,912	23,768	7,938	11	720	263,481
221	- 6345	Water Treatment	130,721	23,833	101,777	11,645	7,896	5,768	10,435	11,601	17	720	304,413
221	- 6347	Water Production	4,420	26,926	13,497	11,488	-	7,804	23,188	3,053	-	720	91,097
221	- 6349	Water Reservoir	17,679	22,065	250,359	14,762	2,369	5,808	26,666	3,053	32	720	343,513
221	- 6351	Water Lab	-	-	-	702	-	821	-	-	1,162	720	3,405
231	- 6411	Wastewater Treatment	98,272	63,089	151,571	30,287	21,320	13,514	26,087	13,433	92	720	418,384
231	- 6413	Wastewater Collection	93,537	76,080	13,321	8,455	19,741	11,135	22,029	19,539	23	720	264,580
231	- 6415	Land Application	26,178	114,531	18,430	5,849	13,424	9,685	81,158	9,769	27	720	279,771
231	- 6417	Industrial Monitoring	53,921	5,388	-	3,267	-	3,775	5,797	9,769	202	720	82,838
231	- 6419	Wastewater Laboratory	21,360	-	1,495	1,114	-	1,863	-	3,053	2	720	29,607
231	- 6421	Sampling & Monitoring	25,656	4,303	327	2,271	-	1,938	5,217	1,832	-	720	42,264
231	- 6425	Northwest Water Reclamation Plant	7,467	-	-	2,867	-	1,303	1,159	-	-	-	12,797
251	- 4611	Aviation Administration	19,745	-	120,347	1,650	1,579	3,400	-	8,548	304	720	156,292
251	- 4613	Aviation Field Maintenance	12,816	44,687	13,268	2,478	18,951	8,562	36,521	6,085	-	-	143,367
251	- 4615	Aviation Maintenance	4,272	19,474	4,204	1,258	11,844	4,693	9,275	4,885	-	-	59,905
251	- 4616	Aviation Security Access	17,088	2,275	-	2,314	5,527	5,024	2,319	6,716	3	720	41,985
251	- 4617	Aviation Security	17,088	1,148	-	8,899	11,055	4,271	3,478	4,274	45	-	50,258
251	- 4619	Aviation Parking	-	-	7,691	-	-	-	-	-	-	-	7,691
271	- 4520	Transit	213,196	-	17,829	-	52,796	-	-	46,404	-	-	330,226

# Internal Services Charges Matrix

Fund	Dept #	Department Name	Information Technology	Fleet Maintenance	Property Insurance	Workers' Compensation	Radio Shop	Liability Insurance	Fleet Administration	Telephone	Postage	Mail Handling	Total Internal Service
275 - 4813		Civic Center	\$ 91,712	7,696	120,839	6,648	23,689	7,883	8,116	25,176	79	720	\$ 292,557
275 - 4817		Amphitheatre	-	-	-	-	-	-	-	-	-	720	720
281 - 6611		Cemetery	18,800	21,168	3,039	6,374	-	3,671	13,913	7,327	310	720	75,323
291 - 6511		Storm Water Utility	71,571	5,183	-	2,653	5,527	4,937	7,536	14,043	293	720	112,464
291 - 6512		Street Cleaning	4,272	79,113	-	3,282	18,951	9,042	22,608	611	-	720	138,599
291 - 6513		Storm Sewer Maintenance	4,272	37,865	-	1,158	11,844	6,630	24,927	611	47	720	88,073
308 - 3113		Risk Administration	21,359	1,569	-	1,057	790	3,681	3,524	2,442	866	720	36,008
309 - 3119		Health Administration	12,816	-	-	754	-	1,655	-	2,442	5,520	720	23,907
310 - 3526		Fleet Services	64,626	5,923	11,118	23,247	-	25,418	-	10,990	76	720	142,119
315 - 3522		Central Warehouse	17,088	2,403	4,320	1,476	2,369	1,595	3,524	3,053	-	-	35,827
320 - 3524		Print Shop	12,384	-	-	469	-	422	-	2,442	14	-	15,733
325 - 2242		Radio Shop	-	12,931	23,042	1,994	-	4,026	7,636	-	-	720	50,348
330 - 3409		Telephone Services	-	-	-	688	-	1,293	-	-	2	720	2,703
330 - 3410		Information Technology Services	-	557	-	7,051	-	13,577	3,524	-	1	720	25,430
330 - 3419		GIS & Data Services	-	-	-	2,201	-	4,467	-	-	45	720	7,433
360 - 360		Investment Pool	4,272	-	-	443	-	-	-	611	4	720	6,049
80068 - 44031		Community Development	96,102	9,440	-	1,900	-	4,008	3,524	10,380	1,790	1,440	128,584
85016 - 4801		Metropolitan Planning Organization	12,816	-	-	443	-	768	-	-	-	-	14,027
TOTAL NON-GENERAL FUND			\$ 3,917,003	993,878	1,622,895	536,644	450,394	591,370	665,779	593,418	24,011	42,480	\$ 9,437,872
TOTAL ALL FUNDS			\$ 11,261,982	4,502,229	2,212,744	1,990,397	2,073,827	1,809,380	1,873,874	1,583,212	173,644	83,520	\$ 27,564,811

\* Citibus distributes Internal Service Fund Charges across numerous funding sources and the charges do not appear in one line-item account.

Insight Total	<b>11,261,982.14</b>	<b>4,502,229.40</b>	<b>2,212,744.28</b>	<b>1,990,397.20</b>	<b>2,073,827.01</b>	<b>1,809,380.02</b>	<b>1,873,874.48</b>	<b>1,583,212.00</b>	<b>173,644.00</b>	<b>83,520.00</b>	27,564,810.53
Total removed from own dept.											-
Excel Total	(11,261,982.14)	(4,502,229.40)	(2,212,744.28)	(1,990,397.20)	(2,073,827.01)	(1,809,380.02)	(1,873,874.48)	(1,583,212.00)	(173,644.00)	(83,520.00)	(27,564,810.53)
Variance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Folder Total	11,261,982	4,502,229	2,212,744	1,990,397	2,073,827	1,809,380	1,873,874	1,583,212	173,644	83,520	27,564,811
Variance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



# 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 reutilizing vehicles, moving vehicles to auction promptly, reassigning high mileage vehicles to low mileage uses, and purchasing vehicles for optimum efficiency.

## Accomplishments for FY 2018-19

- Fleet Services completed the purchase of all new vehicles and equipment for FY 2018-19 by April, 2019.
- Clarified and updated contracts to include more local vendors, resulting in less downtime for repairs and maintenance. Over 10 local vendors were added to repair and maintenance contracts.
- Upgraded the hardware and software for Fuelmaster, the City's fuel dispensing system. This resulted in less downtime and issues with tracking and dispensing fuel.
- Reutilized parts from wrecked and damaged vehicles for savings of over \$25,000.

- Evaluated vehicles and equipment scheduled for replacement, which reduced the vehicle replacement cost by over 50 percent.
- Rebuilt five heavy-duty engines in-house, resulting in savings of over \$50,000.
- Replaced two engines in Solid Waste collection trucks in lieu of replacing the entire unit, at a cost of \$30,000, resulting in savings of over \$300,000.
- Fleet Services began repairing and replacing tires on heavy-duty and light-duty vehicles in-house, with an annual savings of over \$100,000.

## Objectives for FY 2019-20

- Clarify contracts for outside vendor repairs which will result in less downtime and further savings.
- Expand the in-house tire repair and replacement service to include more light-duty and extended hours of service.
- Expand repairs and maintenance on light-duty vehicles in-house for significant cost savings.
- Perform more heavy-duty diagnostics and repairs in-house for additional savings and reduce downtime.
- Perform repairs to light-duty vehicles for further cost savings and reduced downtime.

## 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 2019-20 are allocated to the cost center based on this calculated percentage.

Fleet Services is on the third year of a fully-funded fleet program. There were four positions added in this budget due to the increase of repairs being performed in-house. The positions include one Equipment Technician Assistant, two Equipment Technicians, and one Parts Assistant.

- Budgeted revenues increased \$722.6 thousand for FY 2019-20.

## Expense Overview

- Total expenditures increased \$709 thousand, or 12.5 percent compared to the FY 2018-19 Operating Budget.
- Compensation increased \$157.2 thousand, or 18.4 percent, due to the addition of one Equipment Technician Assistant, two Equipment Technicians, and one Parts Assistant.
- Benefits increased \$78,410, or 18.5 percent, due to the addition of one Equipment Technician Assistant, two Equipment Technicians, and one Parts Assistant.
- Supplies increased \$10,165, or 27.8 percent, due to increases in uniforms and fuel expenses.
- Maintenance increased \$392 thousand, or 9.5 percent due to increased cost of vehicle maintenance.



# Fleet Services Overview

- Professional Services/Training decreased \$1,000, or 6.3 percent, due to a reduction in expected advertising and marketing cost.
- Scheduled Charges increased \$19,875, or 16.2 percent, due to increases in information technology services, property insurance costs, as well as electric, natural gas, and telephone utility charges.
- Transfer to Debt Service Fund increased \$79,370, or 204 percent, for the debt service on the fuel master upgrade and the car wash project.
- Transfer to Vehicle Replacement Fund increased \$3,405, or 29.5 percent.

## 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 2019-20, the cost for all replacement and new vehicles total \$14.3 million. Of that amount, \$7.0 million is cash funded, \$3.0 million is funded with unspent prior year bond proceeds, and \$4.3 million is funded with tax notes.

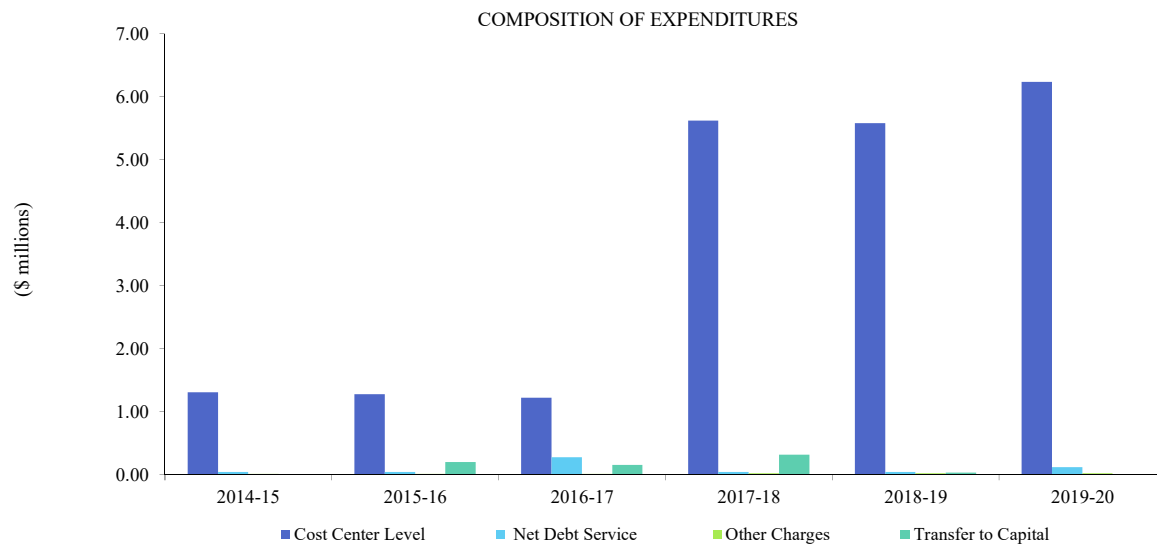
- Total vehicle purchases in the General Fund are approximately \$9.8 million:

○ Building Safety	\$90,000
○ Traffic	685,000
○ Paved Streets	530,000
○ Engineering Services	32,000
○ Parks	430,500
○ Animal Services	42,000
○ Vector Control	12,000
○ Fire	3,232,000
○ Police	1,458,368
○ Residential Collection	2,360,000
○ Alley Maintenance	263,000
○ Solid Waste Disposal	625,000

- The total amount of recommended replacement vehicles in the City's Enterprise, Special Revenue, and Internal Service Funds totals approximately \$4.5 million.

○ Fleet	\$32,000
○ Community Development	29,978
○ Airport	62,000
○ Storm Water	960,000
○ Water/Wastewater	782,000
○ LP&L	2,635,000

# Internal Service Fund - Fleet Services



	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
<b>STAFFING</b>						
Fleet Maintenance	17	17	19	20	24	4
<b>TOTAL STAFFING</b>	17	17	19	20	24	4

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
City of Lubbock Vehicles in Fleet Inventory (not including Citibus & LP&L)	1,927	1,930	1,844	1,852	1,885	1.8
Fleet Inventory Replaced	182	51	34	45	50	11.1
Percent of Inventory Replaced	9.4%	2.6%	1.8%	2.4%	2.7%	9.2
New Vehicles purchased	-	4	37	20	20	-
Total Vehicles & Equipment purchased	-	55	71	65	70	7.7
Total percentage of fleet inventory purchased	-	2.8%	3.9%	3.5%	3.7%	5.8
Number of Contracts Maintained	41	43	42	42	56	33.3
City Vehicle Auctions held	2	4	3	3	2	(33.3)
City Auction Goal	-	3	3	3	3	-
Revenue from City Auctions	247,402	756,388	469,261	150,000	100,000	(33.3)
Preventative Maintenance (PM) Service Goal	-	-	600	600	500	(16.7)
Number of PM's performed (Class 4-9)	590	550	524	417	500	19.9
<b>Performance Metrics</b>						
PM's completed within 24 hours	-	-	85.0%	60.0%	60.0%	-
Work orders completed within 24 hours	-	-	75.0%	57.0%	70.0%	22.8
PM vs. corrective maintenance	-	-	30.0%	11.0%	10.0%	(9.1)
Technician productivity	-	-	65.0%	70.0%	80.0%	14.3
Fleet availability	-	-	95.0%	95.0%	90.0%	(5.3)
Rework rate	-	-	1.0%	1.0%	1.0%	-
Quality inspections of work performed	-	-	85.0%	85.0%	85.0%	-

# Internal Service Fund - Fleet Services

---

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	7
Equipment Technician Assistant	2
Fleet Maintenance Supervisor	1
Fuel and Parts Inventory Coordinator	1
Lead Administrative Assistant	1
Lead Equipment Technician	3
Management Analyst	1
Parts Assistant	1
Service Advisor	1
Support & Acquisition Coordinator	1
TOTAL FULL-TIME POSITIONS	<u>24</u>

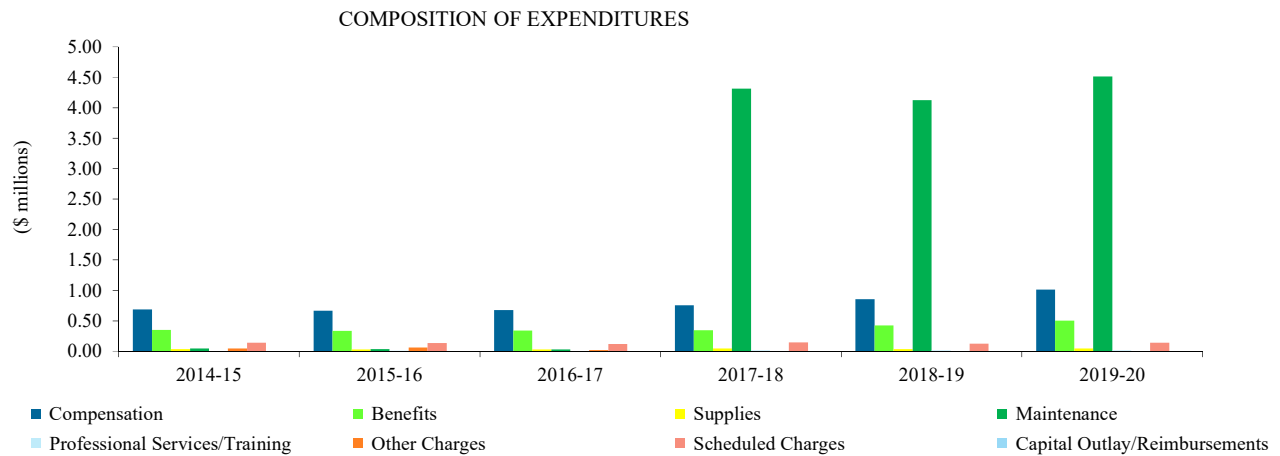
# Fleet Services - Fund Overview

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Interest Earnings	\$ 5,850	6,360	22,923	-	-	-
Other	(2,397)	426	1,548	-	-	-
Junk Sales	6,065	24,735	3,926	-	-	-
Fleet Vehicle Sales	-	642,226	799,449	-	-	-
Maintenance Charges	-	-	3,938,017	4,110,230	4,496,307	9.4
Administrative Charges	1,585,533	1,536,792	1,455,528	1,537,361	1,873,874	21.9
Sales - Diesel Bobtail Loads	748,085	651,259	679,078	-	-	-
Sales - Diesel Transport Loads	1,753,295	1,485,101	1,469,145	2,691,896	2,382,730	(11.5)
Sales - Unleaded Bobtail Loads	132,151	132,551	167,608	-	-	-
Sales - Unleaded Transport Loads	2,028,253	1,667,151	1,760,487	2,053,396	2,285,692	11.3
Cost of Goods Sold - Diesel Bobtail Loads	(748,085)	(651,259)	(679,078)	-	-	-
Cost of Goods Sold - Diesel Transport Loads	(1,753,295)	(1,485,101)	(1,469,145)	(2,691,896)	(2,382,730)	(11.5)
Cost of Goods Sold - Unleaded Bobtail Loads	(132,151)	(132,551)	(167,608)	-	-	-
Cost of Goods Sold - Unleaded Transport Loads	(2,028,253)	(1,667,151)	(1,760,487)	(2,053,396)	(2,285,692)	11.3
Total Revenue Sources	1,595,051	2,210,540	6,221,391	5,647,591	6,370,181	12.8
Use of Excess Reserves	-	-	-	30,626	17,184	(43.9)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,595,051</b>	<b>2,210,540</b>	<b>6,221,391</b>	<b>5,678,217</b>	<b>6,387,365</b>	<b>12.5</b>

	Actual	Actual	Actual	Amended	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 663,927	674,686	756,121	853,487	1,010,686	18.4
Benefits	335,445	341,582	343,627	424,717	503,128	18.5
Supplies	31,291	28,499	44,076	36,504	46,669	27.8
Maintenance	35,001	29,792	4,313,714	4,124,630	4,516,629	9.5
Professional Services/Training	10,507	5,095	12,213	15,920	14,920	(6.3)
Other Charges	61,778	20,734	4,772	1,800	1,800	-
Scheduled Charges	135,388	120,798	143,813	122,435	142,310	16.2
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL DEPARTMENT LEVEL EXPENSES</b>	<b>\$ 1,273,337</b>	<b>1,221,186</b>	<b>5,618,334</b>	<b>5,579,493</b>	<b>6,236,142</b>	<b>11.8</b>

FUND LEVEL EXPENSES	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Net Debt Service	\$ 38,908	272,799	38,924	38,913	118,283	204.0
Transfer to Vehicle Replacement Fund	-	-	-	11,548	14,953	29.5
Vehicle/Equipment Debt	8,975	8,936	18,069	18,263	17,987	(1.5)
Transfer to Fleet Capital Project Fund	200,000	153,000	313,568	30,000	-	(100.0)
Miscellaneous	128	-	3,302	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 248,011</b>	<b>434,735</b>	<b>373,864</b>	<b>98,724</b>	<b>151,223</b>	<b>53.2</b>
<b>TOTAL EXPENSES</b>	<b>\$ 1,521,348</b>	<b>1,655,921</b>	<b>5,992,198</b>	<b>5,678,216</b>	<b>6,387,365</b>	<b>12.5</b>

# Fleet Services - Department Overview



	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 663,927	674,686	756,121	853,487	1,010,686	18.4
Benefits	335,445	341,582	343,627	424,717	503,128	18.5
Supplies	31,291	28,499	44,076	36,504	46,669	27.8
Maintenance	35,001	29,792	4,313,714	4,124,630	4,516,629	9.5
Professional Services/Training	10,507	5,095	12,213	15,920	14,920	(6.3)
Other Charges	61,778	20,734	4,772	1,800	1,800	-
Scheduled Charges	135,388	120,798	143,813	122,435	142,310	16.2
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,273,337</b>	<b>1,221,186</b>	<b>5,618,334</b>	<b>5,579,493</b>	<b>6,236,142</b>	<b>11.8</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 are \$5 for generic; \$35 for preferred; \$60 for non-preferred; and 20 percent or \$300, whichever is less, for specialty drugs. Out-of-network benefits are not provided by the City. Medicare primary retirees and spouses have options for Medicare Supplements, including Part D, or Medicare Advantage or plans. The City substitutes a stipend of \$150 per month to each eligible retiree and spouse. Medicare primary retirees can maintain life coverage as long as it was in place at the time of retirement. Transferring eligible Medicare primary retirees and spouses to stand alone plans in 2018 has reduced the City's Other Post Employment Benefit (OPEB) liability.

The FY 2018-19 per employee departmental cost allocation was \$814.96. Costs were split between health at \$781.27 and dental at \$33.69. Premium costs for all FY 2019-20 will increase to \$825.96 per employee with costs split for health at \$800.97 and dental at \$25.05. Employee and retiree

premiums will increase 7.5 percent across all categories. The plan changes implemented January 2018 produced an additional 2019 shift of Medicare eligible retirees from the Health Plan to a Health Retirement Account of 7 percent. As a result of this shift, the pre-65 retiree contributions will decrease by \$46,485.

The UMC Physicians free clinic usage is anticipated to continue 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 2020 remain \$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. The fee was calculated based on the average number of covered lives during the calendar year. The annual fee was originally for six years; however, it was extended until 2019. The PCORI fee has been rescinded. The fee was \$2.17 for 2015, \$2.26 for 2016 or \$13,040.20, \$2.39 for 2017 and 2018 or \$14,527.62 each year, and \$2.45 for 2019 or \$14,266.20. PCORI was required in the Health Care Reform law and was paid out of the General Fund because it could not be paid out of plan assets.

In 2022, an excise tax (Cadillac tax) may become 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

# Health Benefits Overview

Revenue Service and Health and Human Services. The City would not be subject to a Department of Labor audit as the 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 2018-19

- Reduced Health Benefit Fund costs by \$4,837,235 for plan year 2019.
- Digitized terminated employee benefit files into Laserfiche.
- Completed a proposal process for the free clinic for employees, adding two additional locations.
- Implemented paperless enrollment with an online tutorial and fillable pdf forms.
- Identified a leave keeping system for implementation.
- Hosted six Medicare Supplement educational meetings for retirees or active employees nearing retirement.
- Conducted internal audits of vendor-managed plans.

## Objectives for FY 2019-20

- Explore additional cost containment alternatives for health benefit plans.
- Advertise a Request for Proposal for an external medical and prescription audit. Audit in first quarter of FY 2020-21.
- Implement a Leave Management system.
- Implement an Employee Self-Serve with online enrollment.

## 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 2019-20, the rate is increasing from \$781.27 to \$800.97 a month per employee. Employees with dependents and retirees covered by the plan also make a premium contribution into the fund. Employees will see a 7.5 percent increase to their bi-weekly premiums. The Health Benefits Fund charges every City cost center a dental premium allocation for each occupied, full-time position. For FY 2019-20, there is a decrease to City cost centers with the rate now at \$25.05 a month per employee. There is no change to the dental premium for employees.

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, flexible spending and dependent care accounts, and deferred compensation.

- Budgeted revenues increased \$555.4 thousand or 1.8 percent, for FY 2019-20.
- Revenues to cover medical claims increased \$812.7 thousand, or 2.9 percent for FY 2019-20.

# Health Benefits Overview

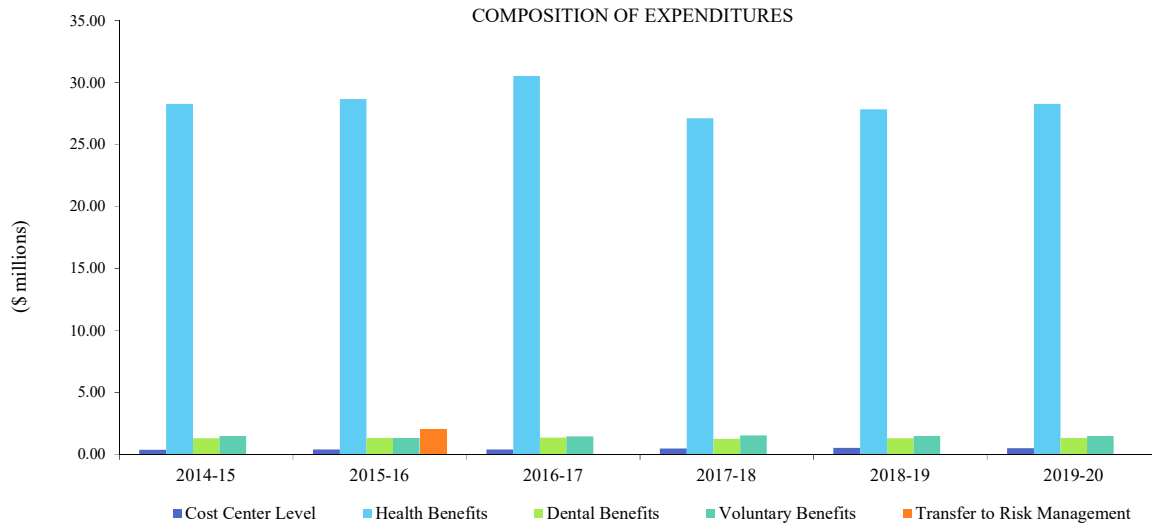
- The City's contribution for medical premiums increased \$553.8 thousand, or 2.7 percent, based on current enrollment as well as increase to rate.
- Medical Premiums paid by employees increased \$195.2 thousand, or 3.6 percent based on current enrollment and increase to rate.
- Medical Premiums for retirees decreased \$16,717, or 0.8 percent based on current enrollment.
- Dental Benefits revenue decreased \$258.9 thousand, or 15.8 percent for FY 2019-20. This is due to changes in enrollment and a decrease in the rate.
- Voluntary Benefits revenues increased \$1,602, or 0.1 percent for FY 2019-20. 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.
- No reserve will be used due to revenues exceeding expenses in FY 2019-20.

## Expense Overview

- Budgeted expenses increased \$446.4 thousand, or 1.4 percent, when compared to the FY 2018-19 Operating Budget.
- Expenses for Health Administration decreased \$30,794 or 5.9 percent for FY 2019-20, primarily due to no longer funding half of an Administrative Assistant and a decrease to temporary salaries. There is also a decrease to IT scheduled charge.
- Health Benefits increased \$451.5 thousand or 1.6 percent. Third party administration is expected to decrease slightly while claims are increasing \$625.9 thousand.
- Dental Benefits increased \$24,137, or 1.9 percent, based on estimated claims for FY 2019-20.
- Voluntary Benefits increased \$1,602, or 0.1 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 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
<b>STAFFING</b>						
Self-Insurance Health Admin	3	4	4	4	4	-
<b>TOTAL STAFFING</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>

	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>METRICS/PERFORMANCE MEASURES</b>						
<b>Service Metrics</b>						
Health and welfare awareness programs	10	10	11	11	11	-
Retirements	175	62	84	90	100	11.1
Exit interviews	-	76	126	150	175	16.7
Annual enrollment meetings held	10	5	18	10	5	(50.0)
Employee one-on-one consultations - Annual Enrollment only	204	640	537	430	400	(7.0)
Phone calls, new employee orientation, one-on-one meetings with employees/retirees other than above, monthly average	320	309	308	350	350	-
<b>Performance Metrics</b>						
Retirements processed before the end of the month 98%	-	100.0%	100.0%	100.0%	100.0%	-
Exit interviews complete before employee leaves City 95%	-	100.0%	100.0%	55.0%	75.0%	36.4
Annual Enrollment expected participation of 85% with the goal of reaching at least 95% of employees	-	97.0%	97.0%	98.0%	95.0%	(3.1)
Problems/questions resolved within 3 days 92%	92.0%	95.0%	95.0%	92.0%	92.0%	-

<b>FULL-TIME POSITIONS</b>	
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 EXPENSES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 164,393	188,209	254,648	272,306	259,592	(4.7)
Benefits	67,810	80,060	105,027	112,310	105,020	(6.5)
Supplies	9,180	9,300	6,529	7,299	7,044	(3.5)
Professional Services/Training	127,067	85,316	85,955	95,476	100,925	5.7
Other Charges	11,869	288	428	200	207	3.3
Premiums / Scheduled Charges	19,314	22,414	24,524	38,786	22,796	(41.2)
<b>TOTAL EXPENSES</b>	<b>\$ 399,632</b>	<b>385,587</b>	<b>477,111</b>	<b>526,378</b>	<b>495,583</b>	<b>(5.9)</b>

## Health Benefits

FUNDING SOURCES						
Interest Earnings	\$ 69,781	70,025	123,715	72,000	157,000	118.1
Medicare Part D	441,382	360,868	141,466	30,000	30,000	-
Medical Premiums - Employees	4,318,405	4,720,281	5,147,253	5,484,712	5,679,875	3.6
Medical Premiums - City	19,642,062	22,165,343	19,894,560	20,447,617	21,001,399	2.7
Medical Premiums - Retirees	3,195,301	3,265,187	2,305,758	1,973,054	1,956,337	(0.8)
Basic Life - City Contribution	12,175	12,873	12,971	13,248	13,260	0.1
Retiree/COBRA Payments	13,743	35,787	35,583	34,513	30,000	(13.1)
Miscellaneous	(39,387)	(1,930)	17,306	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 27,653,462</b>	<b>30,628,434</b>	<b>27,678,611</b>	<b>28,055,144</b>	<b>28,867,871</b>	<b>2.9</b>

## EXPENSES

Employee Assistance Program	\$ 52,584	42,062	50,883	48,285	58,385	20.9
Supplies	1,348	-	96	-	-	-
Administration - TPA	(458,157)	286,767	490,799	338,386	142,727	(57.8)
Reinsurance	1,063,505	986,431	210,830	344,775	406,491	17.9
Basic Life	11,198	12,849	13,470	13,248	13,260	0.1
Medical Claims	27,193,743	28,349,325	25,442,556	25,927,168	26,553,103	2.4
Health Clinic	623,251	851,635	891,038	1,160,625	1,110,000	(4.4)
Reinsurance Tax	142,587	-	-	-	-	-
Miscellaneous Expense	6,699	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 28,636,758</b>	<b>30,529,069</b>	<b>27,099,672</b>	<b>27,832,487</b>	<b>28,283,965</b>	<b>1.6</b>

## Dental Benefits

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Dental Premium - Employee	\$ 290,947	315,230	526,838	642,810	614,147	(4.5)
Dental Premium - City	1,040,430	1,147,419	866,238	874,501	648,094	(25.9)
Retiree Dental - (includes COBRA)	225,572	236,470	156,117	117,352	113,487	(3.3)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,556,949</b>	<b>1,699,118</b>	<b>1,549,194</b>	<b>1,634,663</b>	<b>1,375,728</b>	<b>(15.8)</b>

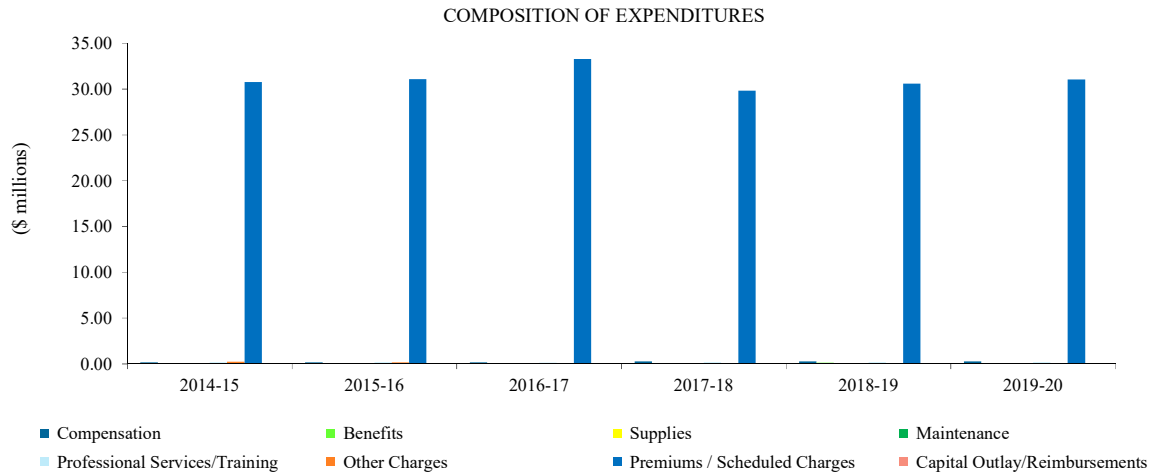
## EXPENSES

Administration - TPA	\$ 93,987	105,552	89,200	98,484	97,887	(0.6)
Claims	1,247,693	1,255,026	1,153,087	1,196,197	1,220,932	2.1
<b>TOTAL EXPENSES</b>	<b>\$ 1,341,680</b>	<b>1,360,578</b>	<b>1,242,287</b>	<b>1,294,681</b>	<b>1,318,819</b>	<b>1.9</b>

# Health Benefits - Fund Overview

<b>Voluntary Benefits</b>	Actual	Actual	Actual	Amended	Budget	% Change
<b>FUNDING SOURCES</b>	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Accident Insurance	\$ 10,371	-	-	-	-	-
Cancer Insurance	34,384	31,128	28,385	28,661	26,353	(8.1)
Critical Illness Insurance	11,276	-	-	-	-	-
Dependent/Child Life Insurance	86,807	93,983	92,481	91,845	90,045	(2.0)
Long Term Disability 180 Day	-	-	-	32,830	35,881	9.3
Long Term Disability 90 Day	218,810	231,627	239,420	203,601	215,103	5.6
Optional Life Insurance	500,108	542,730	571,235	570,753	549,641	(3.7)
Personal Accident	66,007	72,875	75,824	75,522	77,656	2.8
Philadelphia Life	6,855	6,068	5,228	5,294	4,412	(16.7)
Pre-paid Legal Insurance	35,372	38,268	36,904	37,518	32,888	(12.3)
Retiree Life	241,586	254,625	264,537	267,398	278,820	4.3
Vision Insurance	158,525	178,070	176,552	177,290	181,515	2.4
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,370,101</b>	<b>1,449,372</b>	<b>1,490,567</b>	<b>1,490,712</b>	<b>1,492,314</b>	<b>0.1</b>
<b>EXPENSES</b>						
Accident Insurance	\$ 10,371	-	-	-	-	-
Cancer Insurance	34,384	31,128	28,385	28,661	26,353	(8.1)
Critical Illness Insurance	11,276	-	-	-	-	-
Dependent/Child Life Insurance	99,455	91,183	96,125	91,846	90,045	(2.0)
Long Term Disability 180 Day	30,554	30,258	35,267	32,830	35,881	9.3
Long Term Disability 90 Day	170,638	200,945	213,299	203,601	215,103	5.6
Optional Life Insurance	446,036	548,800	597,621	570,753	549,641	(3.7)
Personal Accident	60,611	72,577	78,610	75,522	77,656	2.8
Philadelphia Life	6,322	6,186	5,443	5,294	4,412	(16.7)
Pre-paid Legal Insurance	35,372	38,268	36,904	37,518	32,888	(12.3)
Retiree Life	241,999	254,625	264,050	267,398	278,820	4.3
Vision Insurance	158,528	178,070	176,531	177,290	181,515	2.4
<b>TOTAL EXPENSES</b>	<b>\$ 1,305,545</b>	<b>1,452,039</b>	<b>1,532,234</b>	<b>1,490,712</b>	<b>1,492,314</b>	<b>0.1</b>
<b>TOTAL COST CENTER EXPENSES</b>	<b>\$ 31,683,616</b>	<b>33,727,273</b>	<b>30,351,304</b>	<b>31,144,258</b>	<b>31,590,682</b>	<b>1.4</b>
<b>FUND LEVEL EXPENSES</b>						
Transfer to Info Technology Fund	\$ -	303,020	-	-	-	-
Transfer to Risk Management	2,000,000	-	-	-	-	-
Administration - TPA	11,911	16,332	1,911	-	-	-
Miscellaneous Expense	11,641	6,413	376,304	-	-	-
Reimbursement-Claims Liability	50,215	48,040	(761,457)	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 2,073,767</b>	<b>373,806</b>	<b>(383,242)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total Revenue Sources	\$ 30,580,511	33,776,924	30,718,372	31,180,519	31,735,913	1.8
Use of Excess Reserves	3,176,871	324,154	-	-	-	-
<b>TOTAL FUNDINGS SOURCES</b>	<b>\$ 33,757,383</b>	<b>34,101,078</b>	<b>30,718,372</b>	<b>31,180,519</b>	<b>31,735,913</b>	<b>1.8</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$ 33,757,383</b>	<b>34,101,078</b>	<b>29,968,063</b>	<b>31,144,258</b>	<b>31,590,682</b>	<b>1.4</b>

# Health Benefits - Department Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 164,393	188,209	254,648	272,306	259,592	(4.7)
Benefits	67,810	80,060	105,027	112,310	105,020	(6.5)
Supplies	10,527	9,300	6,625	7,299	7,044	(3.5)
Professional Services/Training	179,651	127,378	136,838	143,761	159,310	10.8
Other Charges	161,155	288	428	200	207	3.3
Premiums / Scheduled Charges	31,100,080	33,322,038	29,847,738	30,608,382	31,059,510	1.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 31,683,616</b>	<b>33,727,273</b>	<b>30,351,304</b>	<b>31,144,258</b>	<b>31,590,682</b>	<b>1.4</b>

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Self-Insurance Health Admin	\$ 399,632	385,587	477,111	526,378	495,583	(5.9)
Self Insurance-Voluntary Products	1,305,545	1,452,039	1,532,234	1,490,712	1,492,314	0.1
Self Insurance-Health Benefits	28,636,758	30,529,069	27,099,672	27,832,487	28,283,966	1.6
Self Insurance-Dental Benefits	1,341,680	1,360,578	1,242,287	1,294,681	1,318,819	1.9
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 31,683,616</b>	<b>33,727,273</b>	<b>30,351,304</b>	<b>31,144,258</b>	<b>31,590,682</b>	<b>1.4</b>

# Health Benefits - Department Expenditures

<b>Self-Insurance Health Admin</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 164,393	188,209	254,648	272,306	259,592	(4.7)
Benefits	67,810	80,060	105,027	112,310	105,020	(6.5)
Supplies	9,180	9,300	6,529	7,299	7,044	(3.5)
Professional Services/Training	127,067	85,316	85,955	95,476	100,925	5.7
Other Charges	11,869	288	428	200	207	3.3
Premiums / Scheduled Charges	19,314	22,414	24,524	38,786	22,796	(41.2)
<b>TOTAL SELF-INSURANCE HEALTH ADMIN</b>	<b>\$ 399,632</b>	<b>385,587</b>	<b>477,111</b>	<b>526,378</b>	<b>495,583</b>	<b>(5.9)</b>

## Self Insurance-Voluntary Products

EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,305,545	1,452,039	1,532,234	1,490,712	1,492,314	0.1
<b>TOTAL SELF INSURANCE-VOLUNTARY PRODU</b>	<b>\$ 1,305,545</b>	<b>1,452,039</b>	<b>1,532,234</b>	<b>1,490,712</b>	<b>1,492,314</b>	<b>0.1</b>

## Self Insurance-Health Benefits

EXPENDITURES BY CATEGORY						
Supplies	\$ 1,348	-	96	-	-	-
Professional Services/Training	52,584	42,062	50,883	48,285	58,385	20.9
Other Charges	149,286	-	-	-	-	-
Premiums / Scheduled Charges	28,433,540	30,487,007	27,048,693	27,784,202	28,225,581	1.6
<b>TOTAL SELF INSURANCE-HEALTH BENEFITS</b>	<b>\$ 28,636,758</b>	<b>30,529,069</b>	<b>27,099,672</b>	<b>27,832,487</b>	<b>28,283,966</b>	<b>1.6</b>

## Self Insurance-Dental Benefits

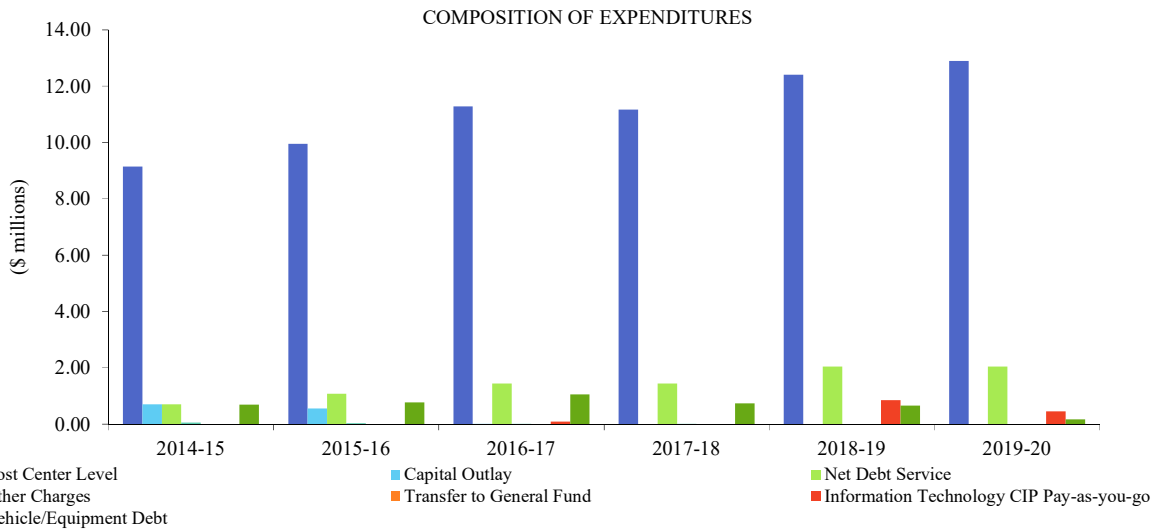
EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,341,680	1,360,578	1,242,287	1,294,681	1,318,819	1.9
<b>TOTAL SELF INSURANCE-DENTAL BENEFITS</b>	<b>\$ 1,341,680</b>	<b>1,360,578</b>	<b>1,242,287</b>	<b>1,294,681</b>	<b>1,318,819</b>	<b>1.9</b>

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

	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b>Active Employees - Health</b>					
Employee Only	-	-	20.00	20.00	21.50
Employee and Spouse	296.23	296.23	331.04	331.04	355.87
Employee and Children	228.05	228.05	259.45	259.45	278.91
Employee and Family	412.54	412.54	453.17	453.17	487.16
<b>Retirees - Health</b>					
Pre-65 Only	362.10	362.10	380.21	380.21	408.73
Pre-65 and Spouse	688.42	688.42	722.84	722.84	777.05
Pre-65 and Children	607.54	607.54	637.92	637.92	685.76
Pre-65 and Family	826.55	826.55	867.88	867.88	932.97
Post-65 Only	196.25	196.25	196.25	196.25	210.97
Post-65 and Spouse	403.19	403.19	403.19	403.19	433.43
Post-65 and Children	419.85	419.85	419.85	419.85	619.69
Post-65 and Family	586.59	586.59	586.59	586.59	896.73
<b>Active Employees - Dental</b>					
Employee Only	-	-	11.25	11.25	11.25
Employee and Spouse	15.07	15.07	27.07	27.07	27.07
Employee and Children	12.03	12.03	23.88	23.88	23.88
Employee and Family	26.51	26.51	39.03	39.03	39.03
<b>Retirees - Dental</b>					
Pre-65 Only	22.20	22.20	23.31	23.31	23.31
Pre-65 and Spouse	37.27	37.27	39.13	39.13	39.13
Pre-65 and Children	34.23	34.23	35.94	35.94	35.94
Pre-65 and Family	48.71	48.71	51.15	51.15	51.15



# Internal Service Fund - Information Technology



FUNDING SOURCES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Interest Earnings	\$ 63,082	88,400	165,754	-	-	-
Sale of Equipment	-	-	-	-	-	-
Department Sales Labor & Parts	319,850	316,507	266,566	-	-	-
Radio Maintenance Scheduled Charge	2,142,260	2,214,147	1,987,740	2,338,232	2,354,807	0.7
COGS - Radio Parts	(86,981)	(54,569)	(33,714)	-	-	-
Other Revenue	1,305	673	11,281	-	-	-
General Data Processing Scheduled Charge	7,951,934	8,267,719	10,268,120	10,482,485	10,372,475	(1.0)
Telephone Scheduled Charge	1,883,035	1,939,509	1,980,848	1,482,892	1,583,212	6.8
Public Information Scheduled Charge	-	-	-	-	-	-
GIS & Database Service Scheduled Charge	676,355	756,071	746,618	872,974	889,507	1.9
Total Revenue Sources	12,950,839	13,528,456	15,393,213	15,176,584	15,200,001	0.2
Use of Excess Reserves	-	349,469	-	789,612	362,671	(54.1)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 12,950,839</b>	<b>13,877,924</b>	<b>15,393,213</b>	<b>15,966,195</b>	<b>15,562,672</b>	<b>(2.5)</b>

DEPARTMENT LEVEL EXPENSES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 2,648,898	2,812,852	2,488,054	2,964,703	3,128,173	5.5
Benefits	1,030,042	1,150,642	1,036,063	1,237,310	1,276,399	3.2
Supplies	42,102	31,059	40,253	38,039	40,350	6.1
Maintenance	3,973,618	3,953,171	4,116,718	4,726,592	5,077,461	7.4
Professional Services/Training	80,715	160,373	288,923	294,665	315,715	7.1
Other Charges	2,093,060	2,784,075	2,664,286	1,982,614	1,998,809	0.8
Communication / Scheduled Charges	88,391	148,269	126,446	156,641	144,787	(7.6)
Capital Outlay/Reimbursements	-	239,204	405,135	1,005,924	915,000	(9.0)
<b>TOTAL DEPARTMENT LEVEL EXPENSES</b>	<b>\$ 9,956,825</b>	<b>11,279,645</b>	<b>11,165,879</b>	<b>12,406,488</b>	<b>12,896,694</b>	<b>4.0</b>

FUND LEVEL EXPENSES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Capital Outlay	\$ 552,068	10,003	-	-	-	-
Net Debt Service	1,077,508	1,438,750	1,441,750	2,042,289	2,049,700	0.4
Other Charges	31,377	2,967	8,948	-	-	-
Information Technology CIP	-	87,500	-	859,480	450,000	(47.6)
Vehicle/Equipment Debt	767,617	1,059,059	738,694	657,939	166,278	(74.7)
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 2,428,569</b>	<b>2,598,280</b>	<b>2,189,392</b>	<b>3,559,708</b>	<b>2,665,978</b>	<b>(25.1)</b>
<b>TOTAL EXPENSES</b>	<b>\$ 12,385,395</b>	<b>13,877,924</b>	<b>13,355,270</b>	<b>15,966,195</b>	<b>15,562,672</b>	<b>(2.5)</b>



# Internal Service Fund - Information Technology

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Data Processing Services	\$ 6,739,212	7,818,569	7,790,959	9,235,628	9,599,569	3.9
Communications	1,750,190	1,992,638	1,908,994	1,482,892	1,583,070	6.8
GIS & Data Services	659,279	702,004	709,014	872,974	886,766	1.6
Radio Shop	808,120	766,433	756,912	814,994	827,289	1.5
TOTAL EXPENDITURES BY DEPARTMENT	\$ 9,956,825	11,279,645	11,165,879	12,406,488	12,896,694	4.0

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Data Processing Services	26	28	28	29	29	-
Communications	2	2	2	2	3	1
GIS & Data Services	8	9	10	11	11	-
Radio Shop	8	8	8	8	8	-
TOTAL STAFFING	44	47	48	50	51	1

# 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 2018-19

- Began City DR of last resort presence in the Amazon Cloud.
- Began rebuild of internal City web sites.
- Implemented new Service Desk call-in procedure to eliminate hold time for callers. This successfully eliminated hold time for Service Desk calls.
- Provisioned 100 Gigabyte fiber optic network connecting the Alternative Data Center and the Primary Data Center to the new data center in Citizens Tower.
- Moved compute and storage from Primary Data Center to new Citizens Tower Data Center.
- Upgraded one PD production Storage Area Network (SAN).
- Automated the Dell Compellent Live Volume technology failover between the SANs at the two Data Centers. Storage now automatically follows compute.
- Implemented an Ethernet Virtual Private Network (EVPN) technology.
- Assisted in search for a Human Resource Information System (HRIS) and new financial system.
- Began implementation of Office 365 cloud based services.
- Implemented new Veeam backup solution.
- Implemented MDM for CJIS mobile secure devices.

## Objectives for FY 2019-20

- Deploy new Wi-Fi to several existing and one new location (Citizens Tower).

- Assist in implementation of a new time and attendance system.
- Implement 802.1x networking for Library systems.
- Continue to support City of Lubbock Computing hardware and network equipment with proper maintenance, keeping that equipment running reliably.
- Support safe usage of the Internet with Firewall Intrusion Prevention and Filtering subscriptions.
- Provide ongoing updates and improvements to Storage Area Networks (SAN).
- Continue to provide maintenance and support for over 50 software products and suites used for the City of Lubbock's daily business functions.
- Provide fast, safe, reliable, and redundant Internet service to the City of Lubbock to support its increasing Cloud presence using Software as a Service (SaaS).
- Finish DR of last resort in Amazon Cloud.
- Assist in the implementation of an HRIS in the Cloud.
- Rebuild existing star topology Local Area Networks into ring topologies to increase redundancy.
- Continue working with Communications and Traffic Engineering provide provisioning both fiber and wireless links to City facilities as physical infrastructure.
- Finish implementation of Office 365 cloud based services.
- Provide access to various professional services providing best of breed technical support for Enterprise Resource Planning (ERP), Desktop, and Server Software.
- Support and provide the ever-expanding demand for mobile, in vehicle on-premise and cloud access.
- Provide mentoring and professional development for Information Technology staff ensuring Information Technology is update with the latest technical developments.
- Continue the ongoing replacement of infrastructure, Desktop, Storage and Servers, which are no longer useful to the City of Lubbock.

## 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

# Information Technology Overview

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 decreased \$110 thousand, or 1.0 percent, due to the decrease in Vehicle and Equipment Debt, offset slightly by increased maintenance.

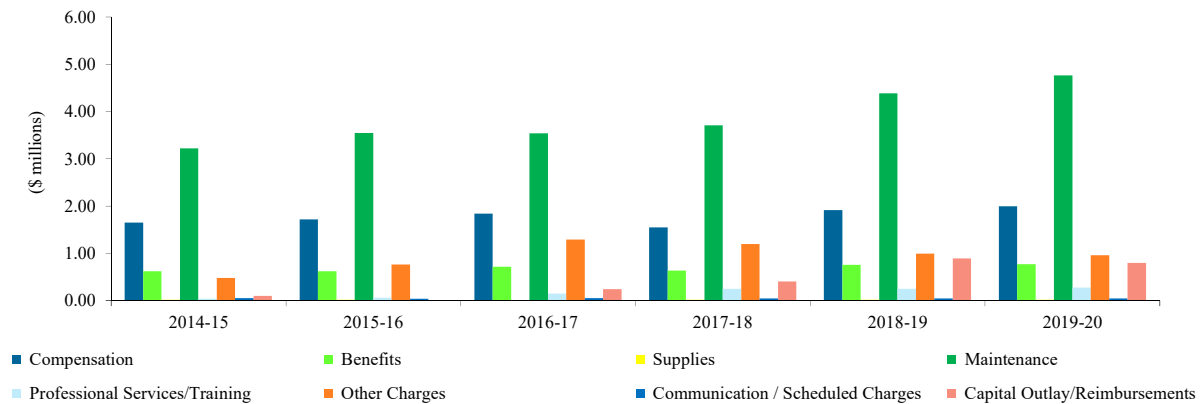
## Expense Overview

- Budgeted expenses decreased \$527.2 thousand, or 4.6 percent, for FY 2019-20.
- Compensation increased \$80,712, or 4.2 percent, due to the compensation adjustment.
- Benefits increased \$10,156, or 1.3 percent, due to the change in compensation and increased health insurance cost.
- Maintenance increased \$377.0 thousand, or 8.6 percent, due to higher scheduled maintenance for computer equipment and software.

- Professional services/training increased \$25,600 thousand, or 10.3 percent, due to increased training and travel.
- Other charges decreased \$37,000, or 3.7 percent, due to lower expected costs for machine and equipment rental.
- Scheduled charges decreased \$1,698, or 4.0 percent, due to lower utility costs, postage, and liability insurance costs.
- Capital outlay/reimbursements decreased \$90,924, or 10.3 percent, due to decreased computer equipment replacement cost.
- Transfer to Information Technology capital fund is budgeted at \$450 thousand for the purchase of new Budget Software, and new public safety software.
- Vehicle/equipment debt decreased \$485.5 thousand, or 75.3 percent, due to lower vehicle/equipment debt payments.

# Information Technology - Department Overview

COMPOSITION OF EXPENDITURES



	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 8,490	16,671	36,370	-	-	-
Sale of Equipment	-	-	-	-	-	-
General Data Processing Scheduled Charge	7,951,934	8,267,719	10,268,120	10,482,485	10,372,475	(1.0)
Other Revenue	-	294	-	-	-	-
Total Revenue Sources	7,960,424	8,284,684	10,304,490	10,482,485	10,372,475	(1.0)
Use of Excess Reserves	-	544,363	-	859,480	442,291	(48.5)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,960,424</b>	<b>8,829,046</b>	<b>10,304,490</b>	<b>11,341,966</b>	<b>10,814,766</b>	<b>(4.6)</b>

	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
<b>EXPENDITURES BY CATEGORY</b>						
Compensation	\$ 1,715,622	1,835,314	1,547,998	1,910,245	1,990,957	4.2
Benefits	618,816	713,797	634,765	756,491	766,647	1.3
Supplies	14,520	12,404	13,105	13,517	13,609	0.7
Maintenance	3,540,087	3,534,172	3,705,253	4,386,031	4,763,035	8.6
Professional Services/Training	56,409	141,497	247,488	247,815	273,415	10.3
Other Charges	758,225	1,290,059	1,195,971	992,859	955,859	(3.7)
Communication / Scheduled Charges	35,532	52,122	41,243	42,746	41,048	(4.0)
Capital Outlay/Reimbursements	-	239,204	405,135	885,924	795,000	(10.3)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 6,739,212</b>	<b>7,818,569</b>	<b>7,790,959</b>	<b>9,235,628</b>	<b>9,599,569</b>	<b>3.9</b>

	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
<b>FUND LEVEL EXPENSES</b>						
Capital Outlay	\$ 552,068	10,003	-	-	-	-
Net Debt Service	-	-	-	601,989	605,825	0.6
Other Charges	-	2,964	8,826	-	-	-
Transfer to Information Technology CIP	-	87,500	-	859,480	450,000	(47.6)
Vehicle/Equipment Debt	578,069	910,009	716,404	644,869	159,371	(75.3)
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 1,130,137</b>	<b>1,010,477</b>	<b>725,230</b>	<b>2,106,338</b>	<b>1,215,196</b>	<b>(42.3)</b>

<b>TOTAL EXPENSES</b>	<b>\$ 7,869,348</b>	<b>8,829,046</b>	<b>8,516,189</b>	<b>11,341,966</b>	<b>10,814,766</b>	<b>(4.6)</b>
-----------------------	---------------------	------------------	------------------	-------------------	-------------------	--------------

	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
<b>STAFFING</b>						
Information Technology	26	28	28	29	29	-
<b>TOTAL STAFFING</b>	<b>26</b>	<b>28</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>-</b>

# Information Technology - Department Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Number of help desk problems closed in 4 hours or less elapsed time	87.0%	88.0%	85.0%	84.0%	90.0%	7.1
Number of unplanned infrastructure events creating downtime for multiple users during prime time operations per year	2	3	10	10 or <	10 or <	-
Number of hacker exploits, virus or malware incidents requiring reload of OS on server or end user device per year	5	-	-	5 or <	5 or <	-
<b>Performance Metrics</b>						
Percentage of IT department budget allocated to software and hardware maintenance	55.0%	61.0%	47.0%	47.0%	50.0%	6.4
<b>Service Desk Incident costs</b>						
Total incidents (all tickets)	-	-	-	-	8,700	-
Cost per incident	-	-	-	-	\$ 12.2	-
Cost per Citizen	-	-	-	-	\$ 1.8	-
<b>Network and Systems (all systems but ERP, Land, and GIS)</b>						
Total systems and networks (hardware/software)	-	-	-	-	595	-
Cost per system	-	-	-	-	\$ 7,615.7	-
Cost per Citizen	-	-	-	-	\$ 17.4	-
<b>Projects and Development</b>						
Total Apps and Projects	-	-	-	-	42	-
Cost per App or Project	-	-	-	-	\$ 7,164.0	-
Cost per Citizen	-	-	-	-	\$ 1.2	-
<b>Enterprise Systems - ERP, Land and GIS</b>						
Total systems	-	-	-	-	3	-
Cost per system	-	-	-	-	\$ 306,581.8	-
Cost per Citizen	-	-	-	-	\$ 3.5	-
<b>Cyber Security</b>						
<b>Incident defined as spam, virus, or intrusion prevention</b>						
Total incidents	-	-	-	-	7,955,248	-
Cost per incident	-	-	-	-	\$ 0.0	-
Cost per Citizen	-	-	-	-	\$ 1.2	-
<b>Estimated cost for Public Safety employee</b>						
Cost per employee	-	-	-	-	\$ 2,964.9	-
Cost per Citizen	-	-	-	-	\$ 12.7	-
<b>Estimated cost for Non-Public Safety employee</b>						
Cost per employee	-	-	-	-	\$ 1,957.8	-
Cost per Citizen	-	-	-	-	\$ 8.2	-
<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		29

# GIS and Data Services Department Overview

## Mission and Services

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

## Overview

- Feature specialized GIS applications for the public on the City's website and publicize them through social media.
- Create and maintain internal mapping and applications that meet the needs of City departments, including field applications.
- Create and maintain accurate, up-to-date base map, parcel, engineering, right-of-way, storm water billing, geo-coded centerline, demographic, parks, and zoning data for use by City departments, Lubbock Metropolitan Planning Organization (LMPO), U.S. Census Bureau, other agencies, and citizens.
- Maintain the official City map as required by ordinance.
- 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.
- Provide training and educational opportunities for employees to maintain up-to-date GIS skills.
- Use GIS technology to provide specialized maps and applications to meet departmental and citizen needs.

## Accomplishments for FY 2018-19

- Utilized new GIS technology to provide GIS based information for the public. Examples, with Facebook Interactions or Esri Pageviews, include:
  - Buddy Holly Story Map 4,127
  - Public Crime Map 15,479
  - Winter Weather Barricade Map 23,060
  - Mayor's Marathon Dashboard 3,014
  - Parks Interactive Map 4,754
  - Public Art Interactive App 2,831 (in two days)
  - Interactive Zoning Map (pending)
- With the Communications and Marketing Office, created a map gallery on the City's transparency web page: <https://ci.lubbock.tx.us/pages/transparency/maps>.
- Continued support for fire hydrant inspection activities including mobile data collection of hydrant condition and flow tests, processing flow data, and mapping the results for the Fire Department. The data collected will improve the water system GIS data as well.
- Continued support for mosquito surveillance and treatment activities including mobile data collection, workforce assignments, area coverage, and mapping the results for Vector Control.

- Completed GIS data and map updates generated by the development processes of platting, zoning, and engineering, including base map, parcel and address creation, engineering infrastructure data creation, and CAD data creation for the Police and Fire departments.
- Provided support for annexations, including voting precinct boundary realignment, address changes, and public safety data coordination between Building Safety, Fire Department, Police Department, Lubbock Central Appraisal District (LCAD) and Lubbock Emergency Communication District (LECD).
- Used Esri Portal to provide internal GIS data and web services for departments (Examples: Internal Parcel Viewer, Future Land Use Plan Viewer, Zoning History Viewer, Fiber Network Map, Water/Sewer Dashboard).
- Coordinated EnerGov implementation for Development Engineering Department and other plan, inspection, and permit types across the organization.
- Made 2019 digital orthophotography available for external and internal users.
- Provided demographic support to LMPO, including updates to the Travel Demand Model, Economic Development, and other City departments.

## Objectives for FY 2019-20

- Explore ways to combine and display GIS data and other City data in order to examine performance and provide transparency to the public about City work.
- Deploy additional Esri GIS solutions for City departments, including Internal Audit, Public Safety, and Emergency Management.
- Create, validate, and maintain a major new data set for utility billing premises and service points for electric, water, wastewater, and storm water.
- Add and improve business processes in the EnerGov permit and license system.
- 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.
- Continue to integrate ArcGIS Online maps for other departments within the City website to provide up-to-date data and coordinate with the new website design.
- Continue to improve and refine GIS databases and feature data sets, including support for asset management efforts.

## Revenue Overview

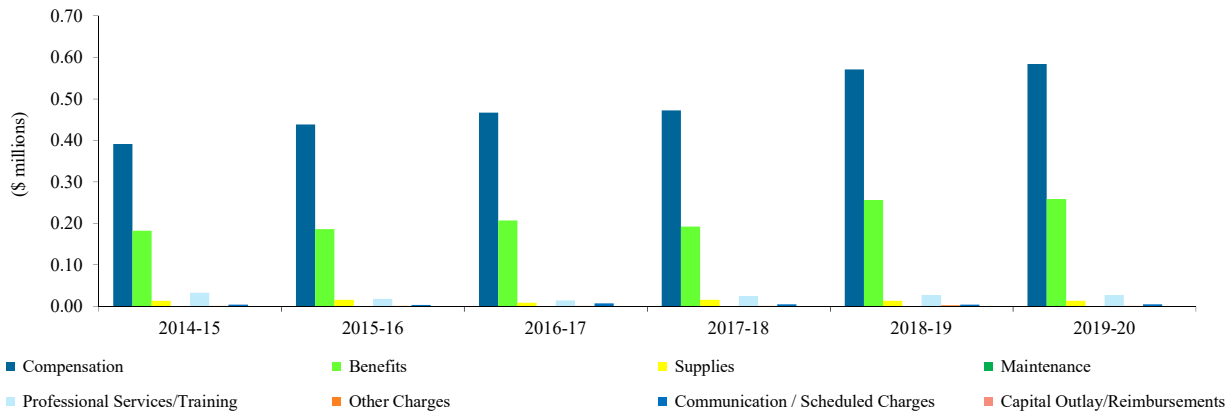
The Information Technology Fund charges GIS by allocating the total GIS budget including vehicle/equipment debt and debt service. The total budget is distributed to the cost centers by totaling the specific software and personnel charges related to the department.

# GIS and Data Services Department Overview

- The GIS & Database Services scheduled charge increased \$16,533, or 1.9 percent.
  - Benefits increased \$2,105, or 0.8 percent, due the change to compensation.
  - Other charges decreased \$2,263, or 93.8 percent, due to one-time purchases in computer equipment and furniture in FY 2018-19.
  - Scheduled charges increased \$447, or 11.0 percent, due to an increase in liability insurance costs.
- Expense Overview**
- Budgeted expenses increased \$13,792, or 1.6 percent, for FY 2019-20.
  - Compensation increased \$13,713, or 2.4 percent, due to the compensation adjustment.

# GIS & Data Services - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
GIS & Database Services Scheduled Charge	\$ 676,355	756,071	746,618	872,974	889,507	1.9
Other Revenue	347	239	275	-	-	-
Total Revenue Sources	676,702	756,310	746,893	872,974	889,507	1.9
Use of Excess Reserves	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 676,702</b>	<b>756,310</b>	<b>746,893</b>	<b>872,974</b>	<b>889,507</b>	<b>1.9</b>

	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 437,654	466,161	472,140	570,393	584,106	2.4
Benefits	185,750	206,976	191,642	256,248	258,353	0.8
Supplies	15,535	8,588	15,658	13,105	12,995	(0.8)
Maintenance	-	-	-	-	-	-
Professional Services/Training	17,481	13,523	24,726	26,750	26,650	(0.4)
Other Charges	147	142	130	2,413	150	(93.8)
Communication / Scheduled Charges	2,711	6,613	4,717	4,066	4,512	11.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 659,279</b>	<b>702,004</b>	<b>709,014</b>	<b>872,974</b>	<b>886,766</b>	<b>1.6</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
GIS & Data Services	8	9	10	11	11	-
<b>TOTAL STAFFING</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>-</b>

	Actual	Actual	Actual	Amended	Budget	% Change
METRICS/PERFORMANCE MEASURES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Percent Address Change Requests processed in 72 hours (Goal 90%)	44.6%	60.0%	83.0%	86.2%	90.0%	4.4
Percent Recorded Plats added to Base Map within 72 hours (Goal 90%)	-	-	98.0%	100.0%	90.0%	(10.0)
Percent Water Plans added within 2 weeks of receipt (Goal 90%)	-	-	81.0%	96.8%	90.0%	(7.0)
Percent Sewer Plans added within 2 weeks of receipt (Goal 90%)	-	-	84.4%	100.0%	90.0%	(10.0)
After GIS Go Live May 2020: Percent New Premises sent to utility billing within 24 hours of address assignment	-	-	-	-	90.0%	-

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>



# 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 2018-19

- Maintained telecommunication systems.
- Installed new system phones in Water Reclamation, Water Treatment, Airport, Airport Maintenance, Godeke Library, Streets and Water Dispatch, Fire Administration, Emergency Operations Center (EOC), Health Department, Buddy Holly, Civic Center, Select-A-Seat, Fire Marshalls, Community Development, Information Technology, and Property Room.
- Maintained telecommunication system, including all moves and changes, as needed.
- Planned for changing out of telecommunication systems.
- Completed data network and phone system in the new EOC.
- Inventory for communication needs.

## Objectives for FY 2019-20

- Maintain telecommunications system.
- Install Citizens Tower Communications needs.
- Install and test 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.
- Replace network drops in several departments to install new phones.

## 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.

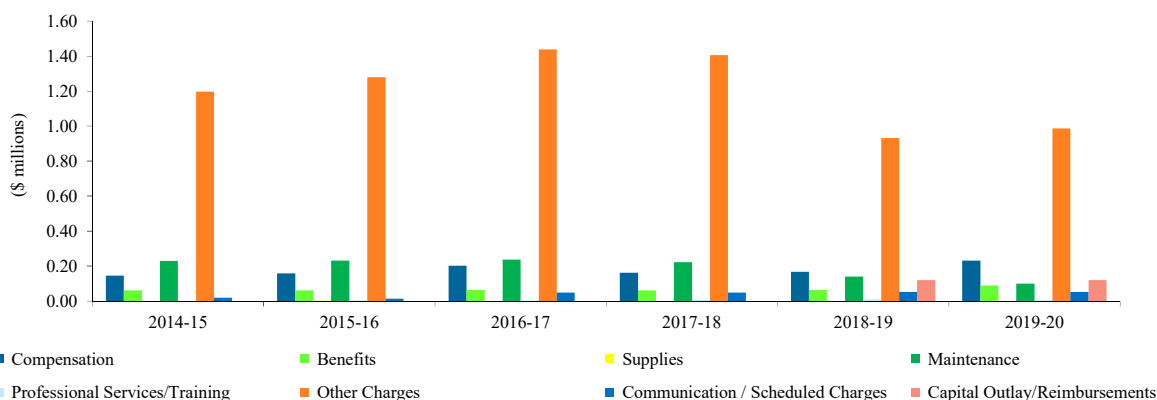
- The Communications scheduled charge increased \$100.3 thousand, or 6.8 percent, due to the addition of one Telecommunications Technician and increased telephone system costs, offset slightly by decreased system maintenance cost.

## Expense Overview

- Budgeted expenses increased \$100.2 thousand or 6.8 percent, for FY 2019-20.
- Compensation increased \$64,660, or 38.8 percent, due to the addition of one Telecommunications Technician.
- Benefits increased \$25,785, or 40.9 percent, due to the addition of one Telecommunications Technician.
- Supplies increased \$390, or 37.9 percent, due to increases in the mail handling fee.
- Maintenance decreased \$40,000, or 28.6 percent, due to decreased cost in maintenance for telephone system and applications.
- Professional Services/Training decreased \$5,000, or 50.0 percent, due to decreased training costs.
- Other charges increased \$54,308, or 5.8 percent, due to increases in computer equipment, and telephone system costs.

# Telecommunications - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Telecommunications Scheduled Charge	\$ 1,883,035	1,939,509	1,980,848	1,482,892	1,583,212	6.8
Other Revenue	-	-	-	-	-	-
Total Revenue Sources	1,883,035	1,939,509	1,980,848	1,482,892	1,583,212	6.8
Use of Excess Reserves	-	53,129	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,883,035</b>	<b>1,992,638</b>	<b>1,980,848</b>	<b>1,482,892</b>	<b>1,583,212</b>	<b>6.8</b>

	Actual	Actual	Actual	Actual	Amended	Budget
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 158,019	202,085	162,239	166,558	231,218	38.8
Benefits	61,509	62,875	61,393	63,052	88,837	40.9
Supplies	2,010	891	1,397	1,030	1,420	37.9
Maintenance	232,079	237,229	222,352	140,000	100,000	(28.6)
Professional Services/Training	4,548	3,052	7,205	10,000	5,000	(50.0)
Other Charges	1,278,460	1,437,261	1,405,428	930,992	985,300	5.8
Communication / Scheduled Charges	13,564	49,244	48,980	51,259	51,295	0.1
Capital Outlay/Reimbursements	-	-	-	120,000	120,000	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 1,750,190</b>	<b>1,992,638</b>	<b>1,908,994</b>	<b>1,482,892</b>	<b>1,583,070</b>	<b>6.8</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Telecommunications	2	2	2	2	3	1
<b>TOTAL STAFFING</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
Performance Metrics						
Moves Add and Changes Request Closed in 5 business days	58.0%	60.0%	82.0%	82.0%	90.0%	9.8
Requested installs completed within 5 business days	61.0%	68.0%	80.0%	80.0%	90.0%	12.5
Requested repairs completed within 24 hours	69.0%	78.0%	86.0%	86.0%	90.0%	4.7
System Repairs within 24 hours	83.0%	81.0%	93.0%	93.0%	93.0%	-

FULL-TIME POSITIONS	
Communications Manager	1
Telecommunication Technician	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>3</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 2018-19

- Installed radios in vehicles for different departments.
- Finished installation of Tower and antennas for Emergency Operations Center (EOC).
- Finished reprogramming all radios for statewide Logical Identification (LID) plan, Site Priority, Link Layer Authentication, and up-to-date Flash code.
- Installed docks for tablets.
- Replaced Uninterruptible Power Supply (UPS) at North Tower site.
- 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.
- Installed new grounding system at Sunrise and Sunset sites to follow new up to date standards.
- Assisted County in installing new County Fire paging radio system.

## Objectives for FY 2019-20

- Upgrade flash in radios.
- Install equipment in new vehicles.
- Replace lighting system on one major tower.

## 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.

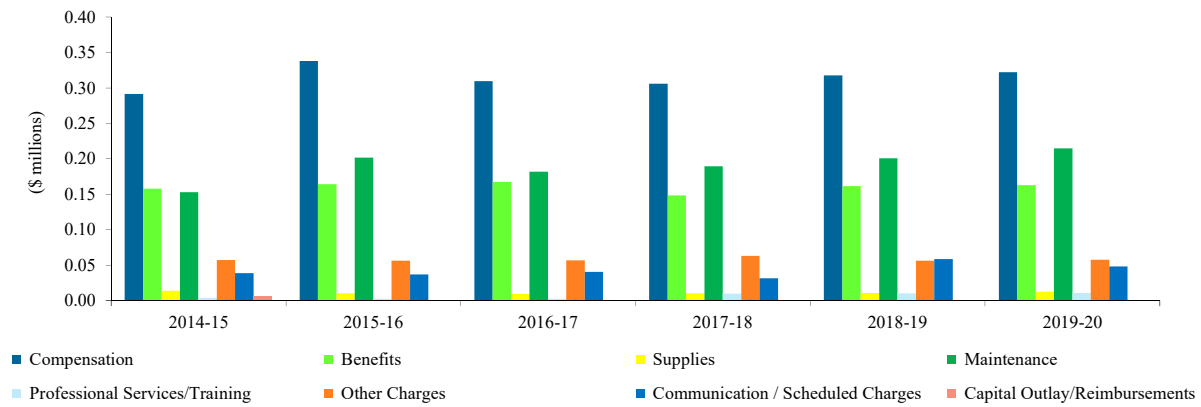
- The Radio Shop scheduled charge increased \$16,575, or 0.7 percent.

## Expense Overview

- Budgeted expenses increased \$9,707, or 0.4 percent, for FY 2019-20.
- Compensation increased \$4,385, or 1.4 percent, due to a compensation adjustment.
- Benefits increased \$1,043, or 0.8 percent, due to the change in compensation.
- Supplies increased \$1,939, or 18.7 percent, due to an increase in fuel costs.
- Maintenance increased \$13,866, or 6.9 percent, due to an increase in vehicle maintenance cost.
- Professional services/training increased \$550, or 5.4 percent, due to additional services for microwave monitoring.
- Other charges increased \$1,150, or 2.0 percent, due to an increase in building lease.
- Scheduled charges decreased \$10,638, or 18.2 percent, due to a decrease in property and liability insurance cost.
- Debt Service increased \$3,575, or 0.2 percent.
- Vehicle/equipment debt payments decreased \$6,163, or 47.2 percent.

# Radio Shop - Department Overview

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Interest Earnings	\$ 54,591	71,729	129,383	-	-	-
Sale of Equipment	-	-	-	-	-	-
Department Sales Labor & Parts	319,850	316,507	266,566	-	-	-
Radio Maintenance Scheduled Charge	2,142,260	2,214,147	1,987,740	2,338,232	2,354,807	0.7
COGS - Radio Parts	(86,981)	(54,569)	(33,714)	-	-	-
Other Revenue	958	140	11,006	-	-	-
Total Revenue Sources	2,430,678	2,547,953	2,360,982	2,338,232	2,354,807	0.7
Use of Excess Reserves	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,430,678</b>	<b>2,547,953</b>	<b>2,360,982</b>	<b>2,338,232</b>	<b>2,354,807</b>	<b>0.7</b>

	Actual	Actual	Actual	Actual	Amended	Budget
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 337,602	309,292	305,676	317,507	321,892	1.4
Benefits	163,966	166,993	148,263	161,519	162,562	0.6
Supplies	10,036	9,175	10,092	10,387	12,326	18.7
Maintenance	201,451	181,770	189,113	200,561	214,427	6.9
Professional Services/Training	2,277	2,301	9,503	10,100	10,650	5.4
Other Charges	56,228	56,612	62,758	56,350	57,500	2.0
Communication / Scheduled Charges	36,558	40,289	31,506	58,570	47,932	(18.2)
Capital Outlay/Reimbursements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 808,120</b>	<b>766,433</b>	<b>756,912</b>	<b>814,994</b>	<b>827,289</b>	<b>1.5</b>

FUND LEVEL EXPENSES						
	Actual	Actual	Actual	Actual	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Net Debt Service	\$ 1,077,508	1,438,750	1,441,750	1,440,300	1,443,875	0.2
Other Charges	31,377	3	121	-	-	-
Vehicle/Equipment Debt	189,548	149,050	22,290	13,070	6,907	(47.2)
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ 1,298,433</b>	<b>1,587,803</b>	<b>1,464,162</b>	<b>1,453,370</b>	<b>1,450,782</b>	<b>(0.2)</b>
<b>TOTAL EXPENSES</b>	<b>\$ 2,106,552</b>	<b>2,354,236</b>	<b>2,221,073</b>	<b>2,268,364</b>	<b>2,278,071</b>	<b>0.4</b>

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	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 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
Performance Metrics						
Shop Repairs (i.e., Installed Equipment by Radio Shop) within 2 hours	84.0%	88.0%	97.0%	95.0%	96.0%	1.1
Bench Repairs within 4 hours	88.0%	87.0%	96.0%	96.0%	96.0%	-
Shop Vehicles within 3 days	81.0%	85.0%	95.0%	95.0%	96.0%	1.1
Radio System Repair within 24 hours	72.0%	72.0%	92.0%	90.0%	92.0%	2.2

# Radio Shop - Department Overview

---

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/> <hr/> 8

# Investment Pool Overview

## Mission and Services

Invest the City's operating and bond funds in a manner that emphasizes safety, liquidity, and 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 2018-19

- Revised investment practices and developed an asset allocation model in order to maximize yields on investments while maintaining safety, liquidity, and diversity, which has completely erased the investment portfolio's unrealized loss of over \$2 million.
- Gained approval by the Audit and Investment Committee to change the City's list of authorized investments, allowing authorized investment brokers to offer higher yielding investments without sacrificing safety and liquidity.
- Currently exceeding an overall portfolio return of 2.4 percent for this fiscal year through the use of effective investment strategies and portfolio allocation. This is the highest return on the City's portfolio in over a decade.

- Leveraged market timing and positive rate environment to fill out the investment maturity schedule to ensure an average of \$2 million of investments mature every month for five years.
- Effectively addressed gaps in our maturity schedule where yields fell below 1.5 percent by pursuing higher yielding investments within the targeted time periods.

## Objectives for FY 2019-20

- Continue to monitor the rate environment in order to effectively put excess operating funds in safe, liquid investments that offer advantageous yields.
- Update the City's investment strategy as the market shifts in order to create a portfolio that produces notable returns.
- Update the City's investment strategy and investment policy to align to the rate environment in which the City expects to operate.
- Evaluate and update the City's list of authorized brokers in order to focus on those brokers that can assist the City with our strategic objectives.
- Monitor bond fund investments in accordance with all SEC and IRS regulations on post-issuance compliance to ensure the City is not in arbitrage risk.

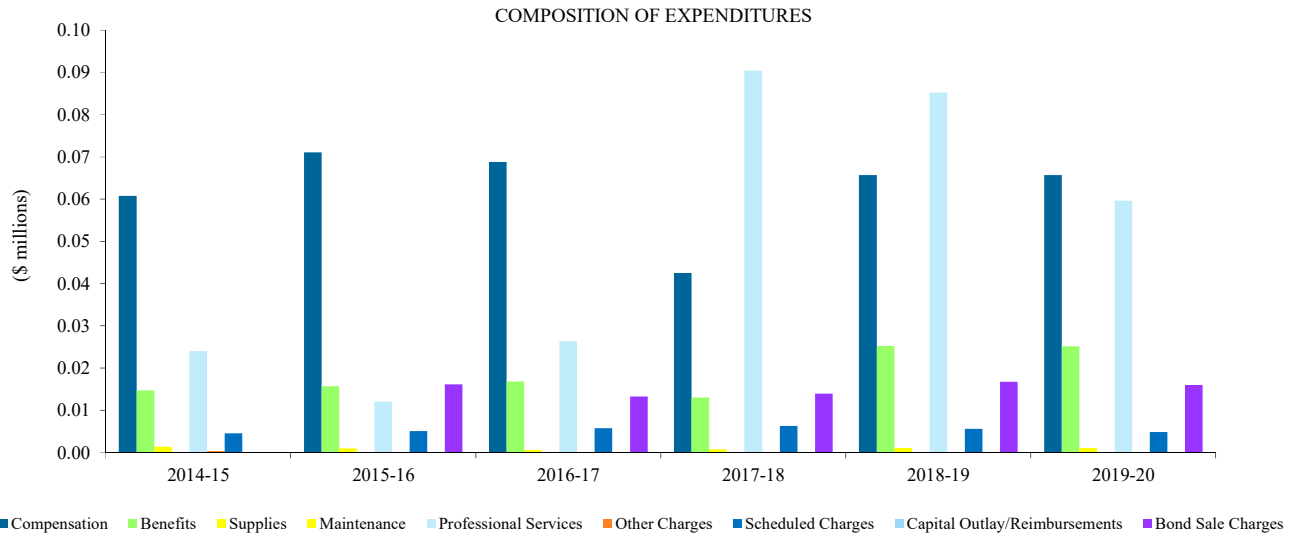
## Revenue Overview

- Interest earnings for both operating and bond funds increased \$3.6 million due to increased portfolio value, as well as increased interest earnings over the past two fiscal years.

## Expense Overview

- Budgeted expenditures decreased \$25,118, or 12.6 percent when compared with the FY 2018-19 Operating budget.
- Professional services/training decreased \$26,400 or 25.9 percent, due to decreased bank service charges and bond sale charges.
- Scheduled charges decreased \$722, or 12.9 percent, due to lower telecommunication and liability allocations.
- Compensation adjustment of \$2,057 is included for FY 2019-20.

# Internal Service Fund - Investment Pool



	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
<b>STAFFING</b>						
Investment Pool	1	1	1	-	-	-
<b>TOTAL STAFFING</b>	1	1	1	-	-	-

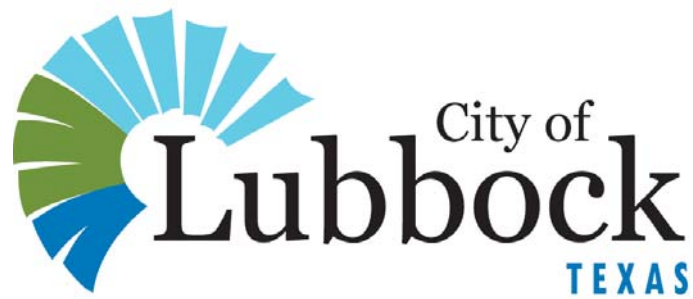
METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Target FY 2019-20	% Change from Amended
<b>Service Metrics</b>						
Total Portfolio (\$ Millions)						
Par Value	\$ 528,612,806	519,020,195	593,973,917	619,385,657	640,000,000	3.3
Book Value	\$ 528,941,324	519,343,043	594,250,593	619,842,607	640,500,000	3.3
Market Value	\$ 529,163,902	518,703,090	591,979,619	621,569,908	642,000,000	3.3
<b>Portfolio Allocation (%)</b>						
Agency (10% allocation target)	12.6%	11.0%	9.8%	11.1%	10.0%	(9.9)
Commercial Paper (0-1% allocation target)	0.0%	0.0%	0.0%	0.3%	0.5%	66.7
Municipal Bond (17.5% allocation target)	6.2%	8.4%	11.3%	16.2%	17.5%	8.0
Treasury (3.0% allocation target)	0.0%	0.0%	0.0%	0.3%	2.6%	766.7
Local Government Investment Pools (67.5% allocation target)	75.1%	77.8%	76.8%	69.8%	67.5%	(3.3)
Cash/Money Market (1-2% allocation target)	6.1%	2.8%	2.0%	2.3%	1.9%	(16.5)
<b>Performance Metrics</b>						
<b>Portfolio Returns (\$ Millions)</b>						
Operating Funds	\$ 178,190	(22,394)	142,622	1,025,333	1,000,000	(2.5)
Bond Funds	\$ 119,745	213,795	467,739	537,354	525,000	(2.3)
<b>Portfolio Yield to Maturity (%)</b>						
Operating Funds	0.8%	1.4%	2.2%	2.4%	2.2%	(8.2)
Bond Funds	0.5%	1.1%	2.0%	2.4%	2.3%	(6.2)
<b>Benchmark Yield to Maturity (%)</b>						
Operating Funds	0.5%	1.2%	2.3%	2.1%	2.0%	(4.0)
Bond Funds	0.2%	1.0%	2.0%	2.2%	2.1%	(5.5)
Unrealized Gain/(Loss) on Investments (\$ Millions)	\$ 205,986.61	(595,939.30)	(2,270,972.97)	1,727,301.25	1,500,000.00	(13.2)
<b>Performance to Benchmark</b>						
Operating Funds	5%	-7%	-30%	32%	20%	(37.3)
Bond Funds	-10%	-20%	-20%	16%	10%	(37.7)

# Investment Pool - Fund Overview

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Interest Earnings - Consolidated	\$ 1,551,150	2,601,612	4,879,944	2,600,000	4,600,000	76.9
Interest Earnings - Bond Funds	776,066	1,663,686	3,389,506	1,600,000	3,200,000	100.0
Interest Earnings - Allocation	(2,183,358)	(4,113,419)	(8,054,119)	(4,000,275)	(7,625,393)	90.6
Total Revenue Sources	143,858	151,879	215,331	199,725	174,607	(12.6)
TOTAL FUNDING SOURCES	\$ 143,858	151,879	215,331	199,725	174,607	(12.6)

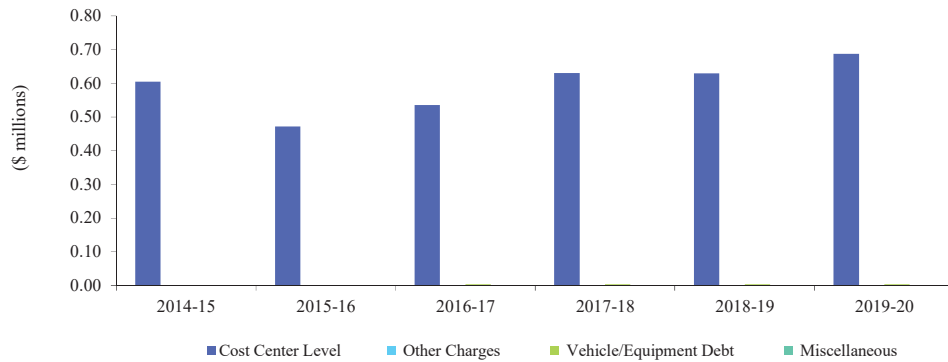
FUND LEVEL EXPENSES						
Compensation	\$ 71,118	68,789	42,506	65,704	65,705	0.0
Benefits	15,676	16,865	13,093	25,226	25,182	(0.2)
Supplies	1,008	607	795	1,130	1,120	(0.9)
Professional Services/Training	28,303	39,674	104,401	102,056	75,656	(25.9)
Other Charges	-	-	-	-	-	-
Scheduled Charges	5,080	5,783	6,313	5,608	4,887	(12.9)
Compensation Adjustment	-	-	-	-	2,057	-
TOTAL FUND LEVEL EXPENSES	\$ 121,630	131,719	167,108	199,725	174,607	(12.6)
TOTAL EXPENSES	\$ 121,630	131,719	167,108	199,725	174,607	(12.6)





# Internal Service Fund - Print Shop & Warehouse

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 10,017	12,321	21,501	24,597	46,375	88.5
Department Sales General Stores	3,472,298	3,551,862	3,337,961	3,445,000	3,460,878	0.5
COGS General Stores	(3,209,333)	(3,282,506)	(3,084,789)	(3,250,000)	(3,296,074)	1.4
Department Sales Xerox	178,137	277,570	208,468	221,044	217,843	(1.4)
Department Sales Mailroom Handling Fee	101,646	34,897	45,662	35,291	83,520	136.7
Department Sales Postage Fee	-	-	-	-	-	-
COGS Printing Supplies	(75,175)	(88,417)	(80,370)	(100,416)	(81,000)	(19.3)
Total Revenue Sources	477,590	505,728	448,434	375,516	431,541	14.9
Use of Excess Reserves	-	32,707	185,348	256,560	259,051	1.0
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 477,590</b>	<b>538,435</b>	<b>633,781</b>	<b>632,076</b>	<b>690,592</b>	<b>9.3</b>

	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>DEPARTMENT LEVEL EXPENSES</b>						
Compensation	\$ 178,973	177,856	178,443	187,656	191,526	2.1
Benefits	108,433	114,256	91,002	108,051	108,727	0.6
Supplies	8,290	8,791	137,300	135,027	158,511	17.4
Maintenance	12,226	12,560	17,946	15,506	15,369	(0.9)
Professional Services/Training	1,572	529	2,008	-	1,000	-
Other Charges	112,242	172,017	153,140	135,705	153,007	12.7
Scheduled Charges	50,124	49,388	50,627	47,092	49,868	5.9
Capital Outlay/Reimbursements	-	-	-	-	9,545	-
<b>TOTAL DEPARTMENT LEVEL EXPENSES</b>	<b>\$ 471,860</b>	<b>535,397</b>	<b>630,467</b>	<b>629,038</b>	<b>687,554</b>	<b>9.3</b>

<b>FUND LEVEL EXPENSES</b>						
Vehicle/Equipment Debt	\$ -	3,038	3,038	3,038	3,038	-
Miscellaneous	-	-	277	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ -</b>	<b>3,038</b>	<b>3,315</b>	<b>3,038</b>	<b>3,038</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>\$ 471,860</b>	<b>538,435</b>	<b>633,781</b>	<b>632,076</b>	<b>690,592</b>	<b>9.3</b>

	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>EXPENDITURES BY DEPARTMENT</b>						
Central Warehouse	\$ 249,806	259,926	370,436	395,936	413,181	4.4
Print Shop	222,054	278,509	263,069	236,140	277,411	17.5
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 471,860</b>	<b>538,435</b>	<b>633,505</b>	<b>632,076</b>	<b>690,592</b>	<b>9.3</b>

	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>STAFFING</b>						
Central Warehouse	4	4	4	4	4	-
Print Shop	2	2	2	2	2	-
<b>TOTAL STAFFING</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>



# 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 outside governmental agencies.

## Overview

The Print Shop provides the following services:

- Provides printing, copying, scanning, laminating, binding, and design services for internal departments and other governmental entities, including Lubbock County, and South Plains Association of Governments.
- Acts as a liaison to outside vendors for printing materials and paper products to ensure proper products are purchased at a fair price.
- Processes and sorts mail and packages.

## Goals and Objectives

- Improve and update the printing production workflow and utilize cost-saving processes to increase sales and encourage departments and governmental entities to use services.
- Find creative ways to assist departments in their needs while providing inexpensive and quality products.
- Communicate with departments to find their needs.
- Review outgoing mail and packages to ensure they will be sent without delay. Reduce incoming mail load by updating mailing lists which in turn will save the City money and the department time.
- To expand knowledge of various programs and techniques to be better serve the departments.

## Accomplishments for FY 2018-19

- 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 2019-20

- 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. Set in motion a system to assure proper delivery of mail to departments.

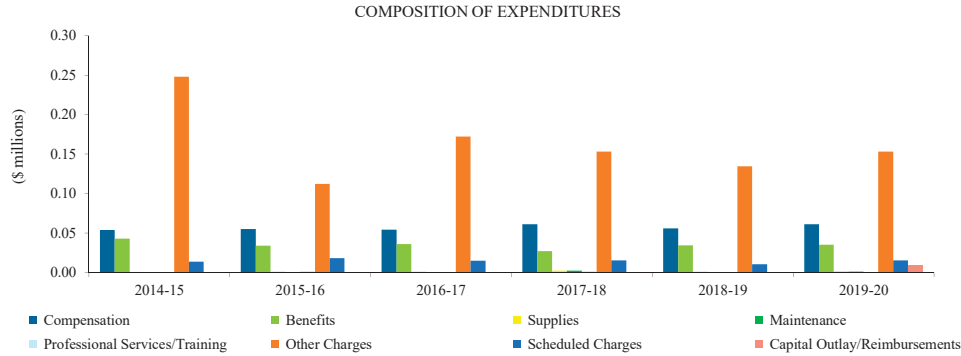
## Revenue Overview

- 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 services 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 \$66,013 or 41.1 percent due to new department efficiency standards.
- Print Shop will use excess reserves in the amount of \$50,882 for FY 2019-20.

## Expense Overview

- Total expenditure increased \$41,271 or 17.5 percent for FY 2019-20.
- Compensation increased \$5,567, or 10.0 percent, due to an increase in full-time salary and terminal vacation pay.
- Benefits increased \$1,071, or 3.1 percent, due to increases in retirement, social security, and health insurance funding offset slightly by decreases in workers compensation and dental insurance costs.
- Supplies increased \$300, or 25.4 percent, due to the departments need for safety apparel.
- Maintenance increased \$700 due to an increased need for maintenance of equipment.
- Professional Services increased \$500 due to the addition of training courses for department employees.
- Other Charges increased \$18,675, or 13.9 percent, due to increased cost for leased equipment and the addition of a perforation and scoring printer attachment.
- Scheduled Charges increased \$4,913, or 47.5 percent due to increased information technology and telecommunications allocations.
- Capital Outlay increased \$9,545 due to scheduled replacement of department's lamination machine.

# Print Shop - Department Overview



	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 2,136	2,392	3,639	4,597	6,166	34.1
Department Sales Xerox	178,137	277,570	208,468	221,044	217,843	(1.4)
Department Sales Mailroom Handling Fee	101,646	34,897	45,662	35,291	83,520	136.7
Department Sales Postage Fee	-	-	-	-	-	-
COGS Printing Supplies	(75,175)	(88,417)	(80,370)	(100,416)	(81,000)	(19.3)
Total Revenue Sources	206,745	226,442	177,400	160,516	226,529	41.1
Use of Excess Reserves	15,309	52,067	85,945	75,624	50,882	(32.7)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 222,054</b>	<b>278,509</b>	<b>263,346</b>	<b>236,140</b>	<b>277,411</b>	<b>17.5</b>

	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>EXPENDITURES BY CATEGORY</b>						
Compensation	\$ 54,994	54,246	61,249	55,719	61,286	10.0
Benefits	33,892	35,859	26,931	34,258	35,329	3.1
Supplies	1,134	1,113	2,423	1,180	1,480	25.4
Maintenance	-	-	2,249	300	1,000	233.3
Professional Services/Training	1,412	514	1,637	-	500	-
Other Charges	112,242	172,017	153,140	134,332	153,007	13.9
Scheduled Charges	18,380	14,761	15,440	10,350	15,263	47.5
Capital Outlay/Reimbursements	-	-	-	-	9,545	-
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 222,054</b>	<b>278,509</b>	<b>263,069</b>	<b>236,140</b>	<b>277,411</b>	<b>17.5</b>

<b>FUND LEVEL EXPENSES</b>						
	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Miscellaneous	\$ -	-	277	-	-	-
Vehicle/Equipment Debt	-	-	-	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ -</b>	<b>-</b>	<b>277</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>\$ 222,054</b>	<b>278,509</b>	<b>263,346</b>	<b>236,140</b>	<b>277,411</b>	<b>17.5</b>

	Actual	Actual	Actual	Amended	Budget	Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
<b>STAFFING</b>						
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
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
<b>METRICS/PERFORMANCE MEASURES</b>						
<b>Service Metrics</b>						
Print Jobs Completed	2,004	1,050	1,204	1,500	1,500	-
Print Jobs Outsourced	85	80	40	40	40	-
Total Mail Pieces	342,974	318,472	182,387	183,000	183,000	-
B/W Copies	1,968,425	1,724,778	1,160,630	1,400,000	1,570,000	12.1
Color Copies	359,651	992,583	549,961	550,000	555,000	0.9
<b>Performance Metrics</b>						
Average Project Turnaround Time (days)	3	3	3	3	3	-
Billable Jobs Completed	-	-	1,244	1,540	1,540	-
Percent of Rework	-	-	2.0%	2.0%	2.0%	-
Percent of Out-Sourced Work to In-House Work	-	-	3.2%	2.6%	2.6%	-

<b>FULL-TIME POSITIONS</b>	
Reprographics Technician	1
Senior Reprographics Technician	1
<b>TOTAL FULL-TIME POSITIONS</b>	<b>2</b>

# 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 2018-19

- Continued to be efficient in unloading, stocking items, and receiving in the inventory system to be ready for invoicing within a two-hour window.
- Built new shelving for water bin to increase and organize material, while at the same time, lowering material for easy access.
- Hired and trained a new warehouse staff, including one new bookkeeper and two warehouse team members in Warehouse Management System, material location/handling, and policies and procedures for the City.
- Successfully implemented new Water Department item supply contracts with new vendors while maintaining acceptable stock levels for the Water Department.
- The Warehouse stored and dispensed 1,630 critical items for departments.
- Provided LP&L with 716 items:
  - Hardware ranging from 3/8 lock nut that cost 0.13 to 3/4" bolts that cost over \$14 each, using over 100,000 units.
  - Electrical parts with names such as "Pothead" "Kellum Grip" and couplings with a 5-degree angle.
  - Decorative poles for different areas of the city to galvanized 45' poles that can cost up to \$1,912 each.
  - Wood poles up to 100' with a cost of \$1,879 each and reels of wire about 7' over 5,000 lbs. that can cost up to \$23,125 per 2,500' reel.

## Objectives for FY 2019-20

- Minimize inventory adjustments by reinforcing accurate order printing and order selection.
- Assure all incoming items are accurately inspected and put in their proper locations within the two-hour window while maintaining appropriate safety standards.
- Continue to improve and train new team members to gain more confidence in warehouse operations and E1.
- Clean and maintain the warehouse and yard area. This promotes a clean, safe, and professional environment for all customers and vendors to utilize this resource appropriately and efficiently.

## Revenue Overview

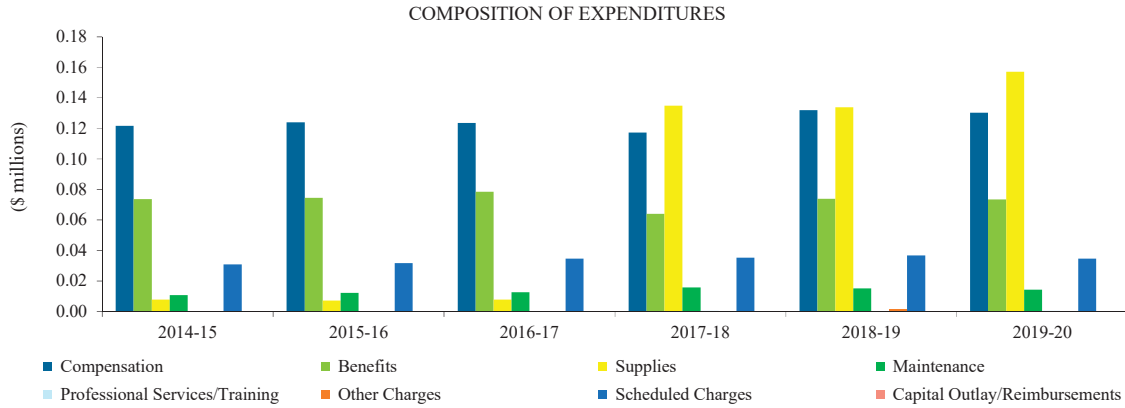
Warehouse is an Internal Service Fund that provides materials to City departments. Internal Service Funds are not self-funding and must allocate the costs associated with operations to other departments.

- Warehouse receives revenue equal to 5.0 percent of its costs of goods sold. Sales are expected to increase in FY 2019-20.
- Warehouse total revenue is expected to decrease \$9,988, or 4.6 percent.
- Warehouse will use excess reserves in the amount of \$208,169 for FY 2019-20.

## Expense Overview

- Total expenditures increased \$17,244 or 4.4 percent for FY 2019-20.
- Compensation decreased \$1,697, or 1.3 percent, due to lower full time salary and stability pay slightly offset by terminal vacation pay.
- Benefits decreased \$395, or 0.5 percent, due to lower retirement, social security, workers compensation, and dental insurance funding offset by health insurance increase.
- Supplies increased \$23,184, or 17.3 percent, due to increased external department usage of safety supplies slightly offset by a decrease in motor vehicle supplies and fuel.
- Maintenance decreased \$837, or 5.5 percent, due to lower motor vehicle and other equipment maintenance costs offset by an increase in communication equipment maintenance.
- Professional Services increased \$500 due to the addition of training courses for department employees.
- Scheduled Charges decreased \$2,137, or 5.8 percent, due to lower property insurance, electric, and telecommunications allocations offset by slight increases in information technology, liability insurance, and natural gas expense.

# Warehouse - Department Overview



FUNDING SOURCES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Interest Earnings	\$ 7,881	9,929	17,862	20,000	40,208	101.0
Department Sales General Stores	3,472,298	3,551,862	3,337,961	3,445,000	3,460,878	0.5
COGS General Stores	(3,209,333)	(3,282,506)	(3,084,789)	(3,250,000)	(3,296,074)	1.4
Total Revenue Sources	270,845	279,286	271,034	215,000	205,012	(4.6)
Use of Excess Reserves	-	-	99,402	180,936	208,169	15.1
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 270,845</b>	<b>279,286</b>	<b>370,436</b>	<b>395,936</b>	<b>413,181</b>	<b>4.4</b>

EXPENDITURES BY CATEGORY	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	% Change from Amended
Compensation	\$ 123,979	123,610	117,194	131,937	130,240	(1.3)
Benefits	74,541	78,397	64,072	73,793	73,398	(0.5)
Supplies	7,156	7,678	134,878	133,847	157,031	17.3
Maintenance	12,226	12,560	15,697	15,206	14,369	(5.5)
Professional Services/Training	160	15	370	-	500	-
Other Charges	-	-	-	1,373	-	(100.0)
Scheduled Charges	31,744	34,627	35,187	36,742	34,605	(5.8)
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 249,806</b>	<b>256,888</b>	<b>367,398</b>	<b>392,898</b>	<b>410,143</b>	<b>4.4</b>

FUND LEVEL EXPENSES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
Other Charges	\$ -	-	-	-	-	-
Vehicle/Equipment Debt	-	3,038	3,038	3,038	3,038	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ -</b>	<b>3,038</b>	<b>3,038</b>	<b>3,038</b>	<b>3,038</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>\$ 249,806</b>	<b>259,926</b>	<b>370,436</b>	<b>395,936</b>	<b>413,181</b>	<b>4.4</b>

STAFFING	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Amended FY 2018-19	Budget FY 2019-20	Change from Amended
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>

METRICS/PERFORMANCE MEASURES	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
<b>Service Metrics</b>						
Inventory Turnover	2.1	2.1	2.1	1.2	1.5	34.5
Inventory Items	1,350	1,370	1,380	1,435	1,390	(3.1)
Stock Item Value	1,956,565	2,100,000	2,200,000	2,365,233	2,422,123	2.4
Stock Issues	2,596,108	2,700,000	2,800,000	2,547,770	3,338,606	31.0
Material Tickets issued at counter	6,325	6,400	6,500	5,308	6,585	24.1
Material Tickets issued by Work Order	43	43	45	30	30	-
Average Value per Ticket	410.5	421.9	425	435	549	26.1
<b>Performance Metrics</b>						
Percentage of Tickets filled upon request	97.0%	97.0%	97.0%	100.0%	99.0%	(1.0)
Average Backorder Fill Rate (days)	3	3	3	3	3	-

FULL-TIME POSITIONS	Actual FY 2015-16	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Target FY 2019-20	% Change from Projected
Bookkeeper	1				1	
Inventory Control Specialist	1				1	
			Warehouse Supervisor			
			Warehouse Worker			
<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 2018-19

- Revised the City's Self-Insurance Resolution to include updated processes.
- Expanded our training practices to include on-site safety toolbox talks in an effort to reduce injuries.
- Updated Internal Control Policies.
- Implemented an Incident Review Board.

## Objectives for FY 2019-20

- Complete the revision and publication of an organizational Safety/Loss Prevention Plan.
- Consider integrating Insurance Certificate Management into our claims management system to assist Purchasing with the task of tracking vendor certificates.
- Continue to build a stronger safety culture through additional training and increased monitoring of facilities/job sites.

## 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 \$2.2 million for FY 2019-20.

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 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 2019-20.

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 million for FY 2019-20.



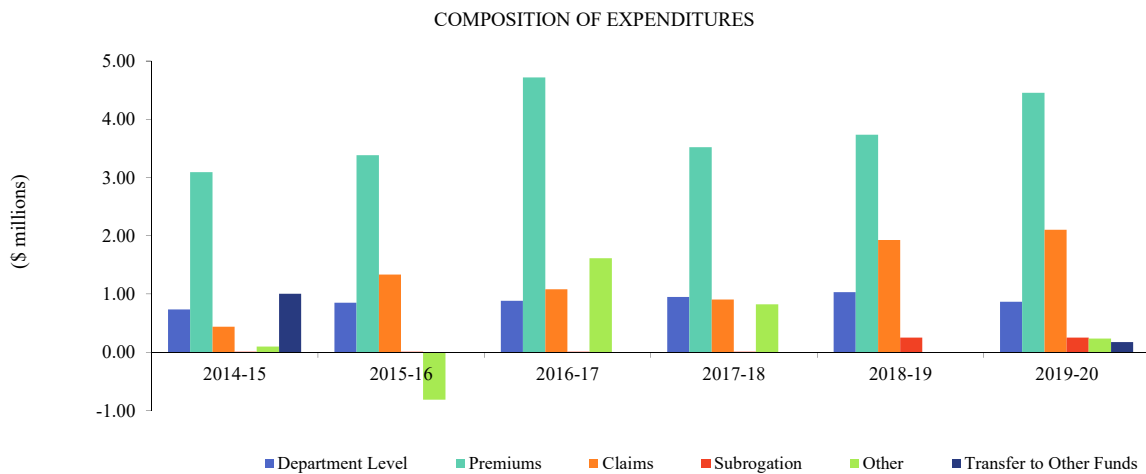
# Risk Management Overview

- Budgeted revenues decreased \$257.9 thousand, or 4 percent, for FY 2019-20.
- Premiums collected from the departments for worker's compensation exceed expenses for this individual function while premiums collected for property and liability are subsidized.
- Use of excess reserves for FY 2019-20 is \$1.9 million, an increase of \$1.2 million from the prior year.
- Property increased by \$721.2 thousand, or 29.3 percent, due to a substantial increase to property premiums driven by the current market. Included is a reserve for replacement and repair of city owned wrecked vehicles.
- Liability increased by \$146.5 thousand, or 8.2 percent, due to increase in projected general liability claims.
- Workers' Compensation increased \$96,766, or 5.3 percent due to funding LifeScan for the Fire Department. This new cost is offset by a decrease to premiums.

## Expense Overview

- Budgeted expenses increased \$967.6 thousand, or 13.6 percent, when compared to the FY 2018-19 Operating Budget.
- Administration operating expenses decreased \$166.2 thousand or 16.2 percent. Over \$169 thousand of this decrease is associated with the Organizational Development function moved to Human Resources in the General Fund. An Organizational Coordinator and Trainer along with associated supplies moved. The General Fund will be reimbursed for this cost. An Administrative Assistant position, funded 50 percent by Risk, moved to Human Resources in the General Fund as the position supports Human Resources and not Risk. There also was a \$16,221 decrease to the scheduled IT charge.
- A vehicle/equipment debt payment of \$3,720 is budgeted this year.
- A transfer to the General Fund of \$169 thousand is made for the first time to fund the transfer of the Organizational Development function to Human Resources.

# Internal Service Fund - Risk Management



	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Self Insurance-Risk Admin	6	8	9	9	6	(3)
<b>TOTAL STAFFING</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>(3)</b>

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Projected
<b>Service Metrics</b>						
Major Work Site/Facility Inspections	24	11	91	283	175	(38.2)
Job Site Inspections	1,590	112	886	1,500	1,600	6.7
On-the-job injuries	340	300	322	355	300	(15.5)
Lost time injuries	47	30	36	36	18	(50.0)
Days lost to injuries	1,142	850	305	292	250	(14.4)
Preventable vehicle collisions	67	60	150	211	100	(52.6)
Liability claims processed	284	285	303	276	225	(18.5)
Subrogation claims processed	223	265	146	360	375	4.2
<b>Performance Metrics</b>						
1st contact for liability claims - within 24 business hours	-	-	-	100.0%	100.0%	-
Investigation period to determine root cause within 7 business days	-	-	-	95.0%	95.0%	-
Bringing injured employees back to light duty w/o surgery, 1 week; w/surgery, 60 days	-	-	-	95.0%	95.0%	-

<b>FULL-TIME POSITIONS</b>	
Claims Adjuster	1
Insurance Specialist	1
Property Claims Adjuster	1
Risk Manager	1
Safety/Loss Prevention Specialist	2
<b>TOTAL FULL-TIME POSITIONS</b>	<b>6</b>

# Risk Management - Fund Overview

<b>Self Insurance - Risk Administration</b>	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Defensive Driving Training	\$ 633	1,069	329	850	550	(35.3)
Transfer from Health Insurance	2,000,000	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,000,633</b>	<b>1,069</b>	<b>329</b>	<b>850</b>	<b>550</b>	<b>(35.3)</b>

<b>EXPENSES</b>						
Compensation	\$ 474,334	476,594	531,570	567,872	473,102	(16.7)
Benefits	196,176	199,643	206,843	224,611	175,941	(21.7)
Supplies	8,946	6,669	17,544	26,453	9,453	(64.3)
Maintenance	1,928	1,946	2,498	2,468	5,883	138.3
Professional Services/Training	108,273	165,493	149,157	159,579	167,183	4.8
Other Charges	4,488	3,075	11,618	2,830	2,050	(27.6)
Premiums / Scheduled Charges	55,039	28,212	30,132	45,151	29,144	(35.5)
<b>TOTAL EXPENSES</b>	<b>\$ 849,184</b>	<b>883,194</b>	<b>949,363</b>	<b>1,028,963</b>	<b>862,756</b>	<b>(16.2)</b>

## Self Insurance - Property

<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 10,209	16,307	27,522	12,000	27,700	130.8
Property Premiums	1,570,283	1,691,396	2,039,185	2,377,480	2,212,744	(6.9)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,580,492</b>	<b>1,707,702</b>	<b>2,066,707</b>	<b>2,389,480</b>	<b>2,240,444</b>	<b>(6.2)</b>

<b>EXPENSES</b>						
Premiums	\$ 1,220,809	1,844,203	1,433,657	1,668,932	2,478,799	48.5
Claims	-	74,944	253,294	631,252	701,870	11.2
Building Repair	44,298	5,878	1,273	-	-	-
Scheduled Charges	-	-	77,000	-	-	-
Miscellaneous	-	-	20	-	-	-
Capital Equipment/Vehicles	-	-	117,200	159,281	-	(100.0)
<b>TOTAL EXPENSES</b>	<b>\$ 1,265,107</b>	<b>1,925,025</b>	<b>1,882,444</b>	<b>2,459,465</b>	<b>3,180,669</b>	<b>29.3</b>

## Self Insurance - Liability

<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 20,419	32,613	55,044	24,000	55,400	130.8
Liability Premiums	2,112,389	2,538,979	1,737,504	1,888,218	1,809,380	(4.2)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,132,808</b>	<b>2,571,592</b>	<b>1,792,548</b>	<b>1,912,218</b>	<b>1,864,780</b>	<b>(2.5)</b>

<b>EXPENSES</b>						
Premiums	\$ 542,944	1,201,938	603,573	510,377	544,182	6.6
Claims	1,254,607	915,518	600,422	1,034,426	1,147,101	10.9
Subrogation Collection	2,258	659	3,449	250,000	250,000	-
Miscellaneous	(79)	-	121	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 1,799,730</b>	<b>2,118,115</b>	<b>1,207,566</b>	<b>1,794,803</b>	<b>1,941,283</b>	<b>8.2</b>

## Self Insurance - Workers' Compensation

<b>FUNDING SOURCES</b>						
Interest Earnings	\$ 20,419	32,613	55,044	24,000	55,400	130.8
Miscellaneous Recoveries	29,246	3,895	29,845	-	-	-
Workers' Compensation	2,056,770	1,725,738	1,315,390	2,082,945	1,990,397	(4.4)
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,106,435</b>	<b>1,762,246</b>	<b>1,400,279</b>	<b>2,106,945</b>	<b>2,045,797</b>	<b>(2.9)</b>

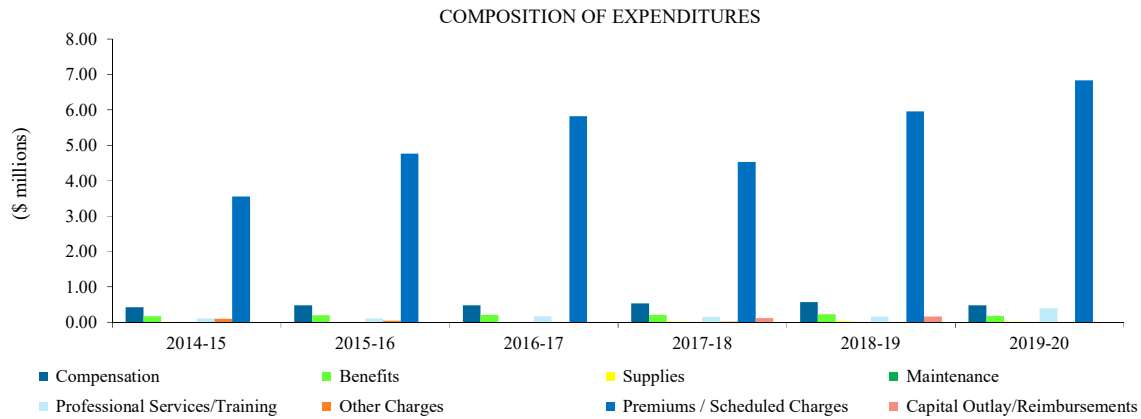
<b>EXPENSES</b>						
Professional Services	-	-	-	-	230,538	-
Premiums	\$ 1,615,377	1,673,687	1,479,767	1,555,415	1,429,945	(8.1)
Claims	78,312	86,705	46,894	262,006	253,704	(3.2)
<b>TOTAL EXPENSES</b>	<b>\$ 1,693,690</b>	<b>1,760,393</b>	<b>1,526,662</b>	<b>1,817,421</b>	<b>1,914,187</b>	<b>5.3</b>

<b>TOTAL COST CENTER EXPENSES</b>	<b>\$ 5,607,711</b>	<b>6,686,727</b>	<b>5,566,034</b>	<b>7,100,652</b>	<b>7,898,895</b>	<b>11.2</b>
-----------------------------------	---------------------	------------------	------------------	------------------	------------------	-------------

# Risk Management - Fund Overview

<b>Self Insurance - Other</b>	Actual	Actual	Actual	Amended	Budget	% Change
FUND LEVEL EXPENSES	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Vehicle/Equipment Debt	3,688	3,688	3,688	3,688	3,720	0.9
Transfer to General Fund-Organizational Dev	-	-	-	-	169,300	-
Bene-Auto Actuary Adjustment	(129,667)	198,066	153,270	-	-	-
Bene-Gen Liability Actuary Adjustment	(632,784)	315,906	746,568	-	-	-
Bene-Workers Comp Actuary Adjustment	(100,959)	1,088,866	(87,285)	-	-	-
<b>TOTAL FUND LEVEL EXPENSES</b>	<b>\$ (859,722)</b>	<b>1,606,526</b>	<b>816,241</b>	<b>3,688</b>	<b>173,020</b>	<b>0.9</b>
Total Revenue Sources	\$ 7,820,368	6,042,609	5,259,863	6,409,493	6,151,571	(4.0)
Use of Excess Reserves	-	2,250,644	1,122,413	694,847	1,920,344	258.6
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,820,368</b>	<b>8,293,253</b>	<b>6,382,275</b>	<b>7,104,340</b>	<b>8,071,915</b>	<b>13.6</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$ 4,747,989</b>	<b>8,293,253</b>	<b>6,382,275</b>	<b>7,104,340</b>	<b>8,071,915</b>	<b>13.6</b>

# Risk Management - Department Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 474,334	476,594	531,570	567,872	473,102	(16.7)
Benefits	196,176	199,643	206,843	224,611	175,941	(21.7)
Supplies	8,946	6,669	17,564	26,453	9,453	(64.3)
Maintenance	1,928	1,946	2,498	2,468	5,883	138.3
Professional Services/Training	108,194	165,493	149,278	159,579	397,721	149.2
Other Charges	48,786	8,953	12,891	2,830	2,050	(27.6)
Premiums / Scheduled Charges	4,769,347	5,825,867	4,528,189	5,957,559	6,834,745	14.7
<b>TOTAL EXPENDITURES BY CATEGORY</b>	<b>\$ 5,607,711</b>	<b>6,686,727</b>	<b>5,566,034</b>	<b>7,100,652</b>	<b>7,898,895</b>	<b>11.2</b>

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Amended	Budget	% Change
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Self Insurance-Risk Admin	\$ 849,184	883,194	949,363	1,028,963	862,756	(16.2)
Self Insurance-Property	1,265,107	1,925,025	1,882,444	2,459,465	3,180,669	29.3
Self Insurance-Liability	1,799,730	2,118,115	1,207,566	1,794,803	1,941,283	8.2
Self Insurance-Workers' Comp	1,693,690	1,760,393	1,526,662	1,817,421	1,914,187	5.3
<b>TOTAL EXPENDITURES BY DEPARTMENT</b>	<b>\$ 5,607,711</b>	<b>6,686,727</b>	<b>5,566,034</b>	<b>7,100,652</b>	<b>7,898,895</b>	<b>11.2</b>

# Risk Management - Department Expenditures

<b>Self Insurance-Risk Admin</b>	Actual	Actual	Actual	Amended	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	from Amended
Compensation	\$ 474,334	476,594	531,570	567,872	473,102	(16.7)
Benefits	196,176	199,643	206,843	224,611	175,941	(21.7)
Supplies	8,946	6,669	17,544	26,453	9,453	(64.3)
Maintenance	1,928	1,946	2,498	2,468	5,883	138.3
Professional Services/Training	108,273	165,493	149,157	159,579	167,183	4.8
Other Charges	4,488	3,075	11,618	2,830	2,050	(27.6)
Premiums / Scheduled Charges	55,039	28,212	30,132	45,151	29,144	(35.5)
<b>TOTAL SELF INSURANCE-RISK ADMIN</b>	<b>\$ 849,184</b>	<b>883,194</b>	<b>949,363</b>	<b>1,028,963</b>	<b>862,756</b>	<b>(16.2)</b>

## Self Insurance-Property

EXPENDITURES BY CATEGORY						
Other Charges	\$ 44,298	5,878	1,273	-	-	-
Premiums / Scheduled Charges	1,220,809	1,919,147	1,763,951	2,300,184	3,180,669	38.3
<b>TOTAL SELF INSURANCE-PROPERTY</b>	<b>\$ 1,265,107</b>	<b>1,925,025</b>	<b>1,882,444</b>	<b>2,459,465</b>	<b>3,180,669</b>	<b>29.3</b>

## Self Insurance-Liability

EXPENDITURES BY CATEGORY						
Professional Services/Training	\$ (79)	-	121	-	-	-
Premiums / Scheduled Charges	1,799,809	2,118,115	1,207,445	1,794,803	1,941,283	8.2
<b>TOTAL SELF INSURANCE-LIABILITY</b>	<b>\$ 1,799,730</b>	<b>2,118,115</b>	<b>1,207,566</b>	<b>1,794,803</b>	<b>1,941,283</b>	<b>8.2</b>

## Self Insurance-Workers' Comp

EXPENDITURES BY CATEGORY						
Professional Services/Training	-	-	-	-	230,538	-
Premiums / Scheduled Charges	\$ 1,693,690	1,760,393	1,526,662	1,817,421	1,683,649	(7.4)
<b>TOTAL SELF INSURANCE-WORKERS' COMP</b>	<b>\$ 1,693,690</b>	<b>1,760,393</b>	<b>1,526,662</b>	<b>1,817,421</b>	<b>1,914,187</b>	<b>5.3</b>



# Internal Service Funds Capital Program Overview

Internal Service Funds have eight active capital projects with appropriation of \$9.6 million. An additional \$1.3 million is included in FY 2019-20 for the following existing project:

- Enterprise Resource Planning System, \$1.3 million

Seven new projects are added for FY 2019-20 with anticipated costs totaling \$9 million.

- FY 2019-20 Vehicles and Equipment - Fleet, \$92,000
- Budget Software, \$350 thousand
- General Fund Vehicle Replacement FY 19-20, \$2.4 million
- General Fund Vehicle Replacement FY 19-20 Tax Note, \$4.3 million
- Water/Wastewater Vehicle Replacement FY 2019-20, \$782 thousand
- Storm Water Vehicle Replacement FY 2019-20, \$960 thousand
- Public Safety CAD, Mobile, and RMS Software, \$100 thousand

The funding sources for the FY 2019-20 appropriations are:

- Cash funding of \$4.6 million
- Tax Supported Revenue CO's of \$1.3 thousand
- Tax Notes funding of \$4.3 million
- Unspent Prior year cash funding \$92,000

A full description of the projects follows this overview.



# Internal Services

# Appropriation Summary

Project Name	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
92547 General Fund Vehicle Replacement FY 17-18	688,168	0	0	0	0	0	0	688,168
92572 Municipal Hill Car Wash FY 18-19	250,000	0	0	0	0	0	0	250,000
92573 Fleet Services Vehicle Replacement FY 18-19	30,000	0	0	0	0	0	0	30,000
92574 Water/Wastewater Vehicle Replacement FY 18-19	713,500	0	0	0	0	0	0	713,500
92575 General Fund Vehicle Replacement FY 18-19	3,090,000	0	0	0	0	0	0	3,090,000
92576 Storm Water Vehicle Replacement FY 2018-19	53,000	0	0	0	0	0	0	53,000
92578 Enterprise Resource Planning System	1,250,000	1,250,000	0	0	0	0	0	2,500,000
92612 General Fund 17-18 & 18-19 Vehicles - Tax Notes	3,500,000	0	0	0	0	0	0	3,500,000
2019141 FY 2019-20 Vehicles and Equipment - Fleet	0	92,000	0	0	0	0	0	92,000
2019144 Budget Software	0	350,000	0	0	0	0	0	350,000
2019157 General Fund Vehicle Replacement FY 19-20	0	2,444,868	0	0	0	0	0	2,444,868
2019158 General Fund Vehicle Replacement FY 19-20 Tax Note	0	4,330,000	0	0	0	0	0	4,330,000
2019159 Water/Wastewater Vehicle Replacement FY 19-20	0	782,000	0	0	0	0	0	782,000
2019160 Storm Water Vehicle Replacement FY 2019-20	0	960,000	0	0	0	0	0	960,000
2019165 Public Safety CAD, Mobile, and RMS Software	0	100,000	0	0	0	0	0	100,000
<b>Total Internal Services</b>	<b>9,574,668</b>	<b>10,308,868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,883,536</b>

# Internal Services

# Funding Summary

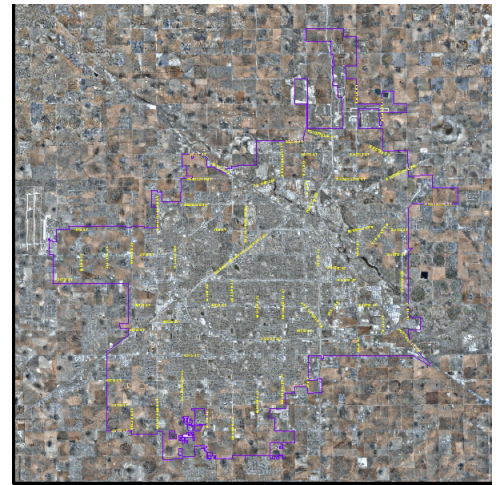
Funding Source	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Fleet Capital Project Fund	56,168	92,000	0	0	0	0	0	148,168
FY 2018 General Fund Cash	632,000	0	0	0	0	0	0	632,000
FY 2018 General Fund Tax Notes	1,300,000	0	0	0	0	0	0	1,300,000
FY 2019 Fleet Cash	30,000	0	0	0	0	0	0	30,000
FY 2019 General Fund Cash	3,090,000	0	0	0	0	0	0	3,090,000
FY 2019 General Fund Tax Notes	2,200,000	0	0	0	0	0	0	2,200,000
FY 2019 Information Technology Cash	859,480	0	0	0	0	0	0	859,480
FY 2019 Storm Water Cash	53,000	0	0	0	0	0	0	53,000
FY 2019 Tax Supported Revenue CO's	250,000	0	0	0	0	0	0	250,000
FY 2019 Water/Wastewater Cash	713,500	0	0	0	0	0	0	713,500
FY 2020 General Fund Cash	0	2,444,868	0	0	0	0	0	2,444,868
FY 2020 General Fund Tax Notes	0	4,330,000	0	0	0	0	0	4,330,000
FY 2020 Information Technology Cash	0	450,000	0	0	0	0	0	450,000
FY 2020 Storm Water Cash	0	960,000	0	0	0	0	0	960,000
FY 2020 Tax Supported Revenue CO's	0	1,250,000	0	0	0	0	0	1,250,000
FY 2020 Water/Wastewater Cash	0	782,000	0	0	0	0	0	782,000
Health Fund Cash	303,020	0	0	0	0	0	0	303,020
Information Technology Cash	87,500	0	0	0	0	0	0	87,500
<b>Total Internal Services</b>	<b>9,574,668</b>	<b>10,308,868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,883,536</b>

*Managing Department*     **Fleet Maintenance**

*Project Manager*         **Billy Taylor**

*Project Classification*   **Replacement Equipment/Fleet**

*Project Status*            **Approved**

*Project Scope*

This project is for the annual vehicle replacement for General Fund.

## 3211 Municipal Court

Mid-size SUV (replace 12006102) – 30,000

## 4211 Codes

(2) 1/2 Ton Extended Cab Pickup 4x4 (NEW) – 56,000

## 4311 Building Inspection

(2) 1/2 Ton Extended Cab Pickup (NEW) – 56,000

1/2 Ton Extended Cab Pickup (replace 12003176) – 28,000

## 4525 Traffic Operations

Refurbish 2008 Traffic Striper - 126,513

## 4531 Paved Streets

1/2 Ton Crew Cab Pickup 4x4 (replace 12003154) – 32,000

Crack Sealer (replace 91990172) – 55,000

Pothole Patcher (replace 72004062) – 190,000

## 5221 Park Maintenance

Tractor (replace 91989206) – 55,000

ATV (replace 92004101) – 10,000

ATV (replace 92001100) – 10,000

## 5615 Fire Equipment Maintenance

Full Size SUV (replace 12007129) – 40,000

## 5711 Police Administration

(2) 1/2 Ton Crew Cab Pickup 4x4 (NEW) – 70,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

\$1,932,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-00111, October 1, 2017.

\$56,168 was appropriated on 11/16/17 per BCR 1718-02. Moved from 92540 Wastewater Vehicle Replacement 17-18.

Reduced appropriation by \$1.3 million in FY 2018-19 Budget Amendment No. 9, Budget Ord. No. 2018-00019, February 25, 2019.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activities	688,168	0	0	0	0	0	0	688,168
<b>Total Project Appropriation</b>	688,168	0	0	0	0	0	0	688,168

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Fleet Capital Project Fund	56,168	0	0	0	0	0	0	56,168
FY 2018 General Fund Cash	632,000	0	0	0	0	0	0	632,000
FY 2018 General Fund Tax Notes	0	0	0	0	0	0	0	0
<b>Total Funding Sources</b>	688,168	0	0	0	0	0	0	688,168

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

Managing Department **Fleet Maintenance**

Project Manager **Billy Taylor**

Project Classification **New Facility**

Project Status **Approved**



*Project Scope*

Construction of an automated car wash for light duty vehicles at the Municipal Hill fuel site, including site preparation, concrete slab, plumbing, electrical, sewage, facility, and a functional soft touch car wash capable of washing one vehicle every 60 seconds. Fleet staff will monitor and maintain the car wash with current staff.

*Project Justification*

The City of Lubbock has a current contract with a local vendor for light duty car washing services. An average of \$200 thousand is spent on this service annually. By constructing and maintaining a car wash at the Municipal Hill fuel site, the City will see a Return on investment (ROI) in 2-3 years and the facilities life span is estimated at 10 years.

*Project History*

The City of Lubbock has used contracts for car wash services for many years. By constructing a car wash at the Municipal Hill fuel site, we will be able to maintain the site and reduce the annual cost by 80-90 percent.

\$250,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Construction	250,000	0	0	0	0	0	0	250,000
<b>Total Project Appropriation</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 Tax Supported Revenue CO's	250,000	0	0	0	0	0	0	250,000
<b>Total Funding Sources</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>

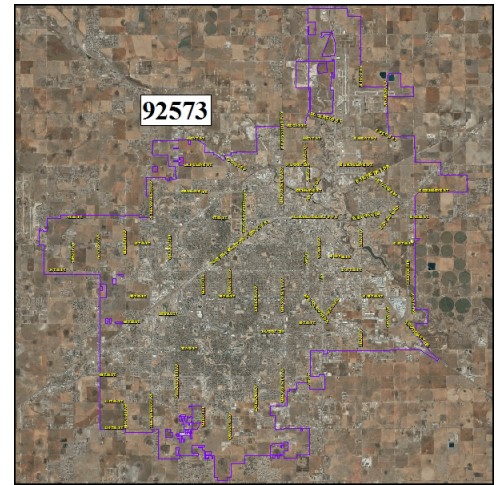
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Facilities Maintenance and Custodial	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Managing Department **Fleet Services**

Project Manager **Billy Taylor**

Project Classification **Replacement Equipment/Fleet**

Project Status **Approved**



*Project Scope*

This project is for the annual vehicle replacement for the Fleet Fund.

3526 Fleet Services

3/4 ton 12 passenger van (replace 21998081) - \$30,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

\$30,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activities	30,000	0	0	0	0	0	0	30,000
<b>Total Project Appropriation</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 Fleet Cash	30,000	0	0	0	0	0	0	30,000
<b>Total Funding Sources</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

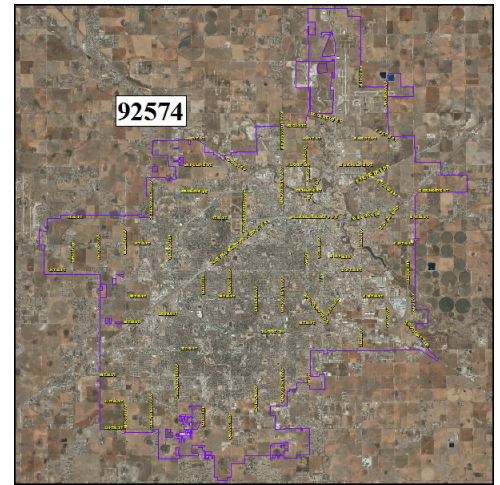
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
<b>Total Operating Budget Impact</b>							

*Managing Department*      **Water Utility Administration**

*Project Manager*            **Billy Taylor**

*Project Classification*      **Replacement Equipment/Fleet**

*Project Status*                **Approved**



*Project Scope*

This project is for the annual vehicle replacement for the Water/Wastewater Fund.

6113 Water - Backflow & Cross Connection  
 Midsize 4x4 SUV (replace 12006147) - \$30,000

6321 Water Fab Shop  
 Replace flatbed on chassis with service body on single cab 1 ton dually pickup (replace 32008080) - \$12,500

6331 Water Distribution & Maintenance  
 Extended cab 3/4 ton 4x4 pickup (replace 2208093) - \$30,000  
 Valve Truck (replace 62008138) - \$105,000  
 12 yard dump truck (replace 82007115) - \$185,000  
 Backhoe trailer (replace 02011105) - \$12,000

6349 Water Reservoir  
 110 HP 4x4 Tractor (replace 92004104) - \$100,000

6411 Water Reclamation  
 Belly dump truck (replace 02007104) - \$38,000  
 Belly dump truck (replace 02008110) - \$38,000  
 Belly dump truck (replace 02007106) - \$38,000  
 Tractor - 5th wheel (replace 82008150) - \$125,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

\$713,500 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	713,500	0	0	0	0	0	0	713,500
<b>Total Project Appropriation</b>	713,500	0	0	0	0	0	0	713,500

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 Water/Wastewater Cash	713,500	0	0	0	0	0	0	713,500
<b>Total Funding Sources</b>	713,500	0	0	0	0	0	0	713,500

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
<b>Total Operating Budget Impact</b>							

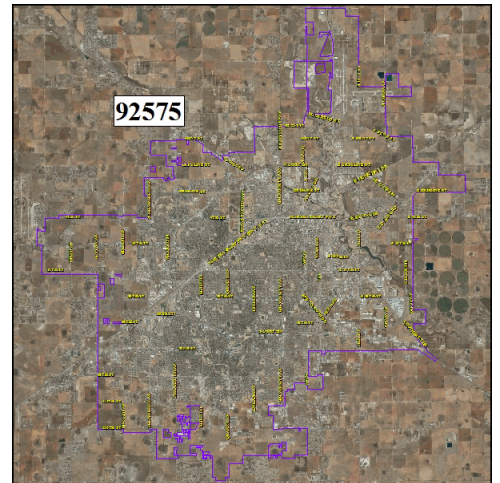


*Managing Department* **Fleet Administration**

*Project Manager* **Billy Taylor**

*Project Classification* **Replacement Equipment/Fleet**

*Project Status* **Approved**



*Project Scope*

This project is for the annual vehicle replacement for the General Fund.

1611 Facilities Management

Regular cab 1 ton with service body (replace 32006155) - \$36,000

4311 Building Safety

Two 1/2 ton extended cab pickup (replace 12010044 & 12010049) - \$54,000

4523 Traffic Engineering

1/2 ton crew cab pickup (replace 2203068) - \$30,000

4525 Traffic Operations

Two 3/4 ton extended cab 4x4 with service body (replacing 22009031 & 32003160) - \$72,000

Radar trailer (replace 01999073) - \$15,000

4531 Paved Streets

Case 580 Super M backhoe trailer (replace 01985102) - \$16,000

Hydraulic concrete hammer for Case 580 Super M Backhoe - \$15,000

4541 Engineering Inspection Services

Extended cab 1/2 ton 4x4 pickup (replace 12008132) - \$28,000

5221 Park Maintenance

8500 series 12 yard dump truck (replace 81997077) - \$175,000

John Deere 401D Tractor (replace 91983166) - \$50,000

Kubota 4044M w/ turf tires (replace 91994170) - \$35,000

PTO-60 sport turf renovator (replace 01992146) - \$12,000

Polaris Ranger 570 ATV (replace 92004099) - \$12,000

Kubota 3033R w/ turf tires (replace 91996095) - \$35,000

Kubota 4044M w/ turf tires (replace 91994169) - \$45,000

5413 Environmental Health

1/2 ton pickup (NEW) - \$29,000

5615 Fire Equipment Maintenance

Two full size SUV - Special Service (replacing 12009168 & 12009169) - \$72,000

5731 Police Investigations

1 mid size SUV (replacing 12008184) - \$30,000

1 full size sedan (replacing 12009008) - \$30,000

1 1/2 ton crew cab pickup - (replacing 12014041) - \$29,000

5735 Police Patrol

Crew cab 1/2 ton pickup (replace 12004071) - \$29,000  
 Two patrol full size sedans (replacing 12008003 & 12008016) - \$60,000  
 Full size SUV - Special Service (replace 12011054) - \$36,000  
 Ten patrol full size sedans (NEW) - \$300,000

5811 Residential Collection

Rear Loader Chassis only (replace 82005075) - \$100,000  
 Three side loader refuse trucks (replacing 82011024, 82012015, & 82012017) - \$615,000  
 Cab over side loader refuse truck (replace 82012019) - \$205,000  
 Two cab over side loader refuse trucks (NEW) - \$410,000  
 One rear loader refuse truck (NEW) - \$205,000

5812 Alley Maintenance

Lemac CC30 concrete crusher attachment - \$40,000  
 Leeboy 685 Motor Grader (replace 92006262) - \$210,000

5815 Solid Waste Disposal

20' Batwing shredder (replace JDeere shredder) - \$28,000  
 3/4 ton crew cab 4x4 pickup (NEW) - \$32,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

\$5,290,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.  
 Reduced appropriation by \$2.2 million in FY 2018-19 Budget Amendment No. 7, Budget Ord. No. 2019-O0019, February 25, 2019.

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	3,090,000	0	0	0	0	0	0	3,090,000
<b>Total Project Appropriation</b>	<b>3,090,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,090,000</b>

Funding Detail	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 General Fund Cash	3,090,000	0	0	0	0	0	0	3,090,000
<b>Total Funding Sources</b>	<b>3,090,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,090,000</b>

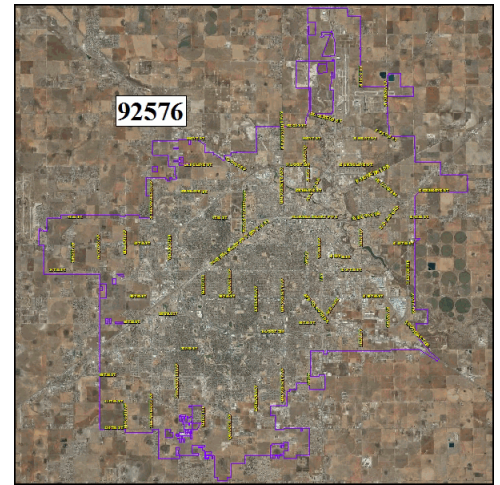
Operating Budget Impact	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
<b>Total Operating Budget Impact</b>							

*Managing Department*     **Storm Water Administration**

*Project Manager*         **Billy Taylor**

*Project Classification*    **Replacement Equipment/Fleet**

*Project Status*             **Approved**



*Project Scope*

This project is for the annual vehicle replacement for the Storm Water Fund.

6513 Storm Sewer Maintenance

Crew cab 1 ton dual rear wheel 4x4 dump bed (replace 32003141) - \$45,000

84" Bobcat pick up broom compatible with Bobcat T870 - \$8,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

\$53,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	53,000	0	0	0	0	0	0	53,000
<b>Total Project Appropriation</b>	53,000	0	0	0	0	0	0	53,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 Storm Water Cash	53,000	0	0	0	0	0	0	53,000
<b>Total Funding Sources</b>	53,000	0	0	0	0	0	0	53,000

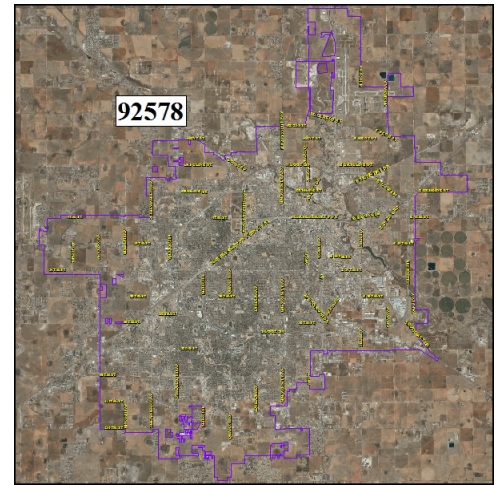
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
<b>Total Operating Budget Impact</b>							

*Managing Department*

*Project Manager* **David McGaughey**

*Project Classification* **New Facility**

*Project Status* **Approved**



*Project Scope*

In the FY 2015-16 budget, City Council approved \$390.5 thousand for employee self-service software. During the research and demo phase, it became apparent that a cohesive Enterprise Resource Planning (ERP) system would be more beneficial to the entire organization. The proposed ERP System is recommended to include Human Capital Management, Timekeeping, Leave Management, Payroll, Finance, Purchasing.

*Project Justification*

Currently the City maintains an ERP system that is outdated and does not meet the needs of our growing City organization. Each using department maintains necessary data in varying methodologies outside the system. Maintaining data in this fashion creates the need for redundant manual entry, costing the City hours of lost labor time that could be better used in providing exceptional external and internal customer service. Data is maintained in multiple locations consuming valuable and expensive network resources, as well as valuable physical space for paper copies. Maintaining data in so many formats creates the potential for inaccurate data mining, therefore creating an appearance of less than transparent responses to both internal and external requests. Additionally, many record keeping efforts are duplicitous from department to department, costing time, money, and upkeep. Accurate timekeeping and leave management would result in an immediate return on investment, estimated at well over \$100 thousand. Other returns include: less research to respond to internal and external requests; less human error, therefore less hours auditing; less overtime or comp time for non-exempt employees; and the need for less network space growth. In addition, a cloud solution provides built in security, disaster recovery and sustainability, and management of growth. An ERP system will also permit Human Resources and Accounting to work collaboratively in the system without the need for exclusive control of time by either department.

*Project History*

\$1,250,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-00109, October 1, 2018.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Technology	1,250,000	1,250,000	0	0	0	0	0	2,500,000
<b>Total Project Appropriation</b>	1,250,000	1,250,000	0	0	0	0	0	2,500,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2019 Information Technology Cash	859,480	0	0	0	0	0	0	859,480
FY 2020 Tax Supported Revenue CO's	0	1,250,000	0	0	0	0	0	1,250,000
Health Fund Cash	303,020	0	0	0	0	0	0	303,020
Information Technology Cash	87,500	0	0	0	0	0	0	87,500
<b>Total Funding Sources</b>	1,250,000	1,250,000	0	0	0	0	0	2,500,000

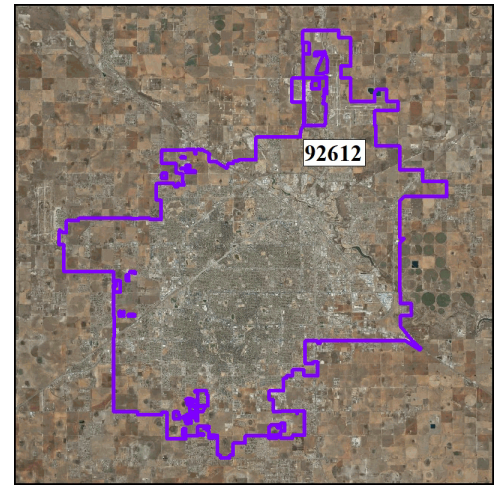
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

*Managing Department* **Fleet Maintenance**

*Project Manager* **Billy Taylor**

*Project Classification* **Replacement Equipment/Fleet**

*Project Status* **Approved**



*Project Scope*

This project is for the annual vehicle replacement for the General Fund.

5615 Fire Equipment Maintenance

Two E-1 Pumper Fire Trucks (replacing 82005120 & 82005121) (FY 18-19 Budget) - \$1,500,000  
 105' Platform Truck (replace 82004115) (FY 17-18 Budget) – 1,300,000

5815 Solid Waste Disposal

Upgrade to Certified rebuilt Al-Jon 600 compactor (replace 92012007) - \$700,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

\$3,500,000 was appropriated in the FY 2018-19 Budget Amendment #9, Budget Ord. 2019-O0019, February 12,2019.

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Project Amount
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Landscaping	3,500,000	0	0	0	0	0	0	3,500,000
<b>Total Project Appropriation</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2018 General Fund Tax Notes	1,300,000	0	0	0	0	0	0	1,300,000
FY 2019 General Fund Tax Notes	2,200,000	0	0	0	0	0	0	2,200,000
<b>Total Funding Sources</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>

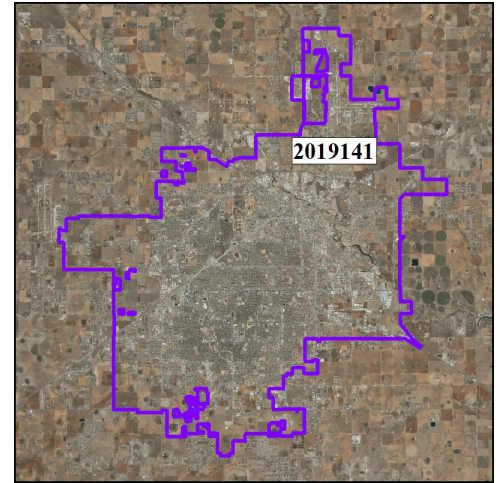
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Fleet Maintenance**

*Project Manager* **Billy Taylor**

*Project Classification* **Replacement Equipment/Fleet**

*Project Status* **Requested**



*Project Scope*  
This project is for the annual vehicle replacement for the Fleet Fund.

3526 Fleet Services  
Mobile Crane (NEW) - \$60,000  
3/4 Ton 12 Passenger Van (replacing 21998081) - \$32,000

*Project Justification*  
Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Furnishings, Fixtures, and Equipment	0	92,000	0	0	0	0	0	92,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>92,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Fleet Capital Project Fund	0	92,000	0	0	0	0	0	92,000
<b>Total Funding Sources</b>	<b>0</b>	<b>92,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92,000</b>

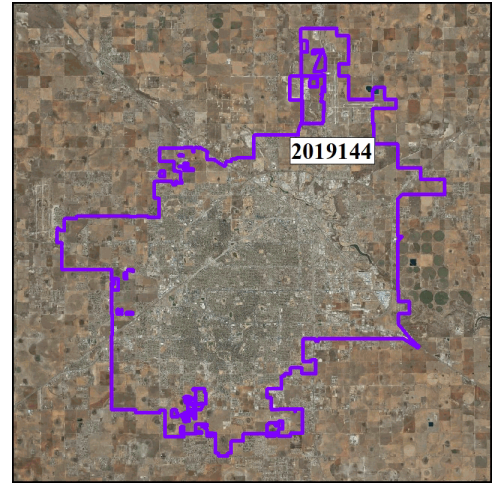
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department*     **Fiscal Policy**

*Project Manager*         **Melissa Trevino**

*Project Classification*    **Administrative**

*Project Status*            **Requested**



*Project Scope*

OpenGov, a multi-tenant Software-as-a-Service (SaaS), cloud hosted budget solution which will interface with our current financial system or any of the systems that we are currently looking at to replace E1. Preference is cloudbased so customers automatically receive updates and improvements to their products as they are released. This software is a budgeting and performance software which brings together financial and non-financial data from across the organization from budgeting to operational performance to citizen engagement.



*Project Justification*

Current manual operation and how a budget software solution would change and improve our processes:

- o Payroll and Benefit Forecasting: The payroll information that we use to project payroll is downloaded from E1 into excel and manipulated and manually updated. Once we have done that it is hand keyed back into E1. To project impact of raises or changes in benefits requires many hours of manual manipulation of the data to provide management with the information that they need to make informed decisions. If changes are made to personnel after the download, FP&A has to manually make those changes in payroll spreadsheets and then re-enter the data into E1. A budget software solution, with the interface to E1 would keep the data current on any changes to personnel, payroll, and benefits and has the capability for us to create as many different scenarios as needed to provide management with the information they need. It has the ability to do personnel forecasting easily.
  - o Budget Books: The budget books are a combination of word documents and extremely large excel spreadsheets that are linked to each other. Some data is downloaded from E1 but a great deal of it is hand-keyed into the budget book spreadsheets. Adding lines or deleting lines causes problems with the links which have to be fixed on a regular basis. The budget book spreadsheets themselves take a part time person a couple of months to update and get them ready for the new budget year. It has to be balanced against the system on every fund in order to make sure all the years of data pulled correctly or were hand entered correctly. A budget software solution has a module to create the budget books and it would bring all of the budget book into one place where we would no longer be dealing with word documents and excel documents separately to create the budget books that are provided to Council and the public. This would reduce the errors in downloading data and checking and re-checking the budget.
  - o Capital Projects: The capital projects for budget are done in a standalone program written by IT more than 10 years ago. It does not interface with E1 which means all budgets for capital are hand-keyed into E1. A budget software solution would make the stand alone program un-necessary and would bring the capital into the same software with the operating budget and allow the capital to be entered into the budget software along with the operating. We would no longer be hand-keying capital budgets into E1. The capability to do five-year planning on capital is also included in budget software solutions.
  - o Performance Metrics: The performance metrics that go into the budget books are all manually entered into the spreadsheets. A budget software solution would bring the performance tracking into the system so that it would be all available in one place and would no longer require the manual process that we do today.
  - o Budget Workflow: The manual processes we do today would go away with budget software. Today departments have to either email their budgets to managers or ACMS or print them and take them to them for their approval. The workflow in a budget software solution would allow Managers/ACMs to go into the software and review and approve the department budgets, make changes, or reject the budget and send back to the department for revision. In a budget software, it would be apparent to FP&A where every department budget was in the process.
  - o Double-checking Data: Many of our processes are very similar to the ones listed above. The possibility of error is very high in all of our processes which requires checking and double-checking everything constantly.
  - o The manual nature of our process makes it difficult to know real time where we are on the total budget through the process. With a budget software we would always know where we are in the budget on revenues and expenses and how far we are off on balancing. A change to the budget would immediately be seen in the totals.  
This software can be utilized by all city staff to monitor performance and budgets and it would provide an easy to use tool for management review and monitoring
- Budget Reporting: All of our budget reports and download reports for budget are actually done through a reporting software called Insight. The software licenses are so expensive that only those in Finance, LP&L Finance, Human Resources, and Internal Audit have licenses. The other departments, Dept Managers, and Assistant City Managers are limited on what reports they have in E1. If they want detailed reports, those reports have to be done by Finance for them. The budget software solution has the capability for us to create standard reports that departments and managers can run to monitor their departments or dashboards can be created specific to the needs of the manager that will allow them to monitor their department's budget.
- Department and Management Access to Financial Data: Teaching non-Finance staff how to navigate and obtain the information that they need from E1 is difficult. E1 is hard to navigate for those in the departments who need to monitor their budgets or capital projects. Budget software has the capability to create dashboards for the individual departments for them to monitor the items and accounts that are important to them. This software is not only for preparing the budget. It will also allow us to track performance metrics and include it with reports on financial data. It would no longer be a manual process, but allow departments to update their metrics during the year in order to keep them up to date so that they will be useful to management and the council for monitoring how we are performing through the year. It would allow managers to monitor their department budgets throughout the year without ever accessing the financial system.
- Financial Transparency: Both budget software solutions we are reviewing also has the capability of creating dashboards that update with the change in data for use on the website in order to make our financial information more transparent for the public.
- Budget Savings: In order to pull data from E1, we have licenses for Insight, our reporting software. This is how we download data for the budget books and how all budget reports are run. With the new software after implementation once we are sure all data is correct in the budget software we would no longer need the insight software. The licenses are 3,000 and up per module per person. FP&A has 9 licenses which would be a savings of approximately \$27,000 annually. Also with a budget software, we would not need a budget planning module in the new ERP. At this time we don't have the amount of savings we would have since we have not chosen an ERP but we believe it would be significant.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Technology	0	350,000	0	0	0	0	0	350,000
<b>Total Project Appropriation</b>	0	350,000	0	0	0	0	0	350,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 Information Technology Cash	0	350,000	0	0	0	0	0	350,000
<b>Total Funding Sources</b>	0	350,000	0	0	0	0	0	350,000

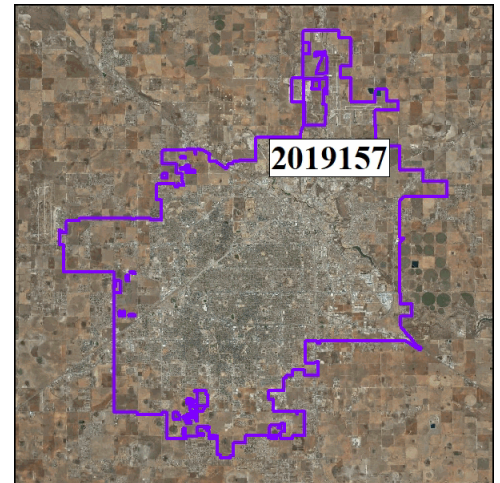
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Information Technology	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(162,000)
<b>Total Operating Budget Impact</b>	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(162,000)

*Managing Department*     **Fleet Maintenance**

*Project Manager*         **Billy Taylor**

*Project Classification*   **Replacement Equipment/Fleet**

*Project Status*            **Requested**

*Project Scope*

This project is for the annual vehicle replacement for the General Fund.

## 4311 Building Safety

(3) 1/2 ton extended cab pickup (replace 12005118, 12010041, & 12010050) - \$90,000

## 4525 Traffic Operations

Utility Pole Trailer (replacing 01989208) – \$50,000

Trailer Mounted Compressor (replacing 02001067) - \$35,000

## 4541 Engineering

1/2 ton extended cab pickup 4x4 (replacing 12005119) - \$32,000

## 5221 Park Maintenance

1/2 ton pickup (NEW) - \$22,500

(4) 3/4 ton single cab 4X4 pickup (replacing 22006133, 22008084, 22006236, & 22003146) - \$124,000

(2) 3/4 ton single cab pickup (replacing 22003145 & 12003095) - \$62,000

Bowie 600 Hydro-mulcher or equivalent (replacing 92001120) - \$60,000

(2) Bad Boy Rogue 852cc 61" deck or equivalent (replacing 92009207 & 91993087) - \$12,000

60' Aerial with material handling rated boom (replacing 52001026) - \$150,000

## 5311 Animal Services

3/4 ton pickup w/ cages (replacing 22006112) - \$42,000

## 5419 Vector Control

UTV (NEW) - \$12,000

## 5615 Fire Equipment Maintenance

1/2 ton crew cab 4x4 pickup (replacing 12007134) - \$32,000

## 5731 Police Investigations

Extended cab 1/2 ton pickup (replacing 12006130) - \$36,000

Full size sedan (Replacing 12009311) - \$36,000

## 5735 Police Patrol

Full Size Sedan (Replacing 12008001)

(12) Patrol mid size SUV (NEW) - \$775,368

(8) Patrol mid size SUV (replacing 12011099, 12011095, 12009114, 12011084, 12011102, 12010109, 12012034, 12009136) - \$440,000

Full size SUV- K9 (replacing 12009302) - \$55,000

Crew cab 1/2 ton pickup (replacing 12004071) - \$50,000

Crew cab 1/2 ton pickup 4x4 (replacing 12009192) - \$35,000

## 5812 Alley Maintenance

12 Yard Dump Truck w/ Snow Plow (replacing 82011049) - \$225,000

1 Ton, Crew Cab, 4x4, Service Body (replacing 22009197) - \$38,000

*Project Justification*

Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	2,444,868	0	0	0	0	0	2,444,868
<b>Total Project Appropriation</b>	<b>0</b>	<b>2,444,868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,444,868</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 General Fund Cash	0	2,444,868	0	0	0	0	0	2,444,868
<b>Total Funding Sources</b>	<b>0</b>	<b>2,444,868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,444,868</b>

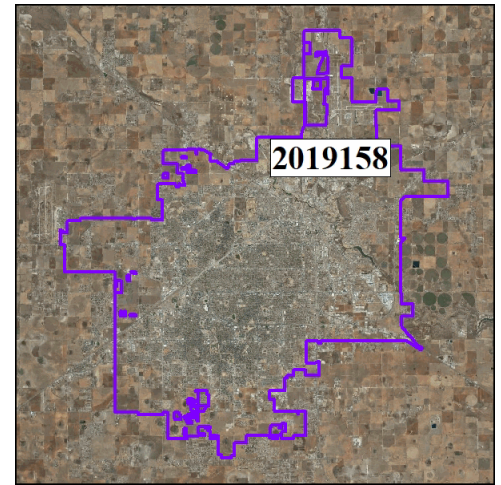
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Fleet Maintenance**

*Project Manager* **Billy Taylor**

*Project Classification* **Replacement Equipment/Fleet**

*Project Status* **Requested**



*Project Scope*  
This project is for the annual vehicle replacement for the General Fund.

4525 Traffic Operations  
Traffic Striper (NEW) - \$600,000

4531 Paved Streets  
Cold Compact Milling Machine - 4-5' Milling Width (NEW) - \$530,000

5615 Fire Equipment Maintenance  
(4) Pumpers (Replacing 82005122, 82006269, 82006270, & 82005120) - \$3,200,000

*Project Justification*  
Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	4,330,000	0	0	0	0	0	4,330,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>4,330,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,330,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 General Fund Tax Notes	0	4,330,000	0	0	0	0	0	4,330,000
<b>Total Funding Sources</b>	<b>0</b>	<b>4,330,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,330,000</b>

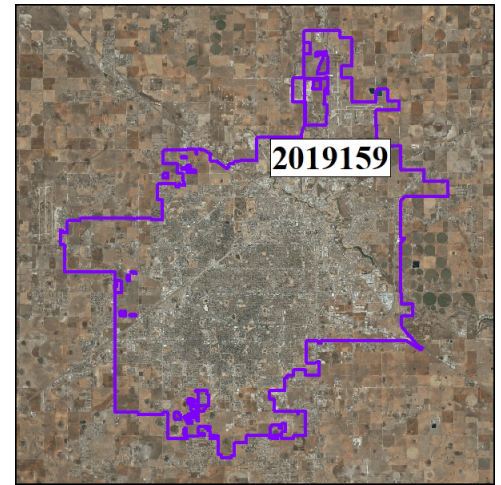
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*Managing Department* **Water Utility Administra**

*Project Manager* **Billy Taylor**

*Project Classification* **Replacement Equipment/Fleet**

*Project Status* **Requested**



*Project Scope*  
This project is for the annual vehicle replacement for the Water/Wastewater Fund.

- 6113 Water - Backflow & Cross Connection  
Midsize SUV (replace 12006225) - \$36,000  
Full size SUV (replace 12003064) - \$36,000  
Extended cab 3/4 ton 4x4 pickup (replace 22008134) - \$32,000
- 6311 Water Meter and Customer Service  
(3) 4x4 Pickups (NEW) - \$165,000
- 6321 Water Fab Shop  
9,000 Lb. Forklift (Replacing 92001028) - \$45,000
- 6331 Water Distribution & Maintenance  
4400 series Crew Truck w/ flatbed (replacing 82007108) - \$150,000  
Trailer Mounted Compressor (replacing 01991130) - \$25,000  
Backhoe Trailer (replacing 02011104) - \$15,000
- 6347 Water Production  
165 HP Tractor (replacing 92012004) - \$115,000  
ZTR Mower (replacing 02010099) - \$6,000
- 6411 Water Reclamation  
1/2Ton Ext. Cab 4x4 PU with service body & crane (replacing 12006125) - \$48,000  
30 Yard Belly Dump Trailer with spray in liner (replacing 02007105) - \$45,000
- 6415 Land Application  
(2) 1 Ton 4x4 pickup (replacing 32002055 & 32012002) - \$64,000

*Project Justification*  
Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

Appropriation Detail	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	782,000	0	0	0	0	0	782,000
<b>Total Project Appropriation</b>	0	782,000	0	0	0	0	0	782,000

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 Water/Wastewater Cash	0	782,000	0	0	0	0	0	782,000
<b>Total Funding Sources</b>	0	782,000	0	0	0	0	0	782,000

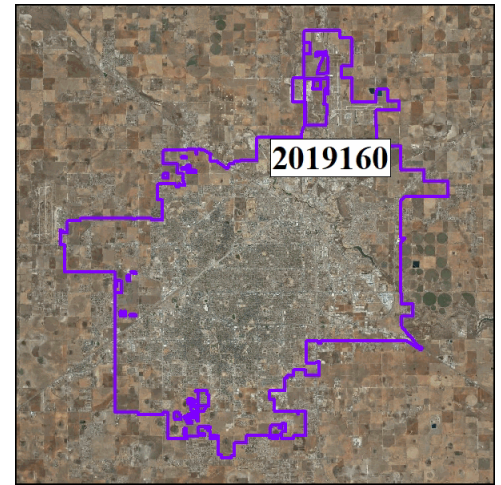
<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	0	0	0	0	0	0	0

*Managing Department*     **Stormwater Utility**

*Project Manager*         **Billy Taylor**

*Project Classification*    **Replacement Equipment/Fleet**

*Project Status*             **Requested**



*Project Scope*  
 This project is for the annual vehicle replacement for the Storm Water Fund.

6512 Street Cleaning  
 (2) Mechanical Sweeper (replacing 72009251 & 72009191) - \$560,000

6513 Storm Sewer Maintenance  
 Vac Truck (replacing 82008199) - \$400,000

*Project Justification*  
 Replacement of vehicles and equipment that are at the end of their useful life.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activites	0	960,000	0	0	0	0	0	960,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>960,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>960,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 Storm Water Cash	0	960,000	0	0	0	0	0	960,000
<b>Total Funding Sources</b>	<b>0</b>	<b>960,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>960,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

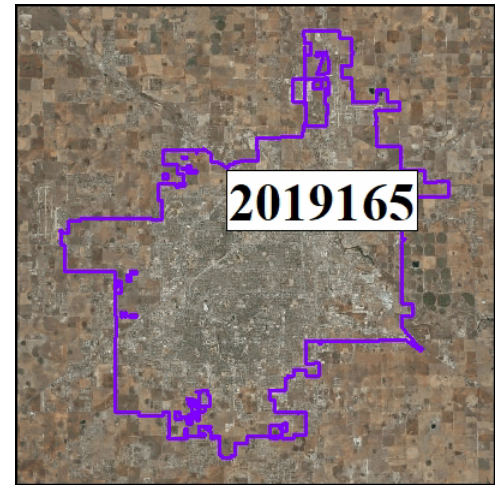


Managing Department **Police Administration**

Project Manager **David Bragg**

Project Classification **Master Plans/Studies**

Project Status **Requested**



*Project Scope*

This IT Department will conduct a study in order to determine the best software that will be the most compatible for the Police and Fire Departments.

*Project Justification*

The current CAD, mobile, and RMS software being utilized by the Police Department is outdated and will no longer be supported in the near future.

*Project History*

<i>Appropriation Detail</i>	Appropriation to Date	Unappropriated Planning Years						Total Appropriation
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
Other Activities	0	100,000	0	0	0	0	0	100,000
<b>Total Project Appropriation</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

<i>Funding Detail</i>	Funding to Date	Unappropriated Planning Years						Total Funding
		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
FY 2020 Information Technology Cash	0	100,000	0	0	0	0	0	100,000
<b>Total Funding Sources</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

<i>Operating Budget Impact</i>	Unappropriated Planning Years						Total Impact
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
No Impact Anticipated	0	0	0	0	0	0	0
<b>Total Operating Budget Impact</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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. 2012-00071. 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 excess reserve accumulated through prior year savings. (The use of excess reserve is guided by the Excess reserve 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. Additional information regarding petty cash purchases may be found in the *Petty Cash Administrative Policy*.

# Financial 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 and Airport Funds

The City targets excess reserve in the Water/Wastewater and Airport fund in an amount equal to 25 percent of regular operating revenues. 10-year rate models are maintained in the Water Fund, Wastewater Fund, and Airport Funds 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.

### Storm Water Fund

The City targets excess reserve in the Storm Water fund in an amount equal to 20 percent of regular operating

# Financial Policy

revenues. A 10-year rate model is maintained in the 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.

## Civic Center Fund

The City targets excess reserve in the Civic Center fund in an amount equal to 15 percent of regular operating revenues. The Civic Center Fund is primarily supported by Hotel Motel Tax allocation so a minimal policy level excess reserve is required.

## Cemetery and Lake Alan Henry Fund

The City targets excess reserve 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 excess reserve 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 excess reserve in the Fleet and Information Technology funds in an amount equal to 10 percent of regular operating revenues. The City targets excess reserve 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 excess reserve of an amount equal to eight percent of all regular operating revenues.

## Special Revenue Funds

The City targets excess reserve 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 excess reserve 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 excess reserve 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 2019**

**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

# 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 Increment 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.