City of Lubbock
TEXAS



PROPOSED
OPERATING BUDGET & CAPITAL PROGRAM

FY20-21
VOLUME I

Fiscal Year 2020-21
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
Latrelle 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
Floyd Mitchell	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 $1,530,767 or 1.61%, and of that amount $2,395,573 is tax revenue to be raised from new property added to the tax roll this year.


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FY 2020-21 Operating Budget and Capital Program Highlights – Organization-wide

The City of Lubbock 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. Events occurring in FY 2019-20, due to the COVID-19 pandemic, emphasized the importance of these services, especially as it relates to public health. 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) 2020-21 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 Proposed Budget also takes into consideration the impacts of the COVID-19 pandemic going forward. Expenses were prioritized based on need and revenue forecasts are based on current trends and a projection of the timing of the economic recovery. The budget continues to focus on cash funding equipment, vehicles, and appropriate capital projects wherever possible. The FY 2020-21 Program of Services maintains the investment in and focus on maintenance and improvement of existing investment. The budget continues to build upon and refine performance measures 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 changes that move Lubbock forward and also takes into account the events that have occurred by minimizing increases that would generate a need for a higher tax rate. Major changes in this budget are explained in more detail below.

Incorporated into the Proposed Budget is a 1.6447 cent decrease to the total property tax rate. The decrease to the tax rate is the City's effort to lessen the burden on current residents by adopting a tax rate that will result in the average single-family residential household not paying more in City of Lubbock taxes this tax year than the same household paid last tax year. The City has to balance this effort along with the growth and development throughout Lubbock, so the tax rate is designed to capture the new values of properties on the tax rolls in this tax year that were not on last year's rolls. This Proposed Budget and proposed tax rate balances these two needs by continued management and reduction of our Interest and Sinking portion of the total tax rate.

There are no rate changes to the Storm Water and Water/Wastewater Utilities. There is a $0.25 per ton increase to the tipping fee and a $0.48 per ton increase to the special waste tipping fee in Solid Waste Utilities. 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 community wide fee changes in the General Fund.

The Proposed Budget also includes the addition of six new positions in critical areas that are necessary to continue to provide exemplary services to the citizens. The new positions are offset by a decrease of three positions in Lubbock Power and Light. With this decrease and the addition of the positions there is a change of three positions across the entire organization.

Five positions were added in the General Fund. The Police Department added a Communications Supervisor, Communications and Marketing added a Videographer that changed from a part time to a full time position, Emergency Management added an Outdoor Warning Logistics Technician, Planning added a Neighborhood Planner, and Parks added an Assistant Director.

For Internal Services, Information Technology added an additional End User Support Specialist position. For Enterprise Funds, Lubbock Power and Light decreased by three Meter Reader positions.

Also incorporated into the Proposed Budget is the third 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 third year of the Fleet Vehicle Replacement plan. This will fully fund the cost of new vehicles and equipment over time so that as vehicles need to be

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replaced cash will be available in the Fleet Vehicle Replacement Fund. The third year continues with Fleet and the Enterprise Funds. The budget incorporates payments from Fleet and the Enterprise Fund departments for vehicles purchased in the past three years that are deposited into the replacement fund for future replacement of each vehicle.

FY 2020-21 is the fifth and final 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 2020-21, 80.8 percent of the total cost of vehicle or equipment acquisitions is funded with cash. Total vehicle purchases are $6.7 million. Funds that are completely cash funding all vehicle and equipment purchases are Water/Wastewater, Lubbock Power and Light, Storm Water, and Airport. A significant portion of the cost is for the replacement of Lubbock Power and Light Vehicles for $2.7 million, police vehicles for $1.1 million, solid waste vehicles for $1.1 million, and alley maintenance equipment for $540,000. Other departments receiving vehicles and equipment include Municipal Court, Codes Administration, Building Safety, Engineering, Park Maintenance, Animal Services, and Environmental Health.

The total capital program expenditures, excluding vehicles, is $88 million. Of that, $59.7 million, or 67.9 percent, are funded with grants, existing cash, unallocated bonds, or new cash funding. New debt issuance is 28.3 million, or 32.1 percent. New debt issued by fund: Water/Wastewater infrastructure projects total $11.5 million, General Fund totals $7.4 million, and Lubbock Power and Light for $9.4 million.

The total investment in vehicle replacement for FY 2020-21 is $6.7 million. $5.4 million is cash funded and the remaining $1.3 million is funded with tax notes. The tax notes for vehicle replacement are comprised of five pieces of equipment for General Fund departments. This includes three sideloaders for Solid Waste Residential Collection and a motor grader and loader for Alley Maintenance.

The budget contains new or expanded projects to address long-standing community needs. Culture and Recreation will receive $490,400 in capital projects for the year. Public Safety is set to receive $1.3 million to continue repairs to existing fire stations and to install a new outdoor warning system. The Street Maintenance Program will receive $10 million funded 100 percent with cash. The respective capital projects contain additional detail on these and other projects.

Following are the major drivers of the General Fund FY 2020-21 Operating Budget.

~~I.~~ General Fund Revenue Sources

For FY 2020-21, the estimated funding sources for the General Fund total $230.8 million, an increase of $7.2 million, or 3.2 percent, from the FY 2019-20 forecast. The increase in revenue comes mainly from an increase in sales tax as well as projected property taxes. The base sales tax revenue was impacted by the COVID1-19 pandemic in FY 2019-20 so the budgeted sales tax reflected in FY 2020-21 is an increase. The property tax rate is projected to decrease to $0.541573 from $0.55802 in the prior year with the General Fund portion lowering from $0.4309 to $0.398672. Franchise fee revenue is also projected to increase by 5.1 percent over FY 2019-20. Another major change is an increase to solid waste revenue associated with an increase to the tipping fee for both regular trash and special waste. Some fee changes are proposed in the General Fund and can be found in the General Fund Revenue section.

- **Property Tax** **$ 2,334,751**

  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 1.65 cent decrease to the property tax rate for a total tax rate of 54.1573 cents per $100 valuation. The total decrease in the property tax revenue at 99 percent collection equals $529,502; General Fund portion of the decrease is $507,686.

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The Maintenance and Operations rate is set at 39.8672 cents compared to 40.309 cents per $100 valuation in the prior year. The decrease in the tax rate, offset slightly by the increase in property values generates a decrease in tax revenues for operations and maintenance of $507,686 compared to the prior year. Total taxes generated on the new property on the roll is $2.4 million. The tax rate for debt service decreased from 13.178 cents to 12.0433, or 1.135 cents from FY 2019-20, due to use of reserves in the Interest and Sinking fund The property tax rate distribution is illustrated in the following table:

Tax Rate Distribution	2019	2020	Change
General Fund	40.3090	39.8672	-0.4420
Debt Service Fund	13.1780	12.0433	-1.1350
Economic Development	2.315	2.2468	-0.0680
Total Tax Rate	**55.8020**	**54.1573**	**-1.6450**

* All numbers in cents

- **Sales Tax** **$ 1,810,684**

  Sales tax revenues are expected to increase 2.5 percent compared to the FY 2020-21 forecast amount.

- **Franchise Fees** **$ 1,363,153**

  Franchise Fees are projected to increase by $1.4 million or 5.1 percent. The Franchise Fees for City of Lubbock utilities were reclassified in FY 2019-20 to this section and are no longer Transfers. These fees are increasing $2.9 million over the prior year. This significant increase is offset by decreases to the franchise fees associated with private utilities and telecommunication right of way charges. This decrease is mainly due to changes made by the legislature in FY 2019-20.

- **Fees for Services** **$ 1,771,463**

  The largest revenues in this category are associated with solid waste operations. Solid Waste tipping fees are proposed to increase for both regular trash and special waste. Cultural/Recreational revenue is projected to go up due to drop in forecast for FY 2019-20. The COVID-19 pandemic caused a need for social distancing and thus many of the activities in this area did not take place in FY 2019-20. The revenue amount projected for FY 2020-21 is in line with prior year activity.

- **Licenses, Permits and Fines** **$ (365,502)**

  License and permit revenues decreased $214.9 thousand or 5.8 percent for FY 2020-21. 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. Permits related to construction and food permits are lower than prior year due to the uncertainty related to each of these industries being impacted by the pandemic. Fines and forfeitures are projected to decrease $169.7 thousand or 6.2 percent compared to FY 2019-20 associated with decrease to municipal court fines activity as well as changed to the allocation of the revenue instituted by the state.

- **Other** **$ 436,232**

  Interest Earnings is decreasing $537.1 thousand compared to forecast FY 2019-20. Although this is decreasing, the amount of interest earned is projected to reach over $800 thousand. Payments in lieu of property tax were reclassified to this section in FY 2019-20. Payments are received from LP&L, Water/Wastewater and Storm Water enterprise funds. The increase of $571.9 thousand is impacted by the change to the property tax rate. The loss of revenue in Recoveries of Expenditures is associated with decrease to the tow truck cost recovery. Oil and gas royalties continues to increase slightly based on the market.

- **Transfers** **$ 422,782**

  Indirect Costs are increasing for LP&L, Water/Wastewater and Airport. The transfer from the Airport Fund includes payment for Airport Fire Fighting Rescue. LP&L transfer is increasing by $475.5 thousand while the Storm Water Fund transfer is decreasing by $151.5 thousand. Again this year, there will be a transfer in to the General Fund from the Risk Fund to cover the cost of the Organizational Development program.

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- **Use of Excess Reserves** **$ 0**
  No excess reserves were used in this budget

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

II. General Fund Expenditures

For FY 2020-21, expenditures for the General Fund total $230.8 million, an increase of $606.3 thousand, or 0.3 percent, from the Forecast FY 2019-20. Major changes in expenditure levels are highlighted below:

- **Compensation** **$ (43,903)**
  A 0.04 percent decrease in compensation cost is included in the FY 2020-21 budget. No cost of living increase or raise is included in the proposed year. There are five new positions proposed in the General Fund and includes one Police Department Communications Supervisor, one Assistant Director of Parks and Recreation, one Neighborhood Planner, one Videographer for Communications and Marketing and one Outdoor Warning Logistics Technician for Emergency Management. The Videographer position was a part-time position in the prior fiscal year. Another significant change in compensation is associated with over a $109 thousand decrease in terminal pay associated with actual historical trends.
- **Benefits – Retirement Fire** **$ 299,089**
  Fire retirement benefit costs increased by 4.0 percent for FY 2020-21. The increase is due to increases to the Fire Pension Fund. The change in the rate is attributed to an actuarial valuation that reflects a change in post-retirement, mortality assumptions, actuarial coast methods, and amortization policy.

- **Benefits – Social Security** **$ (244,864)**
  Social Security decreased 3.9 percent for FY 2020-21 due to a surplus amount budgeted in the prior year.

- **Benefits – Medical Insurance** **$ 623,042**
  Medical insurance costs increased by 4.0 percent for FY 2020-21. The increase is due to actual increase to the health insurance plan costs. Only the City side of the plan costs will increase for FY 2020-21.

- **Benefits – Workers Compensation** **$ 458,312**
  Workers compensation charges increased 31.5 percent for FY 2020-21. This charge is based on payroll amount of each department and claims completed in the prior year.

- **Supplies – Botanical Supplies** **$ (62,140)**
  Botanical supplies decreased 22.7 percent due to budgeting based on actual historical trend. Botanical costs include fertilizer applications, top dressing for turf and filling holes as well as sod for emergency coverage of bare earth.

- **Supplies – Uniforms** **$ (117,302)**
  Uniforms has decreased 11.1 percent for FY 2020-21 mainly due to budgeting based on historical data in the Police Division.

- **Supplies – Other Clothing Supplies** **$ (195,253)**
  Other Clothing Supplies has decreased 44.6 percent for FY 2020-21 mainly due to decreases in the Fire Rescue Division. Decrease reflects reduction in Personal Protective Equipment inventory and change in replacement schedule. An increase in the PPE budget should be expected for FY 2021-22.

- **Supplies – Fuel** **$ (68,660)**
  Unleaded fuel costs decreased 1.7 percent or $28.5 thousand, while diesel costs decreased 2.3 percent or $40.2 thousand when compared to FY 2019-20. For FY 2020-21, fuel was budgeted using prior year actuals.

- **Maintenance – Motor Vehicle** **$ 1,079,569**
  Vehicle maintenance increased 19.8 percent compared to FY 2019-20 budget due to historical actual data. Fleet is being proactive in maintaining and repairing the City's light duty fleet. Also, operational changes will be made within the Fleet and Solid Waste Departments to proactively reduce annual maintenance expenses.

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- **Maintenance – Other Equipment** **$ (54,224)**
  Other equipment maintenance is decreasing 5.6 percent for FY 2020-21 primarily due to reductions in the Traffic and Fire Divisions budgets based on actuals from the prior few years.

- **Maintenance – Municipal Buildings** **$ (162,171)**
  Building maintenance is decreasing 38.4 percent for FY 2020-21. Expense of the maintenance and repair cost associated with all General Fund City facilities is reduced based on completion of move to new City Hall.

- **Professional Services** **$ (136,502)**
  Professional services decreased 4.7 percent due not budgeting for the Solid Waste Rate and Transfer Station Study in FY 2020-21. Also associated with moving expenses to Municipal Court Special Fund in expenses related to the Joint Magistrate Agreement with Lubbock County.

- **Professional Services – Other Special Services** **$ (102,120)**
  Special services decreased 6.2 percent due to election costs being partially funded in FY 2019-20. This reduction was offset by an increase in Lubbock County Appraisal District's appraisal and collection fees.

- **Professional Services – Contracted Services** **$ (102,519)**
  Privatization decreased 3.5 percent due to adjustments to contracts for custodial services associated with the move to Citizens Tower and reduction to turf maintenance contract on park properties.

- **Rent – Rent Lease Buildings** **$ (91,746)**
  Building rent decreased 16.2 percent due to reduction of rental expenses associated with Parks and Recreation no longer being housed at 1611-10th Street.

- **Special Projects** **$ 287,922**
  Increase to Special Projects is primarily due to the approval of two expanded level requests. One is related to the demolition of structures as ordered by the Structural Standards Court. The other is the demolition of a specific site, the first of seven Coronado Apartment buildings.

- **Computer Equipment** **$ (61,797)**
  This decrease is due to prior year computer equipment purchases not occurring in FY 2020-21 and also due to moving costs associated with the License Plate Reader System Investigative Data Platform Annual Subscription for the Police Department in to the professional services account.

- **Scheduled Charges – Property** **$ 282,806**
  The allocation of property insurance to the departments is determined by the Risk department. Property costs are based on the amount of property that the department maintains as well as property insurance market.

- **Scheduled Charges – Liability** **$ 527,738**
  The allocation of liability insurance to the departments is determined by the Risk department. Liability costs are based on the number of claims as well as the amount paid as of the last completed fiscal year.

- **Scheduled Charges – Telecommunications** **$ (78,751)**
  Telecommunications charges decreased 8 percent for FY 2020-21. Telecommunication charges are allocated among City funds based on telephone units.

- **Capital Outlay – Wrecked Vehicle Replacements** **$ 539,888**
  Wrecked vehicle purchases are $750.2 thousand and the program is new for FY 2020-21. A new Risk Vehicle Replacement Policy will be implemented in FY 2020-21. The Police Department budgeted $29 thousand a vehicle for replacement of a total loss vehicle.

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- **Capital Outlay –Software Purchases** **$ 67,086**
  Software purchases increased due to replacement of records management system for medical and fire incident tracking for the Fire Division.

- **Capital Outlay – Vehicle and Equipment Debt** **$ (1,120,693)**
  Vehicle and Equipment debt payments decreased 14.6 percent for FY 2020-21. 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 2020-21 is approximately $5.7 million.

- **Reimbursements** **$ (128,959)**
  This is the third year of a reimbursement included for engineering services received from the Water/Wastewater and Storm Water Funds and totals $2.7 million. This also includes reimbursement from the Water/Wastewater Fund for the Public Works dispatch. All of the expenses related to engineering services and public works dispatch were moved from these utility funds in FY 2018-19 to gain efficiencies in these areas. The actual cost is distributed among General, Water/Wastewater, and Storm Water funds.

- **Reimbursements – Vehicle Value** **$ 141,500**
  This reimbursement is associated with the new Risk Vehicle Replacement Policy to begin in FY 2020-21. This is the amount that the Risk fund will reimburse the Police Department, which is the value of the vehicle at the time of the wreck.

- **Transfer to Capital Program** **$ 1,294,024**
  This year the transfer to the capital program totals $13.4 million. Fifteen capital projects were funded in the FY 2020-21 General Fund Capital Program, with fourteen projects totally cash funded and one project funded with Tax Notes. Six of the projects are related to ongoing maintenance of City infrastructure and are 100 percent cash funded.

  The projects totally funded with cash are Facility Roof Replacements, Golf Course Improvements, Park Amenities, Dock and Bridge Replacement, Parks Master Plan, Major Repairs at Fire Facilities Phase II, Outdoor Warning Siren System, Outer Route (Loop 88) Segments 1 & 2, Transportation Improvements/Unimproved Roads, American Disability Act Ramp and Sidewalk Project, Street Maintenance 2021, Transfer Station, Downtown On Street Parking Conversion, and Downtown One Way to Two Way Street Conversion.

  The only debt funded project is 114th Street - Slide Road to Quaker Avenue at an expected $7.4 million and is to be financed on a 10-year certificate of obligation.

- **Transfer to Transit** **$ (1,629,236)**
  This year the transfer to Transit totals $1.6 million due to the CARES act grant funding provided by the federal government being used in FY 2020-21.

- **Transfer to Fleet Program** **$ (704,510)**
  This year the transfer to Fleet totals $1.8 million and funds 36 vehicles and equipment. Police are replacing two pickups, two sedans, and 16 SUV's. Solid Waste is replacing a tractor a compactor and a pickup. This year the replacements for Solid Waste are located in the department budget. Other departments receiving new or replacement vehicles or equipment include Municipal Court, Codes Administration, Building Safety, Engineering, Park Maintenance, Animal Services, and Environmental Health.

- **Transfer to Civic Center** **$ 310,025**
  Civic Center is highly dependent on the revenues generated by events. This includes the revenues generated by events at the Civic Center as well as hotel occupancy tax revenues. Due to the COVID-19 pandemic, the Civic Center is not able to have any social gatherings to include meetings and conventions. Hotel occupancy has also dropped which has greatly impacted the revenue for this Enterprise Fund and a transfer is needed to subsidize Civic Center operations. The hope is that this health crisis will be resolved soon and that the transfer to the Civic Center will be a one-time occurrence.

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III. Budget Calendar

Following is the calendar of events detailing the budget process:

07/25: Last day for Chief Appraiser to certify appraisal roll

08/3: Operating and CIP budget presentation to City Council

08/6: File Proposed Budget with City Secretary

08/11: 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

09/2: Special City Council Meeting – Budget Public Hearing @ 4:30 p.m.; Tax Rate Public Hearing @ 4:30 p.m.; Schedule and announce meeting to adopt rate; First reading of Budget Ordinance/Tax Levy Ordinance

09/8: 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
2001	0.427180	0.112820	0.030000	0.570000
2002	0.428440	0.111560	0.030000	0.570000
2003	0.432040	0.107960	0.030000	0.570000
2004	0.415040	0.100660	0.030000	0.545700
2005*	0.334740	0.094960	0.030000	0.459700
2006	0.356300	0.060900	0.030000	0.447200
2007	0.360740	0.071250	0.030000	0.461990
2008	0.353800	0.071250	0.030000	0.455050
2009	0.325400	0.091000	0.030000	0.446400
2010	0.332400	0.084000	0.030000	0.446400
2011	0.332400	0.093770	0.030000	0.456170
2012	0.342000	0.102000	0.030000	0.474000
2013	0.356830	0.105910	0.029370	0.492110
2014	0.360800	0.116560	0.027050	0.504410
2015	0.385000	0.114250	0.023150	0.522400
2016	0.392200	0.122670	0.023150	0.538020
2017	0.378250	0.136620	0.023150	0.538020
2018	0.388250	0.126620	0.023150	0.538020
2019	0.388250	0.136620	0.023150	0.548020
2020	0.403090	0.131780	0.023150	0.558020
2021	0.398672	0.120433	0.022468	0.541573

* Sales tax swap

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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.

No-New-Revenue Rate

The no-new-revenue tax rate is a calculated rate that provides the City with about the same amount of revenue received during the prior year on properties taxed in both years. If property values increase, the no-new-revenue tax rate will go down, and vice versa.

Voter-Approval Rate

The Voter-Approval rate is a calculated maximum rate allowed by law without voter approval. The Voter-Approval rate provides the City with approximately the same amount of tax revenue it spent the previous year for day-to-day operations plus a 3.5 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 Voter-Approval rate, an automatic election is triggered that has to be held on the November uniform election date.

Proposed Tax Rate

If the City Council proposes a tax rate of $0.541573 per $100 valuation, it is anticipated that the tax rate will exceed the no-new-revenue tax rate, but will be below the voter-approval tax rate.

If the tax rate proposed by the City Council exceeds the no-new-revenue 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 a public hearing on the proposal.
4. The City Council notifies the public of the date, time and place for the public hearing and provides information about the proposed tax rate at least five days before the public hearing. This notice is titled “Notice of Public Hearing on Tax Increase”
5. After publishing the required notice, the City holds a public hearing. Taxpayers have the opportunity to express their views on the increase at the public hearing. The City Council may adopt the tax rate at the public hearing. If the City Council does not adopt the tax rate at the hearing, the City Council must announce 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 seven day after the public hearing.

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V. Airport Budget Highlights

FY 2020-21 for the Airport Fund will be one of great uncertainty. The COVID-19 pandemic closed the state of Texas in March 2020 and had a significant impact on the airline industry as social distancing directive made it impossible for people to fly. The Federal Government, in an effort to assist the airports in maintaining operations distributed CARES act funding to the local governments managing airports. The City of Lubbock received $9.5 million in late April of 2020. There was a major change reflected to the revenue in FY 2019-20 as there were significant decreases in operating revenue specific to landing, terminal and parking. For FY 2020-21, Airport revenue is proposed to increase by $4.7 million, or 30.7 percent from forecast FY 2019-20. There is a slight increase projected to landing and hangar revenue, with more decreases expected in the terminal and parking areas. The use of CARES Act funding is expected for FY 2020-21 at $7.1 million, compared to $1.7 million in the prior year.

Expenses for the fund are expected to decrease $743.6 thousand, or 4.7 percent, from FY 2019-20. The operating budget includes decreases to chemical supplies, building, HVAC, and system maintenance, uniforms, professional services, training and travel, and capital equipment. Increases to the operating budget are in education incentive pay, health insurance, worker's compensation, vehicle maintenance, electric utility costs, property and liability insurance, as well as information technology and telecommunication charges. Fund level changes include decreases to debt service and vehicle/equipment debt as well as transfer to General Fund for ARFF costs. Increases are found in indirect costs, and cash funding of capital projects.

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 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues	$ 20,121,230	12,585,186	14,004,358	13,977,996	14,620,808	15,438,626
Use of Excess Reserves	-	3,099,744	1,878,733	1,445,148	797,600	-
Total Funding Sources	20,121,230	15,684,929	15,883,091	15,423,144	15,418,408	15,438,626
Operating Expenses	7,350,847	7,852,271	8,050,862	8,257,819	8,473,749	8,699,313
Fund Level Expenses	7,843,945	7,832,658	7,832,228	7,165,325	6,944,659	5,410,959
Total Expenses	$ 15,194,792	15,684,929	15,883,091	15,423,144	15,418,408	14,110,272

Executive Summary

VI. Storm Water Utility Budget Highlights

In FY 2020-21, there will be no rate changes for residential and commercial customers.

Storm Water revenues are expected to increase $609.7 thousand, or 2.6 percent from forecast FY 2019-20. This slight increase is attributed to a small addition of residential and commercial accounts.

Expenses are projected to decrease $515.6 million, or 2.1 percent, from FY 2019-20. The department level budget is proposed to increase $101.8 thousand. Increases to the department level budget are in health insurance, vehicle maintenance and liability insurance. Decreases to the department level budget include decreases in fuel, professional services, other equipment, and electric utilities.

The fund level expenses will decrease by $617.4 million or 2.9 percent for FY 2020-21. The debt is expected to decrease by over $1.5 million while indirect cost and fleet capital will also decrease. The transfer to LP&L is proposed to decrease by $301.9 thousand. The major increase to the fund level expenses include increases to the vehicle replacement fund as well as storm water cash funded capital.

The projects funded with cash include Storm Water Master Plan, Digital Orthophotography, Storm water System Improvements, Storm Water Rehab and Maintenance, Upland Ave and 66th St Playa Drainage Improvements, North Quaker & Clovis, Topographic Information Acquisition, as well as Trailer Mounted Storm Sewer Crawler Camera System.

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 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues	$ 24,137,374	$ 24,295,034	$ 24,440,768	$ 24,570,006	$ 24,708,694	$ 24,828,230
Use of Excess Reserves	-	7,485,770	681,495	-		
Total Funding Sources	$ 24,137,374	31,780,804	25,122,263	24,570,006	24,708,694	24,828,230
Operating Expenses	$ 3,380,019	$ 3,491,659	$ 3,576,080	$ 3,662,576	$ 3,751,200	$ 3,842,006
Fund Level Expenses	20,601,657	28,289,145	21,546,182	18,662,262	16,589,301	16,474,893
Total Expenses	$ 23,981,676	31,780,804	25,122,262	22,324,838	20,340,501	20,316,899
Residential Rate Structure						
Residential Rate - Monthly (Tier 1)	$ 7.30	7.15	7.00	6.85	6.70	6.55
Residential Rate - Monthly (Tier 2)	11.18	10.95	10.72	10.49	10.26	10.03
Residential Rate - Monthly (Tier 3)	14.14	13.85	13.56	13.27	12.98	12.69
Residential Rate - Monthly (Tier 4)	21.22	20.78	20.34	19.91	19.47	19.04
Commercial Rate Structure						
Commercial Rate - Monthly	21.22	20.78	20.34	19.91	19.47	19.04

Executive Summary

VII. Water/Wastewater Utility Budget Highlights

Revenue is expected to increase $1.0 million, or 0.7 percent, from FY 2019-20. 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 2020-21, however there are projected increases to the rates in future years. There are no use of excess reserves budgeted for FY 2020-21.

Expenses for the fund are projected to decrease $2.1 million, or 1.4 percent, from FY 2019-20. The department level expenses are projected to decrease by $1.7 million or 3.6 percent. Major increases to the department level expenses are in vehicle, other equipment, and water system maintenance. Other increases include property and liability insurance as well as electric utilities. Decreases to the department level budget are found in worker's compensation, chemical supplies, fuel, building maintenance, professional services, outside legal services, as well as information technology and telephone charges. Other major decreases in the operating budget include almost a $1 million savings for CRMWA payment for FY 2020-21 as well as less budgeted for other equipment and water system capital.

Changes to the fund level expenses include a decrease of $420.2 thousand for transfer to LP&L for collections, Citizens Tower, cash funded capital, franchise fee, vehicle replacement and capital purchase. Increases to fund level expense are in Transfer to LP&L for Lake 7 and debt service that went up slightly over $1 million.

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 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues	$ 142,442,269	144,708,484	147,394,538	150,161,717	153,092,523	156,145,617
Use of Excess Reserves	-	-	-	-	-	-
Total Funding Sources	$ 142,442,269	144,708,484	147,394,538	150,161,717	153,092,523	156,145,617
Operating Expenses	$ 42,822,961	43,909,622	44,788,639	45,694,207	46,627,617	47,590,245
Fund Level Expenses	99,014,699	88,931,163	94,921,104	95,300,387	94,191,362	97,171,137
Total Expenses	$ 141,837,660	132,840,785	139,709,743	140,994,594	140,818,979	144,761,382
Water Rate Analysis						
Base Rate	$ 18.00	19.00	20.00	21.00	22.00	23.00
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

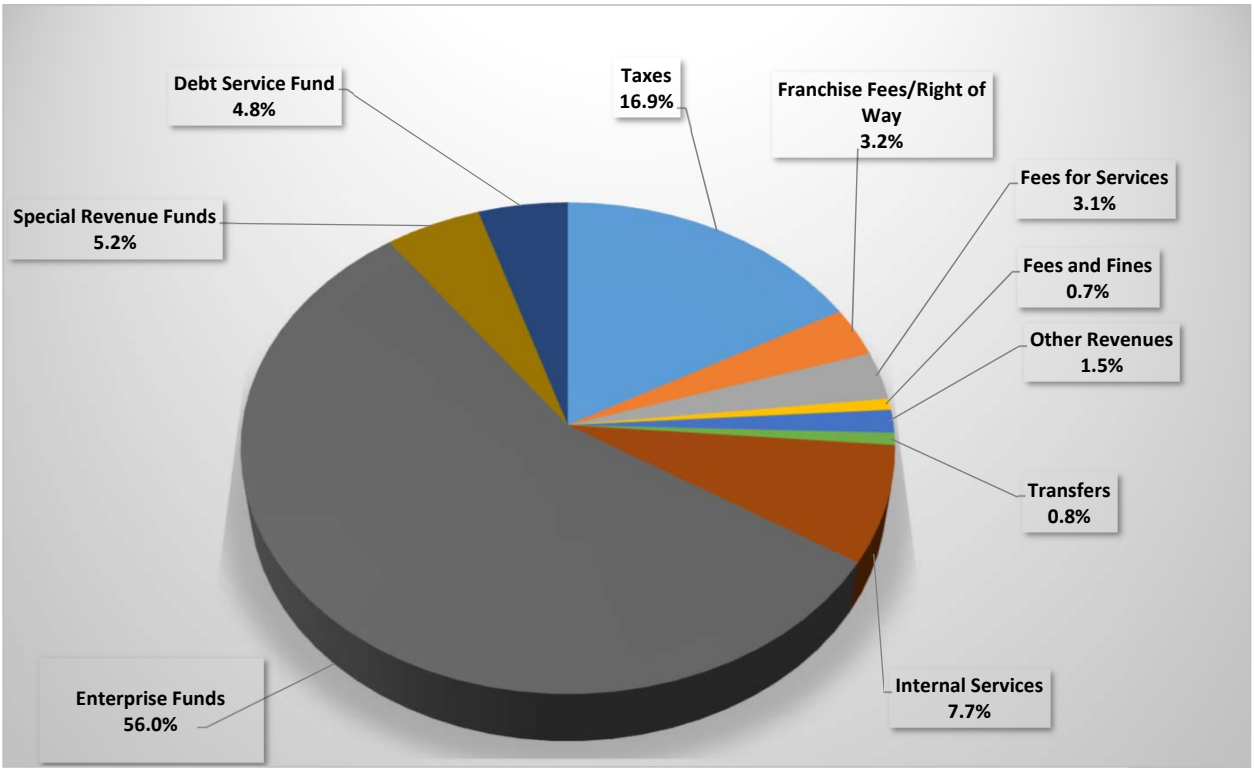
The Electric Utility Board of Lubbock Power & Light (LP&L) is pleased to present a budget that aligns with the previous year's forecast and does not recommend a base rate adjustment for FY 2020-21.

Revenues are expected to increase $43.7 million, or 18.2 percent, for FY 2020-21. Power Cost Recovery Factor (PCRF) revenues increase $13.0 million, or 8.6 percent. Transmission Cost of Service (TCOS) is a new funding source in FY 2020-21 that commences upon entry to ERCOT, and is budgeted at $14.5 million. Offsetting the TCOS revenue is an ERCOT Hold Harmless payment, totaling $7.3 million. A new funding source, labeled Southwestern Public Service Company (SPS) Hold Harmless Reserve Revenue Recognition, is included as LP&L will recognize a deferred revenue that was reserved in FY 2018-19 and FY 2019-20. These funds will be used to make the hold harmless payment to SPS as a majority of LP&L's load exits the Southwest Power Pool (SPP). Franchise fee equivalent (FFE) revenues increase $1.8 million, or 17.2 percent, due to the increase in PCRF revenues. These increases are slightly offset by Uncollectable Metered Revenue, which is a contra-revenue that is included in FY 2020-21 in the amount of $1.3 million related to expected metered revenue charge-offs, and a decrease in interest earnings due to lower yields in the pooled investment portfolio.

Expenses for the fund are expected to increase $40.3 million, or 16.6 percent, from FY 2019-20. Energy/fuel costs increase $7.0 million, or 9.2 percent due to higher projected natural gas costs. Transmission costs increase $11.2 million, or 36.4 percent, for FY 2020-21 as LP&L pays lagging transmission costs in SPP and a partial year of transmission costs in ERCOT. The SPS Hold Harmless Payment is a one-time, $24 million payment to SPS that indemnifies SPS and its customers for LP&L's integration into ERCOT. Professional services/training increases $2.4 million, or 34.9 percent, primarily due to increased legal costs for purchased power contract negotiations and Oracle's service costs for the new billing and workforce management systems. Scheduled charges increase $1.1 million, or 21.4 percent, due primarily to large increases in property and liability insurance. The transfer to electric capital increases $4.9 million, or 28.5 percent. FFE and Payment in Lieu of Taxes (PILOT) increase $1.9 million and $0.4 million respectively, or 16.9 percent. Transmission System Inventory is a new line item in the budget for FY 2020-21 related to the purchase of necessary inventory items for the new transmission system, and is budgeted at $1.6 million. These increases are slightly offset by a debt service decrease of $8.5 million, or 32.4 percent, due to the payoff of the 2010 series revenue bonds in FY 2019-20. Additionally, capacity costs decrease $5.3 million, or 14.7 percent, due to the termination of the 400MW capacity contract on May 31, 2021.

The 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.

City of Lubbock
FY 2020-21 Summary of All Funding Sources



	Actual	Actual	Actual	Forecast	Budget
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Taxes	$ 122,406,450	129,828,610	137,818,250	144,285,310	148,356,538
Franchise Fees/Right of Way	19,604,255	27,107,249	26,978,271	26,793,149	28,156,302
Fees for Services	3,210,081	26,000,542	27,711,466	25,808,331	27,579,794
Fees and Fines	6,401,797	6,256,231	7,663,055	6,866,579	6,501,077
Other Revenues	11,916,252	12,083,936	13,627,127	13,190,687	13,220,807
Transfers	6,790,044	16,277,903	6,253,950	6,604,553	7,027,335
General Fund Use of Excess Reserves	(524,679)	-	553,834	6,686,905	-
Internal Services	59,421,132	59,564,364	61,397,251	62,702,683	67,466,077
Enterprise Funds	459,077,108	447,301,761	419,054,469	448,485,400	491,138,178
Special Revenue Funds	40,403,367	42,236,629	45,875,994	50,620,729	45,627,174
Debt Service Fund	53,753,586	64,860,459	54,061,105	64,559,932	42,554,090
TOTAL ALL FUNDING SOURCES	**$ 782,459,394**	**831,517,683**	**800,994,773**	**856,604,259**	**877,627,373**

* General Fund Use of Excess Reserves is only shown for those years that are budgeted numbers, not actual receipts.

The City of Lubbock has many different types of funding sources with the majority of General Fund revenues coming from tax revenues, both sales tax and property tax. 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 the Enterprise Funds by $51.2 million, Internal Service Funds by $4.8 million, and Taxes by $4.6 million. The increases are offset by a decrease of $22.0 million in the Debt Service Fund, $7.2 million in Special Revenue Funds and $6.7 million in the General Fund Use of Excess Reserves.

Funding Source Summary - General Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
TAXES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Property Taxes	$ 55,516,662	60,226,061	63,597,746	68,856,999	71,297,353	3.5
Delinquent Taxes/Penalties & Interest	736,012	499,171	830,384	758,353	662,750	(12.6)
Sales Tax	64,549,831	67,440,546	71,646,844	72,985,751	74,796,435	2.5
Mixed Beverage Tax	1,334,638	1,431,793	1,494,476	1,480,940	1,400,000	(5.5)
Bingo Tax	269,307	231,039	248,800	203,267	200,000	(1.6)
TOTAL TAXES	122,406,450	129,828,610	137,818,250	144,285,310	148,356,538	2.8
FRANCHISE FEES/RIGHT OF WAY						
Suddenlink	1,199,805	1,882,925	1,915,170	1,752,702	1,489,797	(15.0)
Xcel Energy	28,069	11,917	243,175	157,638	126,110	(20.0)
Atmos	1,519,515	2,546,208	2,459,370	2,575,372	2,317,835	(10.0)
South Plains Electric Coop.	718,915	1,474,382	1,667,782	1,864,523	1,491,618	(20.0)
West Texas Gas	11,542	13,805	19,862	25,368	22,831	(10.0)
Franchise Fee	14,495,686	18,271,576	17,887,055	17,951,035	20,858,228	16.2
Telecom ROW	1,630,723	2,906,438	2,785,856	2,466,511	1,849,883	(25.0)
TOTAL FRANCHISE FEES/RIGHT OF WAY	19,604,255	27,107,249	26,978,271	26,793,149	28,156,302	5.1
FEES FOR SERVICES						
Development Services	208,177	227,269	241,019	233,194	265,534	13.9
General Government	167,645	191,818	247,679	140,061	161,932	15.6
City Secretary	328,947	344,549	420,355	399,477	327,386	(18.0)
Public Safety	814,679	801,914	906,340	759,265	759,277	0.0
Public Works/Solid Waste	173,963	22,967,087	24,434,009	23,481,138	24,577,881	4.7
Public Health	57,803	68,225	76,093	76,339	73,747	(3.4)
Animal Shelter	135,114	83,203	77,057	87,235	82,323	(5.6)
Cultural/Recreational	1,003,264	984,828	947,920	400,390	1,000,533	149.9
Museum	320,490	331,648	360,996	231,232	331,181	43.2
TOTAL FEES FOR SERVICES	3,210,081	26,000,542	27,711,466	25,808,331	27,579,794	6.9
FEES AND FINES						
Licenses and Permits	3,279,705	2,746,529	4,178,656	3,711,590	3,496,733	(5.8)
Intergovernmental	405,597	420,809	635,291	410,735	429,760	4.6
Fines and Forfeitures	2,716,495	3,088,892	2,849,108	2,744,254	2,574,584	(6.2)
TOTAL FEES AND FINES	6,401,797	6,256,231	7,663,055	6,866,579	6,501,077	(5.3)
OTHER REVENUES						
Interest Earnings	344,933	710,521	1,991,407	1,344,588	807,458	(39.9)
In Lieu of Property Tax	10,520,108	9,788,019	10,137,926	10,492,583	11,064,480	5.5
Rental	5,738	93,018	18,441	3,113	14,709	372.5
Recoveries of Expenditures	814,399	823,603	755,512	792,259	753,549	(4.9)
Oil and Gas Royalties	31,384	415,899	346,525	250,901	259,894	3.6
Other	199,691	252,876	377,316	307,244	320,717	4.4
TOTAL OTHER REVENUES	11,916,252	12,083,936	13,627,127	13,190,687	13,220,807	0.2
TRANSFERS						
Transfers from Special Revenue Funds	149,860	-	-	-	-	-
Transfers from LP&L	1,066,407	1,135,647	1,155,378	1,266,838	1,742,355	37.5
Transfers from Water Fund	1,700,086	1,734,057	-	-	-	-
Transfers from Wastewater Fund	615,024	685,992	-	-	-	-
Transfers from Water/Wastewater Fund	-	-	2,620,164	2,429,407	2,524,386	3.9
Transfers from Solid Waste	982,761	9,987,288	-	-	-	-
Transfers from Airport Fund	1,751,227	1,795,178	1,855,620	1,999,528	2,003,289	0.2
Transfers from Risk Fund	-	-	-	169,300	169,300	-
Transfers from Stormwater	524,679	939,741	622,788	739,480	588,005	(20.5)
TOTAL TRANSFERS	6,790,044	16,277,903	6,253,950	6,604,553	7,027,335	6.4
TOTAL REVENUE SOURCES	170,328,878	217,554,470	220,052,119	223,548,610	230,841,853	3.3
Use of Excess Reserves	(524,679)	-	553,834	6,686,905	-	(100.0)
TOTAL FUNDING SOURCES	$ 169,804,199	217,554,470	220,605,953	230,235,515	230,841,853	0.3

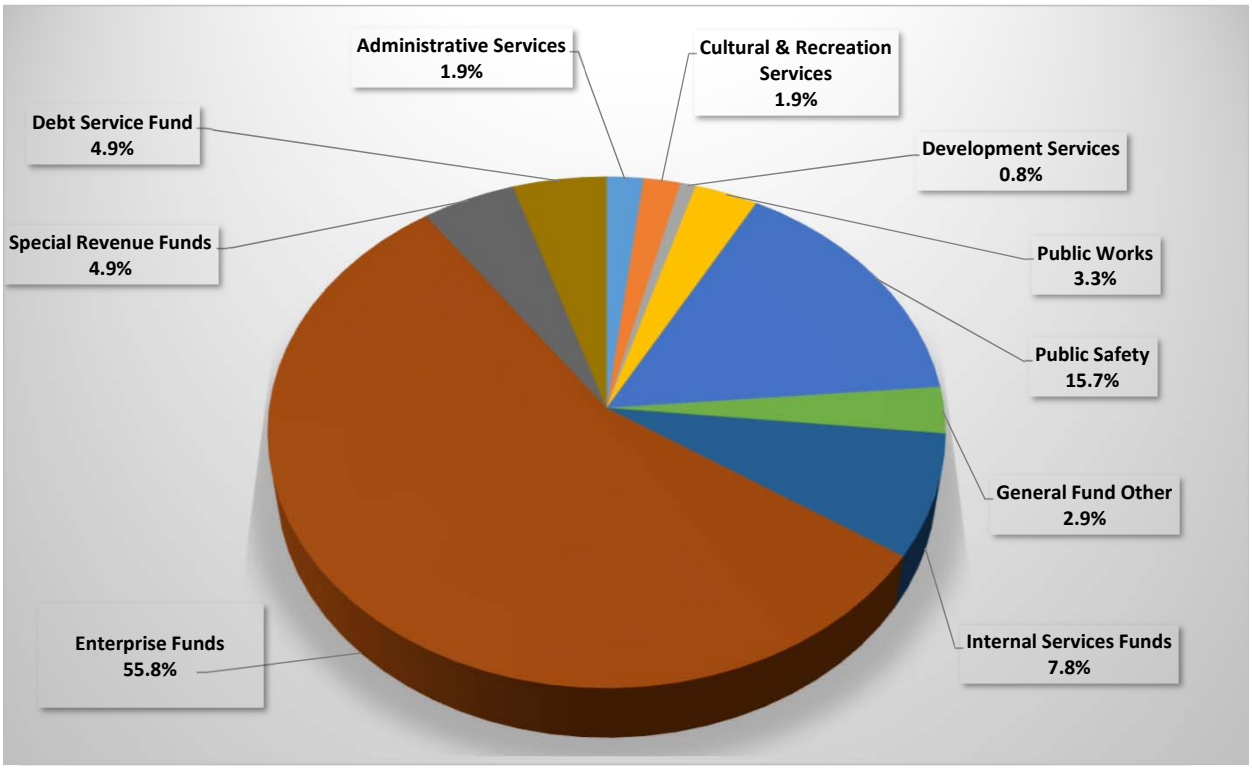
Funding Source Summary by Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet	$ 2,210,540	6,221,391	6,704,664	6,387,365	8,004,921	25.3
Health Benefits	34,101,078	30,718,372	30,961,423	31,735,913	33,391,639	5.2
Information Technology	8,829,046	10,304,490	10,614,809	10,814,766	10,254,003	(5.2)
Telecommunications	1,992,638	1,980,848	1,761,943	1,583,212	1,509,641	(4.6)
GIS and Data Services	756,310	746,893	873,159	889,507	873,759	(1.8)
Radio Shop	2,547,953	2,360,982	2,704,360	2,354,807	2,424,288	3.0
Investment Pool	151,879	215,331	155,975	174,607	175,851	0.7
Print Shop/Warehouse	538,435	633,781	646,429	690,592	662,625	(4.0)
Risk Management	8,293,253	6,382,275	6,974,490	8,071,915	10,169,351	26.0
TOTAL INTERNAL SERVICE FUNDS	59,421,132	59,564,364	61,397,251	62,702,683	67,466,077	7.6
ENTERPRISE FUNDS						
Airport	11,729,706	13,149,183	15,569,408	15,938,408	20,121,230	26.2
Cemetery	734,808	584,114	654,401	740,912	742,391	0.2
Civic Centers	3,824,052	3,489,014	2,900,125	3,703,060	2,908,952	(21.4)
Lake Alan Henry	573,036	619,704	866,327	937,385	769,600	(17.9)
LP&L	246,125,218	244,726,731	219,112,934	243,004,566	284,478,753	17.1
Solid Waste*	23,625,378	-	-	-	-	-
Storm Water	27,327,767	29,376,579	28,637,409	24,497,264	24,137,374	(1.5)
Transit	12,426,463	13,738,759	13,644,999	14,152,316	14,569,932	3.0
Water/ Wastewater	132,710,678	141,617,676	137,668,867	145,511,488	143,409,947	(1.4)
TOTAL ENTERPRISE FUNDS	459,077,108	447,301,761	419,054,469	448,485,400	491,138,178	9.5

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

SPECIAL REVENUE FUNDS						
Abandoned Vehicles	987,544	1,236,686	1,078,712	1,181,100	1,266,100	7.2
Animal Assistance Program	140,855	152,072	242,682	248,693	317,779	27.8
Bell Farms Public Improvement District	-	-	30,422	63,035	132,303	109.9
Cable Services Fund	575,841	533,005	639,645	680,000	535,536	(21.2)
Central Business District TIF	1,079,169	1,211,212	1,168,880	1,357,911	1,771,138	30.4
Community Development	4,310,409	5,484,130	5,976,169	10,112,143	6,444,946	(36.3)
Criminal Investigation Fund	454,517	228,018	356,805	111,000	108,929	(1.9)
Department of Justice Asset Sharing	24,994	1,317	11,121	45,000	20,000	(55.6)
Economic Development	3,443,010	3,620,821	3,841,626	4,096,476	4,120,641	0.6
Emergency Management	428,666	61,267	-	-	-	-
Gateway Streets	8,285,110	8,685,322	8,456,436	8,400,761	8,947,226	6.5
Hotel Occupancy Tax	7,025,827	7,418,074	7,852,612	5,435,199	5,600,000	3.0
Lubbock Business Park TIF	537,518	584,139	653,836	3,276,633	701,177	(78.6)
Lubbock Economic Development Alliance	5,868,166	6,130,959	6,513,349	6,691,820	6,799,676	1.6
Municipal Court	213,116	238,119	221,466	218,440	228,672	4.7
North and East Lubbock N & I Fund	282,456	352,396	242,573	374,229	233,905	(37.5)
North Overton Public Improvement District	762,032	706,740	855,834	825,532	827,250	0.2
North Overton TIF	5,335,818	4,907,352	5,495,408	5,278,472	5,455,522	3.4
North Point Public Improvement District	302,711	156,745	243,289	236,861	243,987	3.0
Quincy Park Public Improvement District	119,063	284,593	165,965	186,465	197,760	6.1
Truancy Prevention and Diversion	28,596	36,738	133,749	109,593	110,801	1.1
Upland Crossing Public Improvement District	-	-	-	-	1,080	-
Valencia Public Improvement District	14,148	21,858	30,823	56,514	54,696	(3.2)
Vintage Township Public Improvement Dist.	183,801	185,067	194,173	195,000	197,650	1.4
Grants	-	-	1,470,420	1,439,851	1,310,401	(9.0)
TOTAL SPECIAL REVENUE FUNDS	40,403,367	42,236,629	45,875,994	50,620,729	45,627,174	(9.9)
SUBTOTAL ALL FUNDS	728,705,807	766,657,224	746,933,668	792,044,327	835,073,283	5.4
DEBT SERVICE FUND						
Debt Service Fund	53,753,586	64,860,459	54,061,105	64,559,932	42,554,090	(34.1)
TOTAL DEBT SERVICE FUND	53,753,586	64,860,459	54,061,105	64,559,932	42,554,090	(34.1)
TOTAL ALL FUNDS	$ 782,459,394	831,517,683	800,994,773	856,604,259	877,627,373	2.5

City of Lubbock
FY 2020-21 Summary of All Expenses



	Actual	Actual	Actual	Forecast	Budget
TOTAL EXPENDITURES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Administrative Services	$ 22,109,430	20,567,095	17,642,561	16,837,803	16,602,099
Cultural & Recreation Services	14,990,257	15,002,055	15,164,661	16,918,077	16,751,937
Development Services	5,307,516	5,861,759	6,182,538	6,580,503	7,038,311
Public Works	7,010,685	24,735,033	24,299,840	28,286,665	28,908,647
Public Safety	114,224,198	121,296,844	127,658,434	135,062,520	136,066,978
General Fund Other	8,411,409	24,385,686	29,657,920	26,549,948	25,473,881
Internal Services Funds	58,598,330	56,498,696	59,763,363	62,477,833	67,318,077
Enterprise Funds	451,392,477	437,746,760	407,823,488	448,080,149	484,722,802
Special Revenue Funds	36,580,447	40,333,555	42,660,927	48,571,128	42,477,827
Debt Service Fund	53,086,564	63,596,476	50,747,401	64,559,932	42,554,090
TOTAL ALL FUNDS	**$ 771,711,314**	**810,023,958**	**781,601,131**	**853,924,558**	**867,914,649**

Total expenditures for all City of Lubbock funds are projected to increase $19.9 million for FY 2020-21. Out of the total $875.0 million budget, 26.4 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 59.0 percent of the General Fund budget and 15.6 percent of the total when all funds are combined. The Enterprise Funds budget is 56.2 percent of the total for all funds with 57.6 percent of the amount appropriated for the Enterprise Funds allocated to Lubbock Power and Light.

Appropriation Summary - General Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
City Attorney	$ 2,121,797	2,100,325	2,102,516	2,289,712	2,241,351	(2.1)
City Council	291,605	526,754	559,005	608,363	629,471	3.5
City Manager	1,235,860	1,303,079	1,640,482	1,808,439	1,826,543	1.0
City Secretary	1,198,690	1,147,707	1,104,801	1,572,302	1,454,470	(7.5)
Facilities Management	3,011,772	3,098,866	3,295,819	3,803,592	3,699,869	(2.7)
Finance	2,627,312	2,914,760	2,898,465	3,077,816	3,019,265	(1.9)
Human Resources	496,688	544,897	575,264	857,142	825,591	(3.7)
Internal Audit	221,288	321,411	291,957	328,548	341,453	3.9
Non Departmental	10,399,218	8,060,103	4,558,571	1,666,951	1,742,448	4.5
Communications and Marketing	505,200	549,193	615,680	824,937	821,638	(0.4)
TOTAL ADMINISTRATIVE SERVICES	22,109,430	20,567,095	17,642,561	16,837,803	16,602,099	(1.4)
CULTURAL & RECREATION SVCS						
Library	3,747,346	3,596,860	3,561,033	3,836,234	3,841,381	0.1
Cultural Arts	1,207,779	1,225,146	1,165,212	1,212,007	1,219,928	0.7
Parks and Recreation	10,035,133	10,180,049	10,438,416	11,869,836	11,690,628	(1.5)
TOTAL CULTURAL & RECREATION SVCS	14,990,257	15,002,055	15,164,661	16,918,077	16,751,937	(1.0)
DEVELOPMENT SERVICES						
Building Safety	1,935,885	2,241,985	2,367,205	2,468,625	2,537,161	2.8
Code Enforcement	2,668,271	2,803,662	3,103,424	3,152,497	3,527,100	11.9
Planning	703,361	816,111	711,910	959,381	974,050	1.5
TOTAL DEVELOPMENT SERVICES	5,307,516	5,861,759	6,182,538	6,580,503	7,038,311	7.0
PUBLIC WORKS/SOLID WASTE						
Engineering	1,217,229	1,329,872	901,660	805,435	726,915	(9.7)
Solid Waste	-	15,580,975	16,030,105	18,920,583	19,382,607	2.4
Streets	2,429,462	4,100,862	3,863,505	4,810,232	4,963,695	3.2
Traffic	3,363,994	3,723,324	3,504,570	3,750,415	3,835,430	2.3
TOTAL PUBLIC WORKS/SOLID WASTE	7,010,685	24,735,033	24,299,840	28,286,665	28,908,647	2.2
PUBLIC SAFETY						
Animal Services	1,955,884	2,068,966	2,311,037	2,327,695	2,447,825	5.2
Fire	48,137,648	51,468,455	54,624,050	56,110,020	56,427,035	0.6
Municipal Court	1,743,099	1,859,530	1,866,208	2,014,790	1,900,570	(5.7)
Police	60,992,588	64,563,991	67,341,293	72,913,743	73,505,446	0.8
Public Health	1,394,980	1,335,902	1,515,846	1,696,272	1,786,102	5.3
TOTAL PUBLIC SAFETY	114,224,198	121,296,844	127,658,434	135,062,520	136,066,978	0.7
OTHER						
Transfer to Grants	410,193	46,837	25,126	-	-	-
Transfer to CIP (Pay-as-you-go)	4,730,868	9,120,460	12,581,062	12,097,594	13,391,618	10.7
Transfer to Citibus	2,247,383	2,647,383	2,997,383	3,258,473	1,629,237	(50.0)
Transfer to Cemetery	315,203	200,000	226,971	354,223	416,289	17.5
Transfer to Gateway	-	7,958,273	6,945,771	7,890,457	8,035,806	1.8
Transfer to North & East Lbk Nghbrhd &	-	282,811	233,905	374,229	233,905	(37.5)
Transfer to CBD TIF	-	91,498	77,968	53,461	-	(100.0)
Transfer to Civic Centers	660,612	-	-	-	310,025	-
Transfer to Fleet CIP (Vehicles)	-	1,378,174	4,043,880	2,459,510	1,395,000	(43.3)
Transfer to LP&L - CT (Solid Waste)	-	185,383	81,198	-	-	-
Transfer to LP&L - CIS Debt (SW)	-	2,899	108,387	-	-	-
Transfer to LP&L - Collections (SW)	-	-	-	-	-	-
Transfer to Debt Service Fund	-	2,420,614	2,242,810	-	-	-
Transfer to Economic Development Fund	-	-	-	62,000	62,000	-
Bond Sale Charges	47,150	51,354	20,709	-	-	-
SIB Loan Payment	-	-	72,750	-	-	-
TOTAL OTHER	8,411,409	24,385,686	29,657,920	26,549,948	25,473,881	(4.1)
TOTAL GENERAL FUND	$ 172,053,496	211,848,472	220,605,953	230,235,515	230,841,853	0.3

Appropriation Summary by Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet	$ 1,655,921	5,992,198	6,704,664	6,387,365	8,004,921	25.3
Health Benefits	34,101,078	29,968,063	30,961,423	31,590,682	33,313,507	5.5
Information Technology	8,829,046	8,516,189	10,573,756	10,814,766	10,254,003	(5.2)
Telecommunications	1,992,638	1,908,994	1,761,943	1,583,070	1,509,641	(4.6)
GIS and Data Services	702,004	709,014	733,416	886,766	873,758	(1.5)
Radio Shop	2,354,236	2,221,073	2,208,135	2,278,071	2,354,421	3.4
Investment Pool	131,719	167,108	155,975	174,607	175,851	0.7
Print Shop/Warehouse	538,435	633,781	646,429	690,592	662,625	(4.0)
Risk Management	8,293,253	6,382,275	6,017,621	8,071,915	10,169,351	26.0
TOTAL INTERNAL SERVICE FUNDS	58,598,330	56,498,696	59,763,363	62,477,833	67,318,077	7.7
ENTERPRISE FUNDS						
Airport	11,071,679	11,318,149	12,774,145	15,938,408	15,194,792	(4.7)
Cemetery	734,808	584,114	654,401	740,912	742,391	0.2
Civic Centers	3,403,724	3,489,014	2,659,931	3,703,060	2,908,952	(21.4)
Lake Alan Henry	523,171	522,860	866,327	532,135	583,381	9.6
LP&L	244,797,493	243,504,569	216,529,701	243,004,566	283,331,732	16.6
Solid Waste*	23,625,378	-	-	-	-	-
Storm Water	22,117,222	24,431,047	23,025,118	24,497,264	23,981,676	(2.1)
Transit	12,408,324	13,738,759	13,644,999	14,152,316	14,569,932	3.0
Water/ Wastewater	132,710,678	140,158,247	137,668,866	145,511,488	143,409,947	(1.4)
TOTAL ENTERPRISE FUNDS	451,392,477	437,746,760	407,823,488	448,080,149	484,722,802	8.2

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

SPECIAL REVENUE FUNDS						
Abandoned Vehicles	970,057	936,453	791,262	1,181,100	1,266,100	7.2
Animal Assistance Program	140,855	113,516	242,682	248,693	317,779	27.8
Bell Farms Public Improvement District	-	-	4,225	50,160	70,949	41.4
Cable Services Fund	76,744	71,653	530,856	680,000	17,033	(97.5)
Central Business District TIF	843,429	1,211,212	1,168,880	1,357,911	1,771,138	30.4
Community Development	4,310,409	5,484,130	5,976,169	10,112,143	6,444,946	(36.3)
Criminal Investigation Fund	454,517	228,018	356,805	111,000	96,816	(12.8)
Department of Justice Asset Sharing	24,994	-	11,121	45,000	20,000	(55.6)
Economic Development	3,441,439	3,537,864	3,821,798	4,096,476	4,120,641	0.6
Emergency Management	428,666	61,267	-	-	-	-
Gateway Streets	8,285,110	8,168,324	8,456,436	8,400,761	8,947,226	6.5
Hotel Occupancy Tax	7,017,628	7,418,074	7,724,793	5,435,097	5,600,000	3.0
Lubbock Business Park TIF	12,702	513,455	189,979	3,276,633	15,951	(99.5)
Lubbock Economic Development Alliance	5,868,166	6,130,959	6,513,349	6,691,820	6,799,676	1.6
Municipal Court	213,116	134,932	108,480	107,000	143,255	33.9
North and East Lubbock N & I Fund	41,225	352,396	233,215	374,229	233,905	(37.5)
North Overton Public Improvement District	544,087	489,538	534,548	755,281	777,210	2.9
North Overton TIF	3,362,498	4,907,352	3,998,581	3,490,406	3,754,628	7.6
North Point Public Improvement District	302,711	104,195	150,659	204,589	243,987	19.3
Quincy Park Public Improvement District	63,992	284,593	116,893	186,465	197,760	6.1
Truancy Prevention and Diverson	-	499	68,750	75,000	75,000	-
Upland Crossing Public Improvement District	-	-	-	-	1,080	-
Valencia Public Improvement District	4,270	3,912	4,455	56,514	54,696	(3.2)
Vintage Township Public Improvement Dist.	173,831	181,214	186,569	195,000	197,650	1.4
Grants	-	-	1,470,420	1,439,851	1,310,401	(9.0)
TOTAL SPECIAL REVENUE FUNDS	36,580,447	40,333,555	42,660,927	48,571,128	42,477,827	(12.5)
SUBTOTAL ALL FUNDS	718,624,750	746,427,482	730,853,730	789,364,625	825,360,560	4.6
DEBT SERVICE FUND						
Debt Service Fund	53,086,564	63,596,476	50,747,401	64,559,932	42,554,090	(34.1)
TOTAL DEBT SERVICE FUND	53,086,564	63,596,476	50,747,401	64,559,932	42,554,090	(34.1)
TOTAL ALL FUNDS	$ 771,711,314	810,023,958	781,601,131	853,924,558	867,914,649	1.6

Position History - General Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
City Attorney	16	16	16	16	16	-
City Council	-	3	3	3	3	-
City Manager	7	9	9	9	9	-
City Secretary	12	9	10	10	10	-
Facilities Management	17	17	17	17	17	-
Finance	31	31	31	31	31	-
Human Resources	6	6	6	9	9	-
Internal Audit	3	3	3	3	3	-
Non Departmental	-	-	-	-	-	-
Public Information and Call Center	7	8	8	10	11	1
TOTAL ADMINISTRATIVE SERVICES	99	102	103	108	109	1
DEVELOPMENT SERVICES						
Building Safety	26	30	30	30	30	-
Codes & Environmental Health	33	35	37	38	38	-
Planning	7	7	8	10	11	1
TOTAL DEVELOPMENT SERVICES	66	72	75	78	79	1
CULTURAL & RECREATION SVCS						
Library	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks	80	79	79	81	82	1
TOTAL CULTURAL & RECREATION SVCS	125	124	124	126	127	1
PUBLIC WORKS/SOLID WASTE						
Engineering	16	16	45	45	45	-
Solid Waste	-	94	96	96	96	-
Streets	36	50	52	52	52	-
Traffic	37	35	34	34	34	-
TOTAL PUBLIC WORKS/SOLID WASTE	89	195	227	227	227	-
PUBLIC SAFETY						
Animal Services	24	25	25	25	25	-
Fire	429	434	435	438	439	1
Municipal Court	20	19	21	21	21	-
Police	544	555	565	577	578	1
Public Health	23	23	24	40	40	-
TOTAL PUBLIC SAFETY	1,040	1,056	1,070	1,101	1,103	2
OTHER						
Transfers	-	-	-	-	-	-
Payroll Accrual/Other Adjustments	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-
TOTAL GENERAL FUND	1,419	1,549	1,599	1,640	1,645	5

Position History by Fund

	Actual	Actual	Actual	Forecast	Budget	Change
INTERNAL SERVICE FUNDS	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet	17	19	20	24	24	-
Health Benefits	4	4	4	4	4	-
Information Technology	28	28	29	29	30	1
Telecommunications	2	2	2	3	3	-
GIS & Data Services	9	10	11	11	11	-
Radio Shop	8	8	8	8	8	-
Investment Pool	1	1	-	-	-	-
Print Shop/Warehouse	6	6	6	6	6	-
Risk Management	8	9	9	6	6	-
TOTAL INTERNAL SERVICE FUNDS	83	87	89	91	92	1
ENTERPRISE FUNDS						
Airport	48	49	50	50	50	-
Cemetery	7	6	6	6	6	-
Civic Centers	27	21	16	16	16	-
Lake Alan Henry	1	1	2	2	2	-
LP&L	303	324	329	335	332	(3)
Solid Waste*	112	-	-	-	-	-
Storm Water	38	38	33	33	33	-
Water/ Wastewater	250	249	219	224	224	-
TOTAL ENTERPRISE FUNDS	786	688	655	666	663	(3)
SPECIAL REVENUE FUNDS						
Abandoned Vehicles	-	-	-	-	-	-
Animal Assistance Program	-	-	-	-	-	-
Bell Farms Public Improvement District	-	-	-	-	-	-
Cable Services Fund	-	-	-	-	-	-
Central Business District TIF	-	-	-	-	-	-
Community Development	13	13	12	12	12	-
Criminal Investigation Fund	-	-	-	-	-	-
Department of Justice Asset Sharing	-	-	-	-	-	-
Economic Development	-	1	1	2	2	-
Emergency Management	2	-	-	-	-	-
Gateway Streets	-	-	-	-	-	-
Hotel Occupancy Tax	-	-	-	-	-	-
Lubbock Business Park TIF	-	-	-	-	-	-
Lubbock Economic Development Alliance, Inc.	-	-	-	-	-	-
Municipal Court	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	-	-	-	-	-	-
Truancy Prevention and Diversion	-	-	1	-	-	-
Upland Crossing Public Improvement District	-	-	-	-	-	-
Valencia Public Improvement District	-	-	-	-	-	-
Vintage Township Public Improvement District	-	-	-	-	-	-
TOTAL SPECIAL REVENUE FUNDS	17	16	14	14	14	-
DEBT SERVICE FUND						
Debt Service Fund	-	-	-	-	-	-
TOTAL DEBT SERVICE FUND	-	-	-	-	-	-
COMPONENT UNITS						
Civic Lubbock	-	5	6	6	6	-
TOTAL COMPONENT UNITS	-	5	6	6	6	-
TOTAL ALL FUNDS	2,305	2,345	2,363	2,417	2,420	3

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

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 cost allocation 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 at the fund level 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 fund level. Appropriation for budgeted funds lapses at year-end except for grants and capital projects.

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 Process

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 Financial Planning and Analysis.
- **August –** 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 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 –** Financial Planning and Analysis 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, Financial Planning and Analysis 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, 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, Truancy Prevention and Diversion Fund, Upland Crossing 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.

Basis of Accounting

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 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 Amphitheater and Civic Center.

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

Fund	Cost Center Name	FY 2018-19 Actual	FY 2019-20 Budget	FY 2020-21 Budget
General	Animal Services	191	-	-
General	City Manager	189	200	-
General	City Secretary	32,828	28,000	28,000
General	Code Enforecement	12,218	8,900	8,000
General	Engineering CIP and Design	420	-	-
General	Engineering Development Services	162	-	-
General	Facilities Management	1,899	-	-
General	Financial Planning & Analysis	4,651	5,500	6,500
General	Human Resources	198	-	-
General	Indoor Recreation	696	-	-
General	Park Development	177	-	-
General	Park Maintenance	182	-	-
General	Planning	36,074	36,000	30,000
General	Police Patrol	150	-	-
General	Public Health	159	-	-
General	Public Information	212	-	-
General	Public Works Streets	214	250	250
General	Purchasing	231	400	600
General	Solid Waste Disposal	209	840	840
General	Solid Waste Residential Collection	187	-	-
Airport	Aviation Field Maintenance	205	400	400
Airport	Aviation Maintenance	219	-	-
Civic Center	Civic Center	203	950	950
Electric	Distribution Customer Service	28	-	-
Electric	Distribution Engineering	359	-	-
Electric	Distribution Meter Shop	28	-	-
Electric	Distribution Overhead Lines	298	-	-
Electric	Distribution Street Lights	107	-	-
Electric	Distribution Substations	28	-	-
Electric	Distribution Underground Lines	28	-	-
Electric	Electric Administration	182	1,500	1,500
Electric	Field Services	28	-	-
Electric	Production Brandon Station	64	-	-
Electric	Production Cooke Station	288	-	250
Electric	Production Massengale Station	449	-	-
Electric	Transmission Overhead Lines	79	-	-
Storm Water	Storm Water Utility	2,427	-	-
Transit	Citibus	223	500	500
Water/Waste Water	Northwest Water Reclamation Plant	7,316	-	200
Water/Waste Water	Wastewater Land Application	140	-	-
Water/Waste Water	Wastewater Sampling & Monitoring	7,359	-	-
Water/Waste Water	Wastewater Treatment	-	500	500
Water/Waste Water	Water Administration	864	-	-
Water/Waste Water	Water Production	143	-	-
Internal Service	Communication	216		
Internal Service	Fleet Services	3,831	2,500	2,500
Internal Service	Health Administration	196	-	250
Internal Service	Investment Pool	3,265	-	-
Internal Service	Radio Shop	207	-	-
Special Revenue	Bell Farms PID	614	700	700
Special Revenue	Community Development - Field Services	405	-	-
Special Revenue	North Overton PID	755	700	800
Special Revenue	North Point PID	554	700	700
Special Revenue	Quincy Park PID	586	575	700
Special Revenue	Upland Crossing PID	-	-	700
Special Revenue	Valencia PID	598	700	700
Capital Projects		15,596	14,000	15,000
Total		**139,131**	**103,815**	**100,540**

Cost of Lobbying - H.B. No. 1495

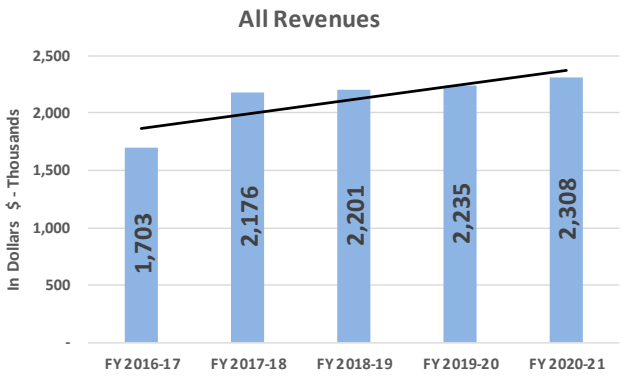
General Fund	Non-Departmental	150,055	150,000	150,000
Total		**150,055**	**150,000**	**150,000**


City of
Lubbock
TEXAS

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) 2020-21 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 2020-21, the estimated revenues for the General Fund total $230.8 million, an increase of $7.3 million, or 3.3 percent, from the forecasted FY 2019-20 Operating Budget. The increase in revenue comes mainly from an increase in the property tax revenue associated with an increase in the property tax valuation. The property tax rate is projected to go down to $0.541573 from $0.55802 in the prior year with the General Fund portion going from $0.40309 down to $0.398672. Increased growth rate in sales tax projection is another key factor to the increase in revenue for FY 2020-21. The sales tax revenue was impacted by the COVID-19 pandemic and thus there is an increase to the sales tax reflected for FY 2020-21. Franchise fee revenue is also projected to increase by over 5.1 percent over FY 2019-20. Another major change is an increase to solid waste revenue associated with increase to solid waste landfill disposal fees.

Changes to fees are another reason for the change in General Fund revenue. The City's fees are reviewed periodically based on factors such as the impact of inflation, adequacy of cost recovery, use of service, and competiveness of current rates.

Fee Changes

Fee changes in the General Fund with the biggest impact on revenue are fees associated with Environmental Health, Museums, Outdoor Recreation, Planning and Solid Waste. There are also adjustments to fees for City Secretary, Municipal Court and Libraries. The changes in these fees will generate an additional $598.8 thousand in revenue. All changes to General Fund fees are detailed following the General Fund Line Item Funding Source Summary.

Permit rates for Environmental Health specifically associated with food manufacturing and warehouse permitting increased based on a benchmarking study that compared rates to other cities of similar size. The increase is based on square footage of the facility being permitted. There are also changes to swimming pool as well as public interactive water feature permits.

The fees changing at the museums, both Buddy Holly and Silent Wings museums, include the general, senior, and group admission rates. The change is requested to more closely align the fees charged by comparable museums in the region.

Changes in Outdoor Recreation include increases to lifeguard, CPR and first aid certification training. New fees are being introduced associated with rental of fields. These include tournament and field rental of Berl Huffman Athletic Complex which include light usage fees, professional services fees and call back fees as well as equipment and optional services. Deposits will also be required for the rental to include litter, facility and security deposits.

Planning is proposing a change to the Zoning Platting Fees. The proposal includes a $50 increase to the base fee and includes a $10 increase to the acreage fee. There has been no change to these fees since the 1980s.

Solid Waste disposal fees are proposed to increase for FY 2020-21. The per ton tipping fee for regular trash is going from $36.50 to $36.75 while the per ton tipping fee for special waste is going from $69.99 to $70.47.

The City Secretary's Office is proposing changes to fees associated with switching of local agents in regards to coin operated machine permit as well as changes to ambulance and tow truck permits. Changes to fees associated with public right of way permits are also proposed.

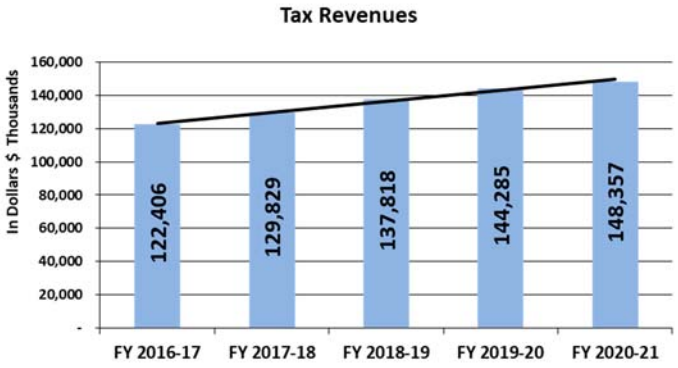
General Fund Revenue Analysis

Municipal Court fees are being changed to accommodate changes made in the 86th Legislative Sesssion while the Libraries are proposing a change to a test proctoring fee as well as an increase to the rental of the Library community rooms.

Taxes

Tax revenues make up 64.3 percent of General Fund revenues. Tax revenues are expected to increase 4.1 million, or 2.8 percent, from the FY 2019-20 forecast amount.

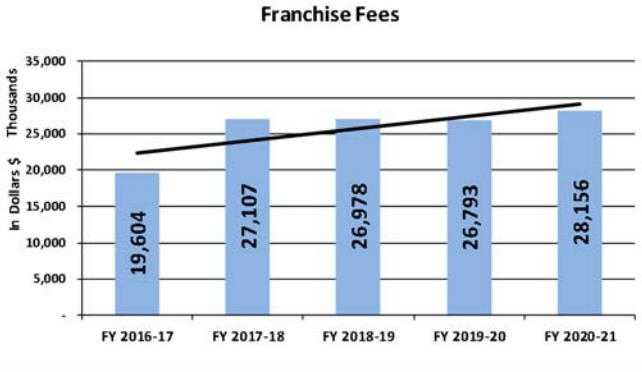
Sales tax revenues are expected to increase $1.8 million, or 2.5 percent, for FY 2020-21. Projected FY 2019-20 sales tax revenues are expected to grow by 1.9 percent compared to the prior year. Prior year revenues were impacted by the COVID-19 pandemic that essentially closed the economy in mid-March 2020. The projections are based on historical and current trends as well as current and projected local economic factors.



Property tax revenues for maintenance and operations, including delinquent and penalty and interest revenues, are expected to increase $2.3 million, or 3.4 percent, for FY 2020-21. This budget includes a proposed tax rate decrease to $0.541573 from $0.55802 per $100 valuation. The tax rate for operations and maintenance is expected to decrease from $0.40309 to $0.398672 or by $0.004418. The tax rate for debt service is expected to decrease from $0.13178 to $0.120433, or $0.011347 in FY 2020-21. Similarly, the rate for Economic Development is expected to decrease from $0.02315 to $0.022468 or $0.000682. This is based on $19.2 billion net taxable value.

Franchise Fees

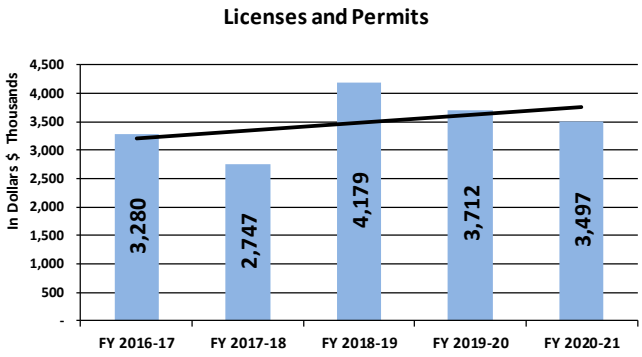
Franchise fees make up 12.2 percent of total General Fund revenues. Franchise fees include City utility franchise fees that were shown as Transfers in prior year budgets but were moved in FY 2019-20. For FY 2020-21, franchise fees are projected to increase by $1.4 million, or 5.1 percent. Another significant change made to this category occurred in FY 2017-18. One hundred percent of franchise fees were recorded in the General Fund with Transfers Out reflecting the amount to be distributed to the Gateway Fund.



Licenses and Permits

Licenses and permits revenue make up 1.5 percent of General Fund revenues. This category is expected to decrease $215 thousand, or 5.8 percent, in FY 2020-21 from the FY 2019-20 forecast 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 the FY 2019-20 forecast and proposed FY 2020-21 figures, is 2.2 percent. This particular revenue was scaled back in light of the current economic situation brought on with the pandemic.

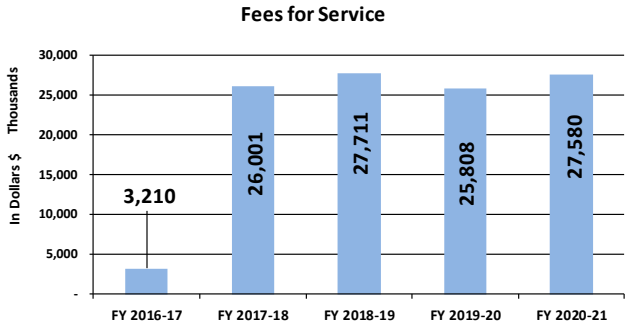


General Fund Revenue Analysis

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 2019-20 revenue projections for construction-related permits are forecast to come in 13.0 percent below the prior year, which is a decrease of $396.8 thousand when compared to FY 2018-19 actuals. Similarly, FY 2020-21 revenue projections from this same area have been forecast to decrease $205.2 thousand, or 7.7 percent, when compared to the forecast FY 2019-20 of $2.7 million. Some increases to Licenses and Permits include increases to Mixed Beverage Permits as well as false alarm 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 $1.8 million from the FY 2019-20 forecast amount. The largest revenues in this category are associated with Solid Waste. Revenue associated with Solid Waste Collections is projected at $18.2 million while Solid Waste Disposal is projected at $6.2 million. An increase of $442.4 thousand over FY 2019-20 is projected for landfill disposal due to increases to regular trash and special waste disposal fees.



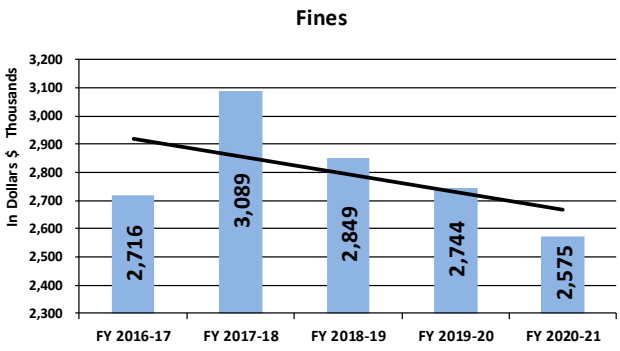
Other major sources of income from this category include birth and death certificate fees, citation dismissal fees, cost of court fees, and park recreation/museum fees. Forecasts are based on historical trends and expected activity for the future. Others, due to no clear trends historically, are forecasted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

For FY 2020-21 significant changes to fees for services include a $72.1 thousand decrease in City Secretary revenue. This decrease is due to mandating funeral homes to order death certificates from the state first and then allowing additional copies be purchased from the City. The impact of this revenue loss is more than originally projected in FY 2019-20. The majority of the increase for Cultural/Recreational is associated with the loss of revenue in parks and recreation in FY 2019-20 due to the elimination of social activities occurring during the pandemic. It is projected that activities will resume in FY 2020-21. Museums, unfortunately also experienced a significant loss of revenue in FY 2019-20 due to the closure of museums during the pandemic. The revenue for FY 2020-21 assumes normal activity will resume.

Fines

Fines make up 1.1 percent of General Fund revenues. This category is expected to decrease $169.7 thousand, or 6.2 percent, from the FY 2019-20 forecasted amount.

Court fines generate the majority of the revenue in this category and are projected to decrease in FY 2020-21 by 6.7 percent when compared to the FY 2019-20 forecast amount. The loss of this revenue is associated with the number of citations being issued along with realignment of state and local consolidated municipal court fees. A small portion of this revenue was moved to the Municipal Court special revenue fund. Library fines make up a smaller portion of this category and are expected to increase by $10.5 thousand for FY 2020-21. These revenues are forecasted based on historical trends and current activity.



General Fund Revenue Analysis

Interest Earnings

Interest earnings are budgeted at $807.5 thousand for FY 2020-21. This is a 40.0 percent decrease compared to the FY 2019-20 forecast associated with current interest rates. Interest Earnings are monitored in a separate fund and 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.

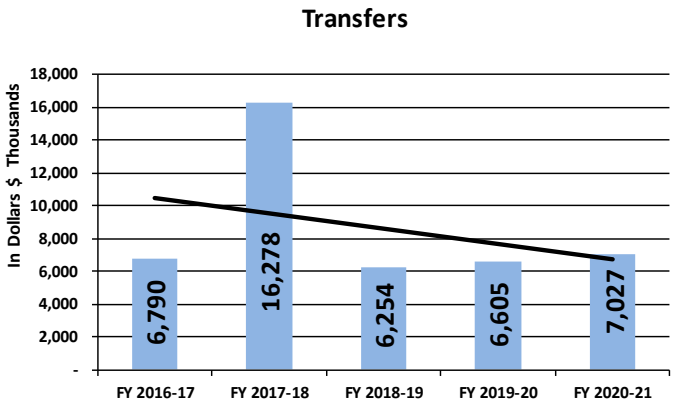
Other General Fund Revenues

Other revenues, including Recoveries of Expenditures and Intergovernmental Revenue, make up 5.6 percent of total General Fund revenues. As a reminder, The In Lieu of Property Tax was reclassified to this section in FY 2019-20 and subsequently now totals $12.8 million. Other revenues also include oil and gas royalties, which is expected to increase by $9.0 thousand for FY 2020-21. There is a 36.4 percent projected increase to the Police Department grant reimbursements based on expected grant funding for FY 2020-21. This is located under Intergovernmental Revenue. Two revenues in Recoveries of Expenditures include a drop in the contract revenue amount of $66.0 thousand associated with the tow truck contract. There is also an additional revenue of $30,000 associated with training at the Airport for ARFF training.

Transfers

Transfers to the General Fund represent 3.1 percent of total General Fund revenue. Transfers from enterprise funds now include payments for indirect and maintenance costs. Transfers increased $422.8 thousand, or 6.4 percent, for FY 2020-21 over forecast for FY 2019-20. There are increases in indirect costs from the LP&L, Water/Wastewater, and Airport Funds, which are calculated annually using cost allocation software. There is also a decrease to a transfer from the Airport Fund for fire rescue operations located at the airport. The transfer from the Risk Fund is to cover operational expenditures associated with Organizational Development.

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	Forecast	Budget	% Change from
TAXES	Number	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Forecast
Operation and Maintenance Property Taxes	6002	$ 55,516,662	60,226,061	63,597,746	68,856,999	71,297,353	3.5
Delinquent Property Taxes	6003	326,702	103,695	354,299	350,000	268,785	(23.2)
Penalty and Interest - Delinquent Property Taxes	6050	409,310	395,476	476,086	408,353	393,965	(3.5)
Sales Tax	6101	64,549,831	67,440,546	71,646,844	72,985,751	74,796,435	2.5
Mixed Beverage Tax	6115	1,334,638	1,431,793	1,494,476	1,480,940	1,400,000	(5.5)
Bingo Tax	6116	269,307	231,039	248,800	203,267	200,000	(1.6)
TOTAL TAXES		122,406,450	129,828,610	137,818,250	144,285,310	148,356,538	2.8
FRANCHISE FEES/RIGHT OF WAY							
Suddenlink Cable Franchise	6102	1,199,805	1,882,925	1,915,170	1,752,702	1,489,797	(15.0)
Xcel Power Franchise	6103	28,069	11,917	243,175	157,638	126,110	(20.0)
Atmos Gas Utility Franchise	6105	1,519,515	2,546,208	2,459,370	2,575,372	2,317,835	(10.0)
South Plains Electric Cooperative Franchise	6107	718,915	1,474,382	1,667,782	1,864,523	1,491,618	(20.0)
West Texas Gas	6110	11,542	13,805	19,862	25,368	22,831	(10.0)
In Lieu of Franchise	6052	14,495,686	18,271,576	17,887,055	17,951,035	20,858,228	16.2
Telecommunications Right-of-Way	6125	1,630,723	2,906,438	2,785,856	2,466,511	1,849,883	(25.0)
TOTAL FRANCHISE FEES/RIGHT OF WAY		19,604,254	27,107,249	26,978,271	26,793,149	28,156,302	5.1
LICENSES AND PERMITS							
Mixed Beverage Permit	6201	103,160	86,635	116,145	74,565	97,822	31.2
Late Night Mixed Beverage Permit	6202	7,425	5,775	11,065	3,027	5,700	88.3
Catering Mixed Beverage Permit	6203	7,250	10,795	10,650	3,000	10,723	257.4
Cartage Mixed Beverage Permit	6204	590	440	710	250	550	120.0
Food Establishment Permit	6206	364,204	391,080	464,112	486,838	456,660	(6.2)
Swimming Pool Permit	6207	88,325	91,428	88,821	89,000	92,259	3.7
Food Truck Permit	6211	3,750	5,250	2,750	4,950	-	(100.0)
Coin Operated Machine Permit	6214	48,590	58,800	86,775	71,844	55,000	(23.4)
Vehicle for Hire Permit	6216	6,830	5,605	6,880	6,300	4,300	(31.7)
Tow Truck Permit	6217	3,120	2,960	3,040	3,310	3,300	(0.3)
Bicycle and Scooter Sharing	6219	-	-	1,500	750	750	
Underground Storage Tank Inspection Permit	6220	1,415	1,470	3,465	2,605	3,070	17.9
Photographer's Permit	6221	-	-	-	-	2,400	-
Building Permit	6222	1,262,966	893,317	1,673,606	1,533,662	1,378,281	(10.1)
Electrical Construction Permit	6223	350,368	288,659	434,314	370,848	350,435	(5.5)
Plumbing Construction Permit	6224	407,629	337,640	548,177	425,140	408,773	(3.8)
Mechanical Construction Permit	6225	331,162	286,634	407,951	337,560	324,514	(3.9)
Peddler Permit	6226	145	-	1,262	200	1,000	400.0
Outside Promotional Sales Permit	6227	16,290	13,985	8,120	12,700	14,991	18.0
Charitable Solicitation Permit	6228	2,655	2,910	2,535	2,759	3,500	26.9
Rabies Vaccination Permit	6230	7,475	4,759	3,877	4,130	4,000	(3.1)
Land Use License	6232	19,234	22,706	32,540	27,623	24,915	(9.8)
Land Abandonment and Closure License	6233	8,250	7,213	12,533	8,100	9,218	13.8
Loading Zone Permit	6234	-	800	550	550	550	-
Recreational Street Use Permit	6235	19,241	18,735	18,912	14,800	19,000	28.4
Fire Works Permit	6236	575	575	115	115	575	400.0
Oil and Gas Permit	6237	2,500	-	-	-	-	-
Contractor Registration Permit	6240	82,500	73,805	75,346	82,271	69,164	(15.9)
Grease Hauling Permit	6243	4,700	5,150	5,680	4,082	5,507	34.9
Body Art/Piercing Permit	6244	13,613	10,063	14,233	10,774	11,000	2.1
Food Protection Certificate	6245	-	-	2,760	450	360	(20.0)
False Alarm Permit	6246	66,725	57,605	83,525	80,875	85,000	5.1
Smoking Permit	6248	12,829	11,867	12,087	10,272	11,000	7.1
Ice Cream Vendor Permit	6249	1,580	2,560	830	180	200	11.1
Barricade Permit	6250	1,110	12,634	1,140	1,170	1,170	-
Public Interactive Water Feature	6251	-	1,100	300	300	300	-
Environmental Health Plan Review	6252	32,900	32,800	41,800	36,490	40,546	11.1
Inflatables Permit	6253	600	775	550	100	200	100.0
TOTAL LICENSES AND PERMITS		3,279,705	2,746,529	4,178,656	3,711,590	3,496,733	(5.8)
INTERGOVERNMENTAL REVENUE							
State Emergency Grant	6303	-	-	111,443	-	-	-
Grant - PD JLEO	6342	13,686	10,278	37,535	4,883	4,000	(18.1)
DEA/ATF/FBI Reimbursements	6343	-	46,203	112,068	51,324	70,000	36.4
Library - County	6339	216,573	198,552	197,760	197,760	197,760	-
Library - State	6345	-	-	-	2,000	-	(100.0)
Vector Control - County	6340	152,719	150,326	138,619	139,768	143,000	2.3
State Law Enforcement Training Grant	6356	22,619	15,450	37,867	15,000	15,000	-
TOTAL INTERGOVERNMENTAL REVENUE		405,597	420,809	635,291	410,735	429,760	4.6

General Fund Line Item Funding Source Summary

FEES FOR SERVICE	Account Number	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Development Services Fees							
Zoning Change	6401	$ 84,941	89,392	70,260	62,682	72,000	14.9
Sale of Map	6403	74	9	15	12	40	233.3
Tax Certificate	6408	22,662	24,792	22,219	23,500	23,608	0.5
Zoning Plat	6412	100,460	112,818	148,522	147,000	169,886	15.6
Zoning Copy	6413	40	258	3	-	-	-
General Government Fees							
Returned Check	6410	520	420	720	608	553	(9.0)
Library Copy	6411	24,185	22,923	23,816	16,453	24,000	45.9
Weed Lien	6414	142,940	168,475	223,143	123,000	137,379	11.7
City Secretary Fees							
Public Notarization	6419	348	372	(744)	360	240	(33.3)
Birth and Death Certificate	6501	328,599	344,177	421,099	399,117	327,146	(18.0)
Public Health Fees							
Reinspection/Repeat Violation Fee	6210	1,168	2,750	4,725	3,972	3,000	(24.5)
Annual Pool School	6429	3,930	3,830	3,120	1,085	3,120	187.6
Health Department Duplicate Permit	6432	3,639	375	306	300	137	(54.3)
Group Housing Safety Inspection	6434	1,100	1,900	625	1,389	625	(55.0)
Health Department Late Payment	6435	13,950	11,100	16,555	14,533	16,798	15.6
Miscellaneous Health	6514	70	84	57	60	67	11.7
Health Department	6517	33,946	48,186	50,705	55,000	50,000	(9.1)
Animal Shelter Fees							
Pet Adoption	6241	45,171	34,375	42,670	37,630	32,223	(14.4)
Animal Shelter	6502	68,863	36,763	24,047	37,605	37,100	(1.3)
Animal Services Quarantine Processing	6533	21,080	12,065	10,340	12,000	13,000	8.3
Public Safety Fees							
Holding Facility Phone Commissions	6058	-	-	-	-	-	-
Mowing Administration	6122	43,500	72,208	100,703	71,123	105,049	47.7
Cost of Court	6415	151,900	181,149	160,585	125,232	132,924	6.1
Citation Dismissal	6421	421,745	353,936	333,544	253,707	253,590	(0.0)
Court Time Payment	6428	37,657	52,796	54,921	46,734	21,472	(54.1)
Code Enforcement Training	6430	2,140	2,435	1,885	1,800	2,200	22.2
Foster Home Safety Inspection	6433	7,100	5,906	6,795	6,133	7,356	19.9
Fire Inspection	6436	25,500	22,975	86,895	143,305	120,000	(16.3)
Open Burning	6437	-	-	350	-	-	-
Crossing Guard	6446	32,571	30,487	28,567	13,348	25,000	87.3
Police Accident Report	6450	45,286	42,068	81,188	57,213	58,000	1.4
Police Record Check	6452	1,310	1,450	1,710	1,470	1,500	2.0
Fire Incident Report	6455	-	-	150	-	-	-
Police Fingerprinting	6456	4,080	2,150	3,310	2,700	4,100	51.9
Fire Classroom	6459	6,256	8,000	4,000	6,500	6,000	(7.7)
Junk Vehicle Towing	6461	33,634	26,355	17,821	29,000	21,086	(27.3)
Demolition Lien	7501	2,000	-	23,916	1,000	1,000	-
Public Works Fees							
Parking Sign	6439	-	850	-	850	425	(50.0)
Residential Parking	6441	1,295	1,705	1,525	1,500	1,500	-
Paving Cuts	6470	10,341	16,801	-	10,000	-	(100.0)
Strt Light Developers	6475	150	-	-	-	-	-
Street and Alley Use	7505	-	-	-	-	1,200	-
Engineering Review	7507	162,176	180,524	216,152	174,000	174,000	-
General Consumer Landfill Surcharge	6630	-	4,897,425	5,692,860	5,237,892	5,592,195	6.8
Solid Waste Municipal Disposal	6631	-	507,859	591,410	515,177	603,298	17.1
Recycled Products	7201	-	116,999	71,735	87,438	73,176	(16.3)
General Consumer Metered	7523	-	17,122,888	17,715,954	17,346,451	17,984,812	3.7
Municipal Metered	7530	-	122,036	144,373	107,830	147,275	36.6
Cultural and Recreational Fees							
Kickball Registration	6442	6,324	4,475	2,270	1,225	2,760	125.3
Test Proctoring	6444	1,488	2,352	1,888	773	2,200	184.6
Interlibrary Loan	6448	2,329	2,430	2,019	1,584	2,300	45.2
Swimming Pool Admission	6541	78,411	72,594	88,862	90	80,000	88,788.9
Swimming Pool Instruction	6542	7,270	7,354	12,312	-	9,000	-
Swimming Pool Concessions	6543	36,080	36,936	38,066	-	37,000	-
Swimming Pool Rental	6544	24,040	21,193	24,957	-	24,000	-
Joyland Lease Agreement	6547	38,333	38,333	38,333	38,333	38,333	-
Recreational Room Rental	6548	82,516	83,818	81,862	58,810	83,000	41.1
Indoor Recreational Class	6549	291,533	285,103	286,988	158,627	288,000	81.6
Food Truck Permit	6540	-	3,129	740	-	500	-
Park Usage Fee	6550	15,850	13,700	12,900	6,350	14,150	122.8
Park Vendor Commissions	6555	950	700	975	550	875	59.1
Parks and Recreation Special Events	6557	12,416	14,096	13,666	7,850	13,600	73.2
Basketball League Registration	6558	1,635	8	1,535	-	1,100	-
Volleyball League Registration	6559	16,019	12,288	8,560	-	10,000	-

General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Forecast	Budget	% Change from
FEES FOR SERVICE	Number	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Forecast
Softball League Registration	6561	$ 92,769	91,410	54,994	21,521	79,000	267.1
Field Reservation	6562	67,773	78,854	69,777	14,383	102,000	609.2
Municipal Athletic Field User	6563	68,826	70,522	69,798	19,231	70,000	264.0
Adult Baseball League Registration	6564	1,026	-	-	-	-	-
Tennis Lesson	6565	20,809	26,756	31,586	6,347	26,300	314.4
Tennis Tournament	6566	395	623	-	125	500	300.0
Tennis Center Concessions and Pro Shop	6567	1,000	1,030	750	141	1,000	609.2
Tennis Center Ball Machine Rental	6568	2,275	2,980	2,763	727	2,675	268.0
Tennis League Registration	6569	4,009	4,939	2,173	2,480	3,700	49.2
Tennis Center Court	6570	8,607	7,852	5,742	2,075	7,400	256.6
Tennis Center Membership	6571	6,763	6,200	9,737	2,415	7,500	210.6
Outdoor Recreation Concessions	6572	67,996	57,680	49,273	39,703	53,000	33.5
Model Airport User	6573	36	10	-	-	-	-
Show Wagon Rental	6575	16,750	23,275	23,850	14,700	21,000	42.9
Flag Football Registration	6576	7,200	188	-	-	3,120	-
Recreational Equipment Rental	6577	8,590	13,085	8,835	2,250	10,170	352.0
Softball Tournament	6579	8,875	100	-	-	4,400	-
Senior Center Computer Class	6621	570	570	460	100	-	(100.0)
Outdoor Recreation Advertising	6625	3,554	-	2,000	-	1,700	-
Watercraft Rentals	6626	250	250	250	-	250	-
Museum Fees							
Buddy Holly Center Merchandise Sales	6530	66,284	67,997	78,384	48,907	68,000	39.0
Garden and Arts Center Merchandise Sales	6546	1,223	765	3,915	930	1,000	7.5
Buddy Holly Gift Shop Merchandise	6591	44,638	54,478	59,931	40,174	49,000	22.0
Garden and Arts Center Special Events	6593	5,275	5,685	6,525	2,985	6,000	101.0
Buddy Holly Center Class	6594	3,271	2,603	2,051	865	2,000	131.2
Buddy Holly Center Rental	6595	1,505	1,905	1,638	3,013	2,000	(33.6)
Buddy Holly Center Tour	6596	1,455	2,013	1,142	447	2,000	347.4
Buddy Holly Center Admission	6597	103,196	104,125	110,240	76,179	107,781	41.5
Buddy Holly Center Consignments	6598	10,237	8,811	5,542	4,800	7,000	45.8
Buddy Holly Center Membership	6599	2,286	1,505	1,091	745	1,000	34.2
Silent Wings Group Tour	7674	40,950	40,381	42,820	26,598	43,500	63.5
Silent Wings Gift Shop Merchandise Sales	7675	28,606	30,666	34,454	19,738	32,000	62.1
Silent Wings Facility Rental	7676	3,340	3,499	3,340	800	3,000	275.0
Silent Wings Class	7694	3,055	2,785	2,900	2,380	2,500	5.0
Silent Wings Research Services	7695	430	142	509	221	200	(9.5)
Silent Wings Membership	7696	4,740	4,290	6,515	2,450	4,200	71.4
TOTAL FEES FOR SERVICES		3,210,081	26,000,542	27,711,466	25,808,331	27,579,794	6.9
FINES							
Municipal Court Fines	6701	2,642,227	3,011,768	2,781,031	2,698,000	2,517,859	(6.7)
Library Fines	6702	74,268	77,124	68,077	46,254	56,725	22.6
TOTAL FINES		2,716,495	3,088,892	2,849,108	2,744,254	2,574,584	(6.2)
INTEREST EARNINGS							
Interest on Investments	6802	319,560	632,620	1,860,977	1,344,588	807,458	(39.9)
Interest on Bank Accounts	6803	8,465	30,838	23,294	-	-	-
Interest on Account Notes	6804	1,242	-	-	-	-	-
Interest Tax Notes	6854	15,666	47,063	107,136	-	-	-
TOTAL INTEREST EARNINGS		344,933	710,521	1,991,407	1,344,588	807,458	(39.9)
RECOVERIES OF EXPENDITURES							
Tow Truck Cost Recovery	7002	276,000	276,000	276,000	276,000	210,000	(23.9)
Recovery of Indirect Cost	7006	61,000	41,000	51,000	51,000	50,000	(2.0)
Recovery of Miscellaneous Expenses	7011	9,712	22,090	37,845	45,000	45,000	-
Recovery of Discounts	7012	140	5,547	5,822	-	-	-
Restitution	7024	283	7	54	-	-	-
New Sub City Engineer	7504	656	794	-	6,000	725	(87.9)
Subrogation	7510	161,553	174,040	15,547	80,000	80,000	-
Recovery of Outside Work	7517	95,417	71,132	96,835	89,809	88,000	(2.0)
Signs for New Subdivisions	7581	15,800	20,000	41,800	18,000	18,650	3.6
Municipal Settings Design	6443	70	-	-	-	-	-
TxDOT Signal Maintenance Agreement	7594	71,807	99,160	101,035	106,660	100,098	(6.2)
Recovery of Weed Mowing Cost	7599	12,689	23,790	30,070	22,000	28,336	28.8
MPO Congestion Management Study	7614	7,000	7,000	-	3,010	-	(100.0)
Texas Tech Signal Maintenance Agreement	7615	12,756	12,740	13,250	12,740	12,740	-
TxDOT TMC and Fiber Maintenance Agreement	7617	89,516	70,303	86,254	82,040	90,000	9.7
Airport Rescue Fire Fighting Training Facility	7620	-	-	-	-	30,000	-
TOTAL RECOVERIES OF EXPENDITURES		814,399	823,603	755,512	792,259	753,549	(4.9)

General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Forecast	Budget	% Change from
OTHER REVENUE	Number	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Forecast
Oil and Gas Royalties	6238	$ 31,384	415,899	346,525	250,901	259,894	3.6
In Lieu of Property	6051	10,520,108	9,788,019	10,137,926	10,492,583	11,064,480	5.5
Wireless Communications	6472	-	-	500	30,000	30,000	-
Land and Lease Rent	6902	5,738	3,728	5,573	3,113	2,417	(22.4)
Building/Agricultural Rent	6919	-	89,291	12,868	-	12,292	-
Sale of Abandoned and Closed Streets and Alleys	7102	12,919	33,117	106,993	26,000	26,000	-
Sale of Land/Buildings	7107	22,000	579	300	400	300	(25.0)
Sale of Miscellaneous Art at Municipal Museums	7111	7,130	1,781	5,267	2,944	2,000	(32.1)
Sale of Scrap Metal	7112	8,810	18,672	-	7,300	-	(100.0)
Vending Machine Commissions	7573	15,566	15,661	21,025	15,600	17,417	11.6
Bond Revenue-Sale of Bonds	7801	-	-	-	-	-	-
Miscellaneous Other General Fund Revenue	7681	133,267	183,065	243,231	225,000	245,000	8.9
TOTAL OTHER REVENUE		10,756,920	10,549,812	10,880,208	11,053,841	11,659,800	5.5
TRANSFERS							
Transfers from Special Revenue Fund	7903	149,860	-	-	-	-	-
Transfers from LP&L	7918	1,066,407	1,135,647	1,155,378	1,266,838	1,742,355	37.5
Transfers from Water Fund	7924	1,700,086	1,734,057	-	-	-	-
Transfers from Wastewater Fund	7931	615,024	685,992	-	-	-	-
Transfers from Water/Wastewater Fund	7932	-	-	2,620,164	2,429,407	2,524,386	3.9
Transfers from Solid Waste	7937	982,761	9,987,288	-	-	-	-
Transfers from Airport Fund	7941	1,751,227	1,795,178	1,855,620	1,999,528	2,003,289	0.2
Transfers from Risk Fund	7949	-	-	-	169,300	169,300	-
Transfers from Storm Water	7973	524,679	939,741	622,788	739,480	588,005	(20.5)
TOTAL TRANSFERS		6,790,044	16,277,903	6,253,950	6,604,553	7,027,335	6.4
TOTAL REVENUE SOURCES		170,328,878	217,554,470	220,052,119	223,548,610	230,841,853	3.3
Use of Excess Reserves		(524,679)	-	553,834	6,686,905		(100.0)
TOTAL FUNDING SOURCES		$ 169,804,199	217,554,470	220,605,953	230,235,515	230,841,853	0.3

Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Amended 2019-20	Budget 2020-21	$ Change from Amended
City Secretary	LIC-COIN OPERATED MACHINE PERMIT Switching of Local Agent (Per 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. Any Game Room Permit that needs to switch the Local Agent on their application will be charged a fee.	$ 25.00	50.00	25.00
City Secretary	LIC-AMBULANCE PERMITS Transfer Ambulance-Inspection Fee	6216	Revenue derives from fees for ambulance permit applications for operation within the city's corporate limits.	25.00	35.00	10.00
City Secretary	LIC-AMBULANCE PERMITS Transfer Ambulance Substitution or Reinspection Fee	6216	Revenue derives from fees for ambulance permit applications for operation within the city's corporate limits.	25.00	35.00	10.00
City Secretary	LIC-AMBULANCE PERMITS Emergency Ambulance-Inspection Fee	6216	Revenue derives from fees for ambulance permit applications for operation within the city's corporate limits.	25.00	35.00	10.00
City Secretary	LIC-AMBULANCE PERMITS Emergency Ambulance Substitution or Reinspection Fee	6216	Revenue derives from fees for ambulance permit applications for operation within the city's corporate limits.	25.00	35.00	10.00
City Secretary	LIC-AMBULANCE PERMITS Operating Authority Permit Fee	6216	Revenue derives from the permit fee paid by an Operating Authority to obtain the permit required to provide transportation-for-hire services.	250.00	300.00	50.00
City Secretary	LIC-AMBULANCE PERMITS Transportation Company Permit Fee	6216	Revenue derives from the permit fee paid by an Operating Authority to obtain the permit required to provide transportation-for-hire services.	250.00	-	(250.00)
City Secretary	LIC-TOW TRUCK PERMITS Inspection Fee	6217	Revenue derives from fees for tow truck permit applications and inspections for operation within the city's corporate limits.	25.00	30.00	5.00
City Secretary	LIC-TOW TRUCK PERMITS Substitute Vehicle Add/Replace Vehicle	6217	Revenue derives from fees for tow truck permit applications and inspections for operation within the city's corporate limits.	40.00	45.00	5.00
City Secretary	LIC-TOW TRUCK PERMITS Substitute Vehicle	6217	Revenue derives from fees for tow truck permit applications and inspections for operation within the city's corporate limits.	15.00	-	(15.00)
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Noise - Late Fee	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	20.00	25.00	5.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Repetitive Days Late Fee	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	30.00	35.00	5.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Late Fee	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	20.00	25.00	5.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Noise	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	50.00	60.00	10.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Block Party over 100 Participants	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	-	100.00	100.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Right-of-way for Parade	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	50.00	60.00	10.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Noise Repetitive Days (each additional day)	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	$100 first 2 days) + $25 each additional day	$125 first 2 days) + $30 each additional day	$25 first 2 days) + $5 each additional day
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Carnival	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	500.00	750.00	250.00
City Secretary	LIC-PUBLIC RIGHT OF WAY PERMITS Banner	6235	Revenue is from parade permits, circus permits, loudspeaker permits, and fees.	520.00	-	(520.00)

Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Amended 2019-20	Budget 2020-21	$ Change from Amended
Environmental Health	PR01 LIC-CAFÉ PERMITS Food Manufacturing / Warehousing 0-1,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	$ 200.00	225.00	25.00
Environmental Health	PR02 LIC-CAFÉ PERMITS Food Manufacturing / Warehousing 1,001-5,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	300.00	325.00	25.00
Environmental Health	PR03 LIC-CAFÉ PERMITS Food Manufacturing / Warehousing 5,001-10,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	400.00	425.00	25.00
Environmental Health	PR01 LIC-CAFÉ PERMITS Food Manufacturing / Warehousing >10,000 sq. Ft.	6206	Annual permit fee for the operation of permanent food establishments within the city limits.	500.00	525.00	25.00
Environmental Health	LIC-CAFÉ PERMITS Pet Friendly Patio Permit	6206	Adopted state rule, Code of Ordinance Chapter 8, Section 8.16.007	100.00	-	(100.00)
Environmental Health	LIC-SWIM POOL PERMITS Swimming Pool Permit	6207	Annual permit fee for the operation of public or semi-public swimming, spray, wading, or spa pool within the city limits.	300.00	325.00	25.00
Environmental Health	LIC-PUBLIC INTERACTIVE WATER FEATURE Stand-alone interactive water feature	6251	All public interactive water features and fountains within the city limits must be permitted.	300.00	325.00	25.00
Environmental Health	LIC-PUBLIC INTERACTIVE WATER FEATURE Interactive water feature included in a pool	6251	All public interactive water features and fountains within the city limits must be permitted.	150.00	-	(150.00)
Libraries	FEE-TEST PROCTORING Per Test	6444	Revenue defrays the cost of staff time used to proctor tests.	20.00	25.00	5.00
Libraries	PR-BUILDING RENT Library community room rentals	6548	Revenue is derived from library room rentals.	30.00	35.00	5.00
Municipal Court	FEE-COST OF COURT Service fee for processing of State Traffic Fines	6415	Revenue is derived from fees for processing State Traffic fines.	0.10	2.00	1.90
Municipal Court	FEE-COST OF COURT Service fee for processing of Judicial Support	6415	Revenue is derived from fees for processing State Traffic fines.	0.05	-	(0.05)
Municipal Court	FEE-COURT TIME PAYMENT Reimbursement fee	6415	Revenue is derived from fees for processing State Traffic fines.	10.00	-	(10.00)
Museums	BUDDY HOLLY CTR-TOURS Group tours of the Buddy Holly Center: Non-School/Non-Scout Groups	6596	Revenue is derived from admission fees to the Buddy Holly Center.	2.00	5.00	3.00
Museums	BUDDY HOLLY CTR-ADMISSIONS Seniors 60 and over	6597	Revenue is derived from admission fees to the Buddy Holly Center.	6.00	8.00	2.00
Museums	BUDDY HOLLY CTR-ADMISSIONS General Admission	6597	Revenue is derived from admission fees to the Buddy Holly Center.	8.00	10.00	2.00
Museums	SILENT WINGS MUSEUM/GATE FEES Group tours of the Silent Wings Museum: Non-School/Non-Scout Groups	6436	Revenue is derived from admission fees to the Silent Wings Museum.	2.00	5.00	3.00
Museums	SILENT WINGS MUSEUM/GATE FEES Seniors 60 and over	6436	Revenue is derived from admission fees to the Silent Wings Museum.	6.00	8.00	2.00
Museums	SILENT WINGS MUSEUM/GATE FEES General Admission	6436	Revenue is derived from admission fees to the Silent Wings Museum.	8.00	10.00	2.00
Outdoor Recreation	PR-SWIMMING Lifeguard Training	6542	Revenue is derived from training and certification courses.	150.00	200.00	50.00
Outdoor Recreation	PR-SWIMMING Recertification - CPR	6542	Revenue is derived from training and certification courses.	35.00	50.00	15.00

Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Amended 2019-20	Budget 2020-21	$ Change from Amended
Outdoor Recreation	PR-SWIMMING Recertification - First Aid & Lifeguarding	6542	Revenue is derived from training and certification courses.	$ 35.00	75.00	40.00
Outdoor Recreation	TOURNAMENT RENTAL Berl Huffman Athletic Complex (Per day)	TBD	Fees from rental of the Berl Huffman Athletic Complex.	-	2,000.00	2,000.00
Outdoor Recreation	FIELD RENTAL Berl Huffman Athletic Complex (Tournament/Practice/Other Games) (Per hour/per field)	TBD	Fees from rental of fields - practice/other games.	-	40.00	40.00
Outdoor Recreation	FIELD RENTAL Berl Huffman Athletic Complex (Light Usage Fee) (Per hour/per light bank)	TBD	Fees from rental of the Berl Huffman Athletic Complex Lights.	-	20.00	20.00
Outdoor Recreation	FIELD RENTAL Professional Services - Site Supervisor (if required) (Per hour)	TBD	Fees from professional services.	-	25.00	25.00
Outdoor Recreation	FIELD RENTAL Professional Services - Call Back (if required) (Per hour)	TBD	Fees from professional services.	-	25.00	25.00
Outdoor Recreation	FIELD RENTAL Optional Services & Miscellaneous Fees - City/Maintenance Staff (two person minimum) (Per hour)	TBD	Fees from professional services.	-	25.00	25.00
Outdoor Recreation	FIELD RENTAL Optional Services & Miscellaneous Fees - Equipment/Materials (if available) (Per day)	TBD	Fees from optional services and miscellaneous fees.	-	100.00	100.00
Outdoor Recreation	FIELD RENTAL Litter Deposit (Per quad/site)	TBD	Fees from field deposit.	-	500.00	500.00
Outdoor Recreation	FIELD RENTAL Facility Deposit (Per quad/site)	TBD	Fees from field deposit.	-	1,000.00	1,000.00
Outdoor Recreation	FIELD RENTAL Security Deposit (Per quad/site)	TBD	Fees from field deposit.	-	200.00	200.00
Planning	FEE-ZONING PLATTING FEES Preliminary plat fee for 1 acre plus $25 per acre over 1 acre	6412	Revenue is derived from platting fees.	$100 + $25/acre	$150 + $35/acre	$50 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 1 Acre	6412	Revenue is derived from platting fees.	$350 + $25/acre	$350 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 2 Acres	6412	Revenue is derived from platting fees.	$350 + $25/acre	$350 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 3 Acres	6412	Revenue is derived from platting fees.	$350 + $25/acre	$350 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 4 Acres	6412	Revenue is derived from platting fees.	$545 + $25/acre	$545 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 5 Acres	6412	Revenue is derived from platting fees.	$610 + $25/acre	$610 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 6 Acres	6412	Revenue is derived from platting fees.	$675 + $25/acre	$675 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 7 Acres	6412	Revenue is derived from platting fees.	$740 + $25/acre	$740 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 8 Acres	6412	Revenue is derived from platting fees.	$805 + $25/acre	$805 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 9 Acres	6412	Revenue is derived from platting fees.	$870 + $25/acre	$870 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 10 Acres	6412	Revenue is derived from platting fees.	$935 + $25/acre	$935 + $35/acre	$0 + $10/acre

Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Amended 2019-20	Budget 2020-21	$ Change from Amended
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 11 Acres	6412	Revenue is derived from platting fees.	$950 + $25/acre	$950 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 12 Acres	6412	Revenue is derived from platting fees.	$995 + $25/acre	$995 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 13 Acres	6412	Revenue is derived from platting fees.	$1,040 + $25/acre	$1,040 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 14 Acres	6412	Revenue is derived from platting fees.	$1,085 + $25/acre	$1,085 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 15 Acres	6412	Revenue is derived from platting fees.	$1,130 + $25/acre	$1,130 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 16 Acres	6412	Revenue is derived from platting fees.	$1,175 + $25/acre	$1,175 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 17 Acres	6412	Revenue is derived from platting fees.	$1,220 + $25/acre	$1,220 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 18 Acres	6412	Revenue is derived from platting fees.	$1,265 + $25/acre	$1,265 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 19 Acres	6412	Revenue is derived from platting fees.	$1,310 + $25/acre	$1,310 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 20 Acres	6412	Revenue is derived from platting fees.	$1,355 + $25/acre	$1,355 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 21 Acres	6412	Revenue is derived from platting fees.	$1,700 + $25/acre	$1,700 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 30 Acres	6412	Revenue is derived from platting fees.	$2,015 + $25/acre	$2,015 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 40 Acres	6412	Revenue is derived from platting fees.	$2,365 + $25/acre	$2,365 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 43 Acres	6412	Revenue is derived from platting fees.	$2,470 + $25/acre	$2,470 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING PLATTING FEES Final Plat Fee - 44+ Acres	6412	Revenue is derived from platting fees.	$2,500 + $25/acre	$2,500 + $35/acre	$0 + $10/acre
Planning	FEE-ZONING COPY FEE 8.5x11"	6412	Revenue is derived from platting fees.	0.10	-	(0.10)
Planning	FEE-ZONING COPY FEE 11x17"	6412	Revenue is derived from platting fees.	1.00	-	(1.00)
Planning	FEE-ZONING COPY FEE 18x24"	6412	Revenue is derived from platting fees.	1.50	-	(1.50)
Planning	FEE-ZONING COPY FEE 24x36" ROW, Water, and Sewer (500/600 Scale)	6412	Revenue is derived from platting fees.	1.75	-	(1.75)
Planning	FEE-ZONING COPY FEE 36x36" Aerial and Contour (400 Scale)	6412	Revenue is derived from platting fees.	2.75	-	(2.75)
Planning	FEE-ZONING COPY FEE Color 18x24" Arch C Sheet	6412	Revenue is derived from platting fees.	4.00	-	(4.00)
Planning	FEE-ZONING COPY FEE Color 24x36" Arch D Sheet	6412	Revenue is derived from platting fees.	7.50	-	(7.50)
Planning	FEE-ZONING COPY FEE Zoning Ordinance Books	6412	Revenue is derived from platting fees.	8.00	-	(8.00)

Summary of General Fund Fee Changes

Department	Account Description	Account Number	Rate Details	Amended 2019-20	Budget 2020-21	$ Change from Amended
Planning	FEE-ZONING COPY FEE Color 36x36"	6412	Revenue is derived from platting fees.	$ 11.00	-	(11.00)
Planning	FEE-ZONING COPY FEE Color 36x48" Arch E Sheet (Citywide Street Map, Zip Code Area Map)	6412	Revenue is derived from platting fees.	15.00	-	(15.00)
Planning	FEE-ZONING COPY FEE 24x36" Scale Map Set (500 Scale, 29 Sheets)	6412	Revenue is derived from platting fees.	52.00	-	(52.00)
Solid Waste	GENERAL CONSUMER LANDFILL per ton charge for regular trash - WTRDF	6630	Revenue derived from tipping fees charged for waste disposal at the landfill.	36.50	36.75	0.25
Solid Waste	GENERAL CONSUMER LANDFILL per ton charge for special waste	6630	Revenue derived from tipping fees charged for waste disposal at the landfill.	69.99	70.47	0.48


City of
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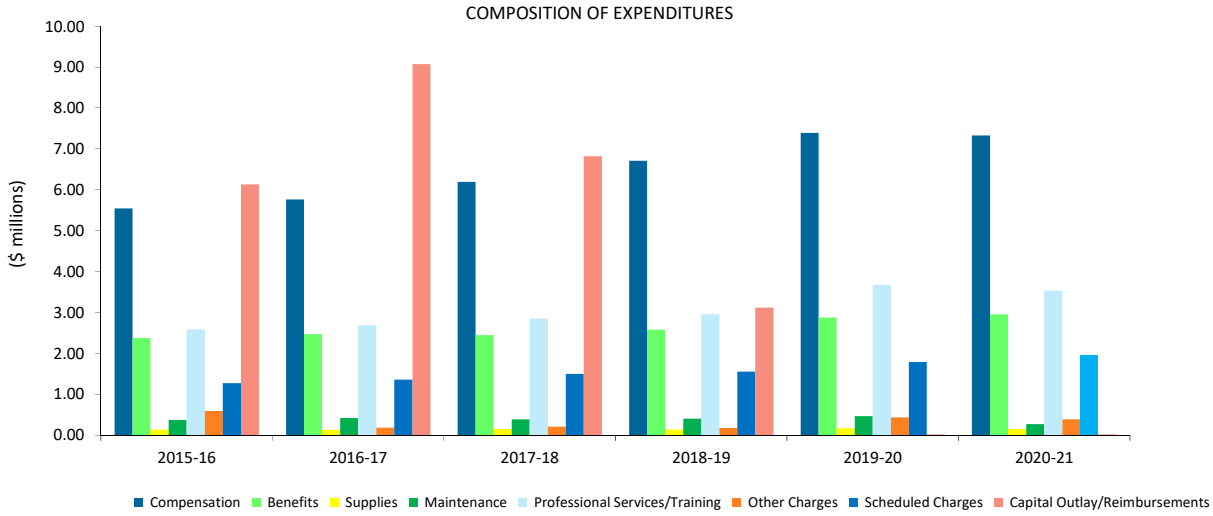
Appropriation Summary - General Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
City Attorney	$ 2,121,797	2,100,325	2,102,516	2,289,712	2,241,351	(2.1)
City Council	291,605	526,754	559,005	608,363	629,471	3.5
City Manager	1,235,860	1,303,079	1,640,482	1,808,439	1,826,543	1.0
City Secretary	1,198,690	1,147,707	1,104,801	1,572,302	1,454,470	(7.5)
Facilities Management	3,011,772	3,098,866	3,295,819	3,803,592	3,699,869	(2.7)
Finance	2,627,312	2,914,760	2,898,465	3,077,816	3,019,265	(1.9)
Human Resources	496,688	544,897	575,264	857,142	825,591	(3.7)
Internal Audit	221,288	321,411	291,957	328,548	341,453	3.9
Non Departmental	10,399,218	8,060,103	4,558,571	1,666,951	1,742,448	4.5
Communications and Marketing	505,200	549,193	615,680	824,937	821,638	(0.4)
TOTAL ADMINISTRATIVE SERVICES	22,109,430	20,567,095	17,642,561	16,837,803	16,602,099	(1.4)
CULTURAL & RECREATION SVCS						
Library	3,747,346	3,596,860	3,561,033	3,836,234	3,841,381	0.1
Cultural Arts	1,207,779	1,225,146	1,165,212	1,212,007	1,219,928	0.7
Parks and Recreation	10,035,133	10,180,049	10,438,416	11,869,836	11,690,628	(1.5)
TOTAL CULTURAL & RECREATION SVCS	14,990,257	15,002,055	15,164,661	16,918,077	16,751,937	(1.0)
DEVELOPMENT SERVICES						
Building Safety	1,935,885	2,241,985	2,367,205	2,468,625	2,537,161	2.8
Code Enforcement	2,668,271	2,803,662	3,103,424	3,152,497	3,527,100	11.9
Planning	703,361	816,111	711,910	959,381	974,050	1.5
TOTAL DEVELOPMENT SERVICES	5,307,516	5,861,759	6,182,538	6,580,503	7,038,311	7.0
PUBLIC WORKS/SOLID WASTE						
Engineering	1,217,229	1,329,872	901,660	805,435	726,915	(9.7)
Solid Waste	-	15,580,975	16,030,105	18,920,583	19,382,607	2.4
Streets	2,429,462	4,100,862	3,863,505	4,810,232	4,963,695	3.2
Traffic	3,363,994	3,723,324	3,504,570	3,750,415	3,835,430	2.3
TOTAL PUBLIC WORKS/SOLID WASTE	7,010,685	24,735,033	24,299,840	28,286,665	28,908,647	2.2
PUBLIC SAFETY						
Animal Services	1,955,884	2,068,966	2,311,037	2,327,695	2,447,825	5.2
Fire	48,137,648	51,468,455	54,624,050	56,110,020	56,427,035	0.6
Municipal Court	1,743,099	1,859,530	1,866,208	2,014,790	1,900,570	(5.7)
Police	60,992,588	64,563,991	67,341,293	72,913,743	73,505,446	0.8
Public Health	1,394,980	1,335,902	1,515,846	1,696,272	1,786,102	5.3
TOTAL PUBLIC SAFETY	114,224,198	121,296,844	127,658,434	135,062,520	136,066,978	0.7
OTHER						
Transfer to Grants	410,193	46,837	25,126	-	-	-
Transfer to CIP (Pay-as-you-go)	4,730,868	9,120,460	12,581,062	12,097,594	13,391,618	10.7
Transfer to Citibus	2,247,383	2,647,383	2,997,383	3,258,473	1,629,237	(50.0)
Transfer to Cemetery	315,203	200,000	226,971	354,223	416,289	17.5
Transfer to Gateway	-	7,958,273	6,945,771	7,890,457	8,035,806	1.8
Transfer to North & East Lbk Nghbrhd &	-	282,811	233,905	374,229	233,905	(37.5)
Transfer to CBD TIF	-	91,498	77,968	53,461	-	(100.0)
Transfer to Civic Centers	660,612	-	-	-	310,025	-
Transfer to Fleet CIP (Vehicles)	-	1,378,174	4,043,880	2,459,510	1,395,000	(43.3)
Transfer to LP&L - CT (Solid Waste)	-	185,383	81,198	-	-	-
Transfer to LP&L - CIS Debt (SW)	-	2,899	108,387	-	-	-
Transfer to LP&L - Collections (SW)	-	-	-	-	-	-
Transfer to Debt Service Fund	-	2,420,614	2,242,810	-	-	-
Transfer to Economic Development Fund	-	-	-	62,000	62,000	-
Bond Sale Charges	47,150	51,354	20,709	-	-	-
SIB Loan Payment	-	-	72,750	-	-	-
TOTAL OTHER	8,411,409	24,385,686	29,657,920	26,549,948	25,473,881	(4.1)
TOTAL GENERAL FUND	$ 172,053,496	211,848,472	220,605,953	230,235,515	230,841,853	0.3

Position History - General Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
ADMINISTRATIVE SERVICES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
City Attorney	16	16	16	16	16	-
City Council	-	3	3	3	3	-
City Manager	7	9	9	9	9	-
City Secretary	12	9	10	10	10	-
Facilities Management	17	17	17	17	17	-
Finance	31	31	31	31	31	-
Human Resources	6	6	6	9	9	-
Internal Audit	3	3	3	3	3	-
Non Departmental	-	-	-	-	-	-
Public Information and Call Center	7	8	8	10	11	1
TOTAL ADMINISTRATIVE SERVICES	99	102	103	108	109	1
DEVELOPMENT SERVICES						
Building Safety	26	30	30	30	30	-
Codes & Environmental Health	33	35	37	38	38	-
Planning	7	7	8	10	11	1
TOTAL DEVELOPMENT SERVICES	66	72	75	78	79	1
CULTURAL & RECREATION SVCS						
Library	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks	80	79	79	81	82	1
TOTAL CULTURAL & RECREATION SVCS	125	124	124	126	127	1
PUBLIC WORKS/SOLID WASTE						
Engineering	16	16	45	45	45	-
Solid Waste	-	94	96	96	96	-
Streets	36	50	52	52	52	-
Traffic	37	35	34	34	34	-
TOTAL PUBLIC WORKS/SOLID WASTE	89	195	227	227	227	-
PUBLIC SAFETY						
Animal Services	24	25	25	25	25	-
Fire	429	434	435	438	439	1
Municipal Court	20	19	21	21	21	-
Police	544	555	565	577	578	1
Public Health	23	23	24	40	40	-
TOTAL PUBLIC SAFETY	1,040	1,056	1,070	1,101	1,103	2
OTHER						
Transfers	-	-	-	-	-	-
Payroll Accrual/Other Adjustments	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-
TOTAL GENERAL FUND	1,419	1,549	1,599	1,640	1,645	5

General Fund - Administrative Services



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 5,768,026	6,195,264	6,709,844	7,395,971	7,328,619	(0.9)
Benefits	2,471,739	2,450,936	2,583,768	2,880,335	2,954,550	2.6
Supplies	134,440	153,281	138,222	173,841	154,319	(11.2)
Maintenance	420,057	385,389	403,482	467,568	274,428	(41.3)
Professional Services/Training	2,686,482	2,857,306	2,956,161	3,674,843	3,531,728	(3.9)
Other Charges	188,032	207,646	179,358	433,220	389,524	(10.1)
Scheduled Charges	1,363,057	1,498,299	1,554,578	1,791,627	1,949,825	8.8
Capital Outlay/Reimbursements	9,077,598	6,818,973	3,117,149	20,398	19,106	(6.3)
TOTAL EXPENDITURES BY CATEGORY	$ 22,109,430	20,567,095	17,642,561	16,837,803	16,602,099	(1.4)

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
City Attorney	$ 2,121,797	2,100,325	2,102,516	2,289,712	2,241,351	(2.1)
City Council	291,605	526,754	559,005	608,363	629,471	3.5
City Manager	1,235,860	1,303,079	1,640,482	1,808,439	1,826,543	1.0
City Secretary	1,198,690	1,147,707	1,104,801	1,572,302	1,454,470	(7.5)
Facilities Management	3,011,772	3,098,866	3,295,819	3,803,592	3,699,869	(2.7)
Finance	2,627,312	2,914,760	2,898,465	3,077,816	3,019,265	(1.9)
Human Resources	496,688	544,897	575,264	857,142	825,591	(3.7)
Internal Audit	221,288	321,411	291,957	328,548	341,453	3.9
Non-Departmental	10,399,218	8,060,103	4,558,571	1,666,951	1,742,448	4.5
Comm. & Marketing and Call Center	505,200	549,193	615,680	824,937	821,638	(0.4)
TOTAL EXPENDITURES BY DEPARTMENT	$ 22,109,430	20,567,095	17,642,561	16,837,803	16,602,099	(1.4)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
City Attorney	16	16	16	16	16	-
City Council	-	3	3	3	3	-
City Manager	7	9	9	9	9	-
City Secretary	12	9	10	10	10	-
Facilities Management	17	17	17	17	17	-
Finance	31	31	31	31	31	-
Human Resources	6	6	6	9	9	-
Internal Audit	3	3	3	3	3	-
Non-Departmental	-	-	-	-	-	-
Comm. & Marketing and Call Center	7	8	8	10	11	1
TOTAL STAFFING	99	102	103	108	109	1


City of
Lubbock
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City Attorney Overview

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.

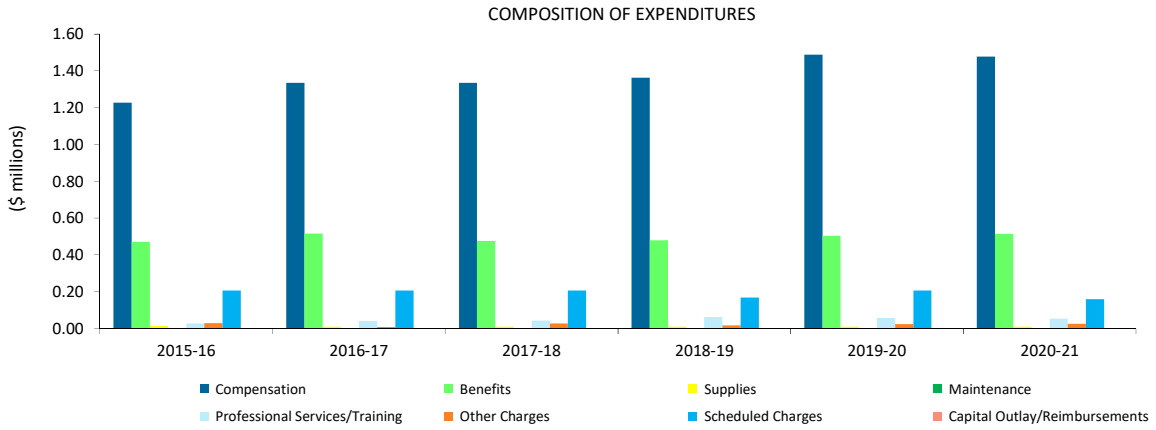
Accomplishments for FY 2019-20

- Assisted the Mayor, Council and senior management with researching, organizing, formulating, and implementing formal disaster declarations in response to the COVID-19 pandemic.
- Advised the Mayor, Council, City Manager, and senior management on legal issues associated with COVID-19 pandemic.
- Responded promptly to developing issues on an around-the-clock basis.
- Worked with senior staff to interpret and enforce numerous executive orders.
- Researched best practices for implementing and enforcing the governor's executive orders.
- Prepared ten Disaster Declarations and accompanying City Council Resolutions.
- Coordinated the quarantine of 19 nursing homes and 2 retail businesses to arrest the spread of the virus.
- Conferred directly with the General Counsels for several national companies to coordinate their response to retail guidelines, avoiding threatened litigation and injunctive action.
- Drafted local agreements to open public testing centers.
- Reviewed and revised the Lubbock Safe! Program.
- Presented cases in support of City staff and City policy position to the Permit and License Appeal Board respecting game room applications
- Drafted, per City staff direction, a Memorandum of Understanding between local non-profit organization and the Central Business District TIF concerning the construction of 50th Anniversary Lubbock Tornado Memorial
- Researched and formulated a response on behalf of the City of Lubbock in reply to a housing discrimination complaint filed with the United States Department of Housing and Urban Development by the NAACP and Texas Housers.
- Participated in staff and stakeholder work group deliberations on short-term rental issue; researched and drafted an ordinance for the registration of short-term rentals and related matters
- Handled 58 litigation cases in-house, and various subpoenas. Two lawsuits were handled by outside counsel and one Civil Rights case was handled both by outside counsel and in-house.
- Drafted and submitted approximately 574 briefs to the Texas Attorney General requesting an opinion on open record requests.
- Conducted 74 hearings to obtain orders for demolitions on substandard structures, including Coronado and Villa Town.
- Responded to more than 120 subpoenas, filing over 40 Motions for Protective Orders and appearing at least 30 times in state court.

Objectives for FY 2020-21

- Continue to focus on providing high quality services to the city.
- Provide effective legal representation.

City Attorney Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,336,856	1,335,283	1,363,654	1,488,690	1,478,320	(0.7)
Benefits	517,119	477,233	480,332	504,668	514,138	1.9
Supplies	10,518	9,783	9,476	10,008	9,929	(0.8)
Maintenance	-	-	-	-	-	-
Professional Services/Training	41,103	44,200	62,322	56,635	52,915	(6.6)
Other Charges	9,165	27,386	17,538	23,583	26,200	11.1
Scheduled Charges	207,036	206,439	169,194	206,128	159,849	(22.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 2,121,797	2,100,325	2,102,516	2,289,712	2,241,351	(2.1)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
City Attorney	16	16	16	16	16	-
TOTAL STAFFING	16	16	16	16	16	-

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
TOTAL FULL-TIME POSITIONS	16

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 2019-20

- Planned, attended, and provided staff support at several public meetings to include the following:
  - Mayor's Community Engagement Task Force Meetings and Public Forums
  - Leadership Lubbock Participation
  - Diversity Summit Panel Coordination
  - Christmas Reception for City Employees
  - Attended numerous public and closed community meetings on behalf of Mayor and Councilmembers
  - The Network Monthly Breakfasts
  - Unified Development Code Public Meetings
  - Oath of Office Ceremony
  - Addiction and Recovery: Source to Solution Symposium
  - Facilities Committee Meetings
  - Homelessness Committee Meetings
  - Coffee with the Mayor
  - West Texas Mayor's Conferences

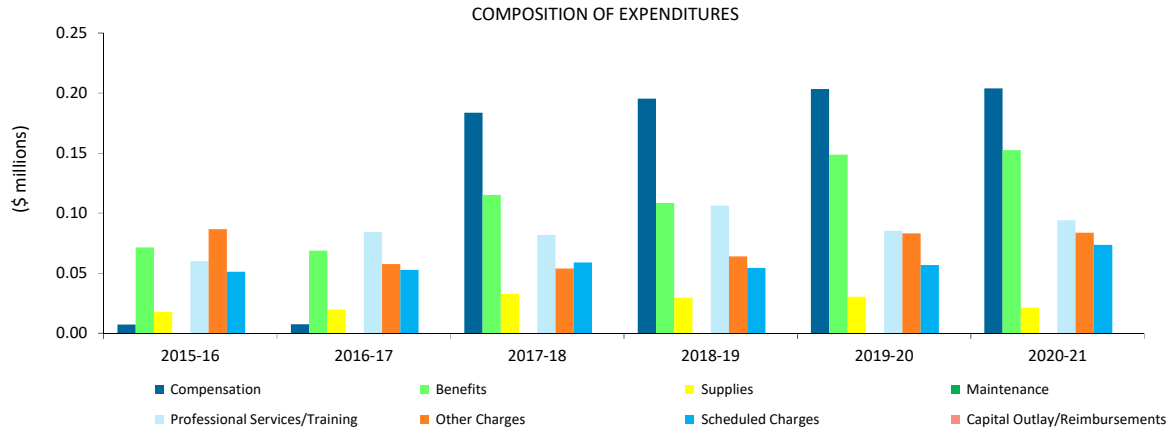
City Council Overview

  - Off-site City Council Meetings
  - Council Priority Work Session
  - City Hall Christmas Open House
  - Mayor's Fitness Council Meetings
  - State of the City Address
  - Mayor's Stakeholder Luncheon
  - City Council Town Hall Meetings
  - Citizen Tower and other City facility tours and groundbreakings
- Brought on a new Assistant to the City Council Position.
- Mentored four City Council Interns.
- 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 City Council Position.
- Maintained office protocols during the COVID-19 outbreak to include:
  - Scheduled virtual meetings for City Council
  - Trained City Councilmembers on new online or virtual meeting platforms
  - Updated staff on Emergency Orders and relayed new information to citizens
  - Maintained the same level of responsiveness and professionalism during an increase of calls and public concerns
  - Maintained productivity while operating on split schedules and work from home schedules
  - Assisted with Mayor and Council initiatives during COVID-19 including news conferences, hospital updates, and Lubbock Economic Recovery Taskforce, health department communication, and organized phone calls and written responsive
  - Answered questions with regard to Emergency Orders by the Mayor and Governor as well as directed the public to a variety of resources

Objectives for FY 2020-21

- 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.
- 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.

City Council Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 7,719	183,831	195,554	203,492	203,979	0.2
Benefits	68,971	115,364	108,535	148,792	152,603	2.6
Supplies	19,898	32,877	29,672	30,520	21,363	(30.0)
Maintenance	-	-	-	-	-	-
Professional Services/Training	84,461	81,845	106,604	85,500	94,099	10.1
Other Charges	57,701	53,863	64,094	83,200	83,798	0.7
Scheduled Charges	52,856	58,974	54,547	56,859	73,629	29.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 291,605	526,754	559,005	608,363	629,471	3.5

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
City Council	-	3	3	3	3	-
TOTAL STAFFING	-	3	3	3	3	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Document, research, and appropriately communicate citizen inquiries	1,750	3,897	3,166	3,072	3,500	13.9
Process within 24 hours (Goal 100%)	-	100.0%	100.0%	88.0%	100.0%	13.6
Organize Town Hall meetings, public appointments, meeting requests, invitations to public events	4,600	1,203	1,250	1,918	1,250	(34.8)
Process within 24 hours (Goal 100%)	-	100.0%	100.0%	153.0%	100.0%	(34.6)
Travel arrangements	15	18	60	26	60	130.8
24 hours upon elected official's request or within 3 days pending the Council member's confirmation (Goal 100%)	-	100.0%	100.0%	34.0%	100.0%	194.1
Organize Town Hall meetings, public forums, State of the City address, and other public engagements	16	51	60	59	75	27.1
Finalize arrangements within 5 working days prior to the meeting (Goal 100%)	-	100.0%	100.0%	79.0%	100.0%	-
Deliveries (agenda books, elected official requests, items for City business)	168	125	184	50	100	100.0
Same day or within 24 hours if appropriate (Goal 100%)	-	100.0%	100.0%	50.0%	100.0%	100.0
Prepare proclamations, special recognitions, certificates, speeches, talking points, and correspondence	1,500	551	1,200	1,858	1,500	(19.3)
24 hours upon elected official's request, otherwise within 5 days prior to presentation deadline (Goal 100%)	-	100.0%	100.0%	123.0%	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	3

City Manager Overview

Mission and Purpose

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 2019-20

- Continued to support Council strategic planning efforts.
- Supported and implemented Council goals.
- Continued to identify areas of strategic study and evaluated for implementation.
- Continued to improve and expand performance based accountability metrics.
- Reviewed and began implementing changes to human resource management policy and procedure.

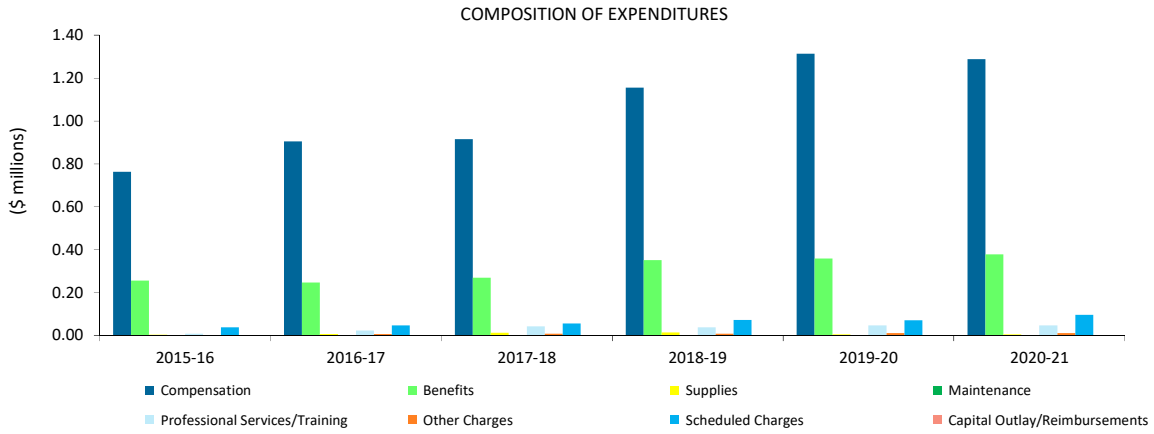
City Manager Overview

- Started recruitment and search for a new Director of Human Resources.
- Continued to provide training and resources to senior management to allow them to increase their leadership capacity and effectiveness.
- Supported the work of the Comprehensive Plan Oversight Committee as they implement proposed change identified in the Plan Lubbock 2040 Comprehensive Plan.
- Supported efforts to complete the Comprehensive Operational Analysis for the local transit system.
- Continued process of completing the Unified Development Code.
- Continued to identify and evaluate efforts regarding strategic water supply and reuse alternatives.
- Continued to grow a culture that will allow the organization, as a whole, to emphasize customer service as services are delivered.
- Worked to increase more employee engagement activities.
- Supported efforts of the Public Health Department as they worked to respond to the COVID-19 pandemic.
- Moved into Citizens Tower leaving vacant the previous City Hall and the Lubbock Business Center.
- Identified and evaluated efforts regarding strategic water supply options and reuse alternatives.
- Continued to build a culture that will foster the delivery of excellent customer service throughout the organization.
- Increased emergency management capabilities; hired new Director of Emergency Management and Deputy of Emergency Management.

Objectives for FY 2020-21

- 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.
- 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.
- 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 employee engagement activities.
- Continue to monitor and respond to any Public Health needs that may arise.
- Continue to mesh efforts of the Office of Emergency Management with those of other city departments and local and state partners.

City Manager Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 904,920	915,496	1,155,626	1,314,518	1,289,047	(1.9)
Benefits	247,188	268,990	352,211	359,116	378,808	5.5
Supplies	5,931	12,392	13,716	5,220	5,141	(1.5)
Maintenance	156	-	-	-	-	-
Professional Services/Training	23,436	42,572	37,659	47,600	46,800	(1.7)
Other Charges	7,102	8,037	8,474	11,000	11,000	-
Scheduled Charges	47,128	55,593	72,797	70,985	95,747	34.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 1,235,860	1,303,079	1,640,482	1,808,439	1,826,543	1.0

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
City Manager	7	9	9	9	9	-
TOTAL STAFFING	7	9	9	9	9	-

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
TOTAL FULL-TIME POSITIONS	9


City of
Lubbock
TEXAS

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.

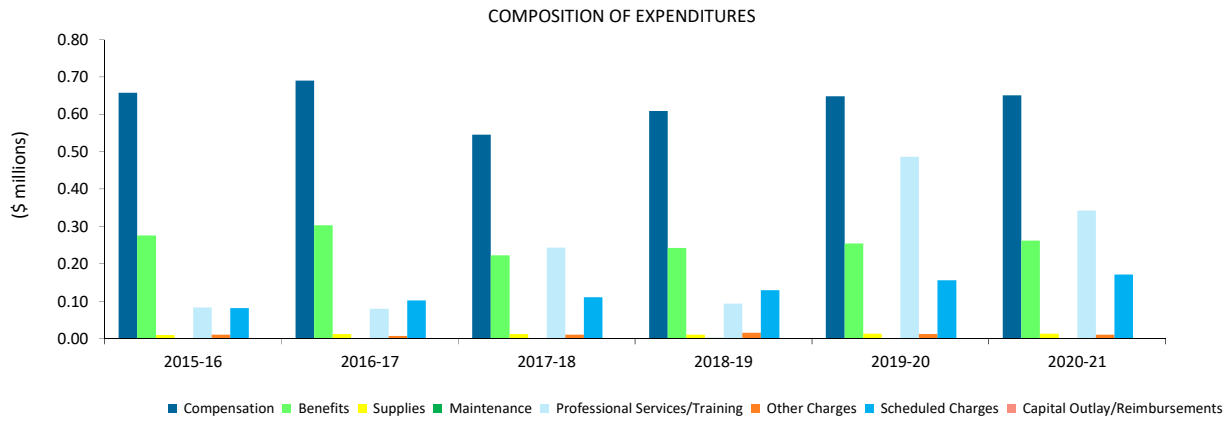
Accomplishments for FY 2019-20

- Increased department users to the electronic Records Management System, and developed corresponding workflows for each department.
- Published the 2019 Annual Boards/Commissions Report.
- Supported Appointments Advisory Board, and Permit License and Appeal Board.
- Conducted Board/Commission Staff Liaison Training and Records Management Training for City staff.
- Received the 2019 Vital Statistics Five Star Exemplary Award from the Department of State Health Services.
- Completed Records Management Policy.
- Made the Employee Portal Live with all Ordinances on the City website.
- Mailed out letters to 226 congregations to set the 2020 City Council schedule for leading the invocation at the regularly scheduled City Council meetings.
- Developed a plan to accommodate all board and commission meetings at Citizens Tower.
- Acknowledgement of Paternity Certification for five employees.
- Restructured permit process in anticipation of moving to Citizens Tower. Including, mailing out letters to current permit holders (charitable, vehicle for hire, game room, and right-of-way), highlighting new application process of submitting applications by mail or email.
- Issued approximately 351 permits (right-of-way, recreation, vehicle, and charitable), 2,482 game decals, 5,566 birth records, 3,513 death records, and 867 burial transit permits.

Objectives for FY 2020-21

- Increase number of department users for the electronic Records Management System, and develop corresponding workflows for each department.
- Publish the 2020 Annual Boards/Commissions Report.
- Conduct Board/Commission Staff Liaison Training and Records Management Training for City staff.
- Email Policy.

City Secretary Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 690,692	545,487	608,844	648,745	651,430	0.4
Benefits	303,609	223,478	242,586	254,746	262,102	2.9
Supplies	12,541	12,511	10,770	13,220	13,141	(0.6)
Maintenance	1,649	1,344	2,266	-	1,690	-
Professional Services/Training	80,504	243,281	93,910	486,679	343,224	(29.5)
Other Charges	6,979	10,964	16,232	12,525	11,025	(12.0)
Scheduled Charges	102,717	110,642	130,193	156,386	171,858	9.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 1,198,690	1,147,707	1,104,801	1,572,302	1,454,470	(7.5)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
City Secretary	12	9	10	10	10	-
TOTAL STAFFING	12	9	10	10	10	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
2 Records Management Liaison Training	-	2	2	2	2	-
2 Boards & Commissions Staff Liaison Training	-	2	2	2	2	-
Ordinances/Resolutions Processed	625	703	815	665	665	-
Return to department within 2 workdays after receipt of completed documents (Goal 98%)	-	100.0%	100.0%	98.0%	98.0%	-
Legal Notices Published	220	253	268	240	260	8.3
Submit no later than Thursday following Council meeting (Goal 98%)	-	100.0%	100.0%	98.0%	98.0%	-
City Council Minutes	40	52	40	45	45	-
Submit for approval no later than 2 meetings after respective Council (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Recreational Street Use Permits/Noise Permits/Carnival Permits	-	235	270	245	245	-
Issue permit no later than 1 day after final approval; or same day late event (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Charitable Permits	-	73	62	79	65	(17.7)
Issue permit no later than 1 week receipt of completed application (Goal 95%)	-	100.0%	100%	95.0%	95.0%	-
Vehicle for Hire Permits	-	9	6	12	6	(50.0)
Issue permit within 1 week of receipt of completed application (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-

City Secretary Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Non-Consent Tow Truck Permits	-	7	7	7	7	-
Issue permit within 2 weeks of receipt of completed application (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Transfer Ambulance Permits	-	4	3	4	3	(25.0)
Issue permit within 30 days of receipt of completed application (Goal 95%)	-	100.0%	100.0%	95.0%	95.0%	-
Mobile Billboard Permits	-	4	3	4	1	(75.0)
Issue permit within 1 week of completed application (Goal 95%)	-	100.0%	100.0%	95.0%	95.0%	-
Game Room - Operating Permits	-	50	46	45	30	(33.3)
Issue permit within 1 business day of receipt of all approvals (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Game Room - Decals	-	2,754	2,482	2,100	1,500	(28.6)
Issue decals within 1 business day of receipt of approval (s) (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Records Destruction Approval Requests from Departments	-	154	540	200	200	-
Process within 1 week of receipt (Goal 98%)	-	100.0%	100.0%	98.0%	98.0%	-
Vital Statistics - Birth Records Filed	5,700	5,306	5,566	5,500	5,500	-
File within 5 days of receipt (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Death Records Filed	3,400	3,615	3,513	3,560	3,500	(1.7)
File within 10 days of receipt (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Medical Amendments Filed	300	396	486	400	650	62.5
File within 10 days of receipt (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Acknowledgement of Paternity Filed	40	40	23	40	35	(12.5)
File within 1 day of receipt (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-

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


City of
Lubbock
TEXAS

Facilities Management Overview

Mission and Purpose
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 boiler, elevator, and escalator State 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 cost-efficient.

Goals and Objectives

- Manage Capital Improvement Projects associated with City facilities.
- Evaluate, maintain, and ensure proper operation of City owned facilities.

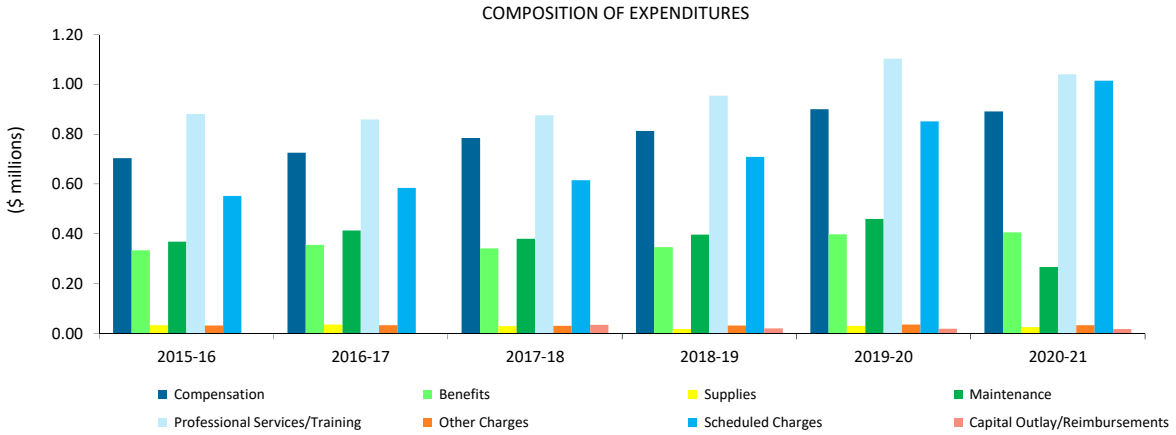
Accomplishments for FY 2019-2020

- Completed the renovations of the Citizens Tower and moved 500 City employees into the facility.
- Construction in progress on all three Police sub-stations.
- Design complete on Municipal Court and Municipal Parking Garage and the construction in progress.
- Design in progress for Police Department HQ and the Construction Manager at Risk contract was awarded.
- Environmental surveys were completed for the Police Department Warehouse/ Crime Lab and the design in progress.
- Maintained City facilities in a proactive, cost effective manner.
- Directly managed approximately 200 Job Order Contract projects and/or single discipline projects including:
    - work at the Water Reclamation Plant and LP&L
    - reconstructed the drives at Fire Stations 4 and 5, multiple Community Centers and Abernathy Landfill welding shop
    - renovated the Fire Admin Shop and Fleet conference room
    - ground the floor at Animal Control breakroom
- Directly performed or managed 100 environmental inspections on City-owned or operated facilities.
- Efficiently managed $133 million in Capital Improvement Projects. Current projects include Public Safety Improvements facilities, Citizens Tower Renovation, repairs to multiple fire stations including reroofing Fire Station 5 and 15, LP&L GIS Office Renovation, and Mae Simmons Senior Center renovation.

Objectives for FY 2020-2021

- Complete Municipal Parking Garage project.
- Complete all (3) Police Department Substations.
- Complete Renovation of new Municipal Court.
- Complete design of Police headquarters and begin construction.
- Complete design of Police warehouse/crime lab and begin construction.
- Continue the renovation of routine projects.
- Inspect and remediate any environmental issues in City facilities.
- Effectively manage $133 million in Capital Improvement Projects.

Facilities Management Overview



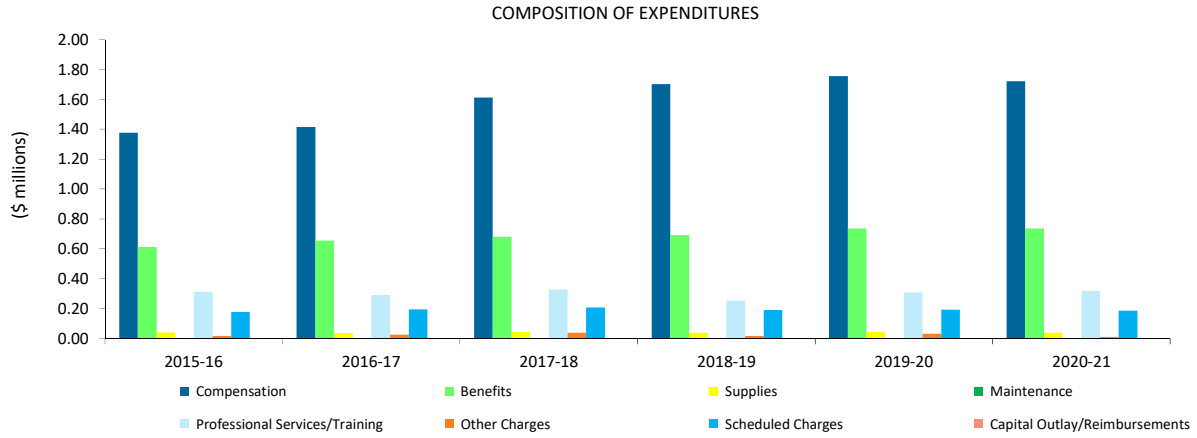
EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 726,292	785,586	813,506	901,395	891,705	(1.1)
Benefits	356,373	342,526	347,484	398,211	406,000	2.0
Supplies	36,704	29,837	18,696	30,964	26,064	(15.8)
Maintenance	414,247	381,227	397,817	459,952	267,311	(41.9)
Professional Services/Training	859,419	875,954	954,285	1,104,288	1,040,224	(5.8)
Other Charges	33,726	31,811	32,623	36,858	33,900	(8.0)
Scheduled Charges	585,011	615,963	709,941	851,527	1,015,559	19.3
Capital Outlay/Reimbursements	-	35,961	21,466	20,398	19,106	(6.3)
TOTAL EXPENDITURES BY CATEGORY	$ 3,011,772	3,098,866	3,295,819	3,803,592	3,699,869	(2.7)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Facilities Management	17	17	17	17	17	-
TOTAL STAFFING	17	17	17	17	17	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Total facilities operated (square foot)	3,489,372	3,489,372	3,512,972	3,493,596	3,493,596	-
Custodial complaints	130	72	120	130	100	(23.1)
Environmental inspections	130	74	145	100	75	(25.0)
Capital Improvement Projects	58	73	75	75	75	-
Job Order Contract Projects	210	206	225	200	200	-
Single Discipline Contract Projects	100	108	150	125	125	-
Performance Metrics						
Completion of normal work requests within one eight-hour shift (Goal 90%)	-	90.0%	90.0%	90.0%	90.0%	-
Emergency call responses within 30 minutes or less (Goal 95%)	-	95.0%	95.0%	95.0%	95.0%	-

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
TOTAL FULL-TIME POSITIONS	17

Finance Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,416,345	1,611,678	1,703,139	1,756,859	1,722,577	(2.0)
Benefits	656,031	681,262	693,212	737,495	737,581	0.0
Supplies	38,303	43,453	39,054	46,338	40,651	(12.3)
Maintenance	-	163	-	-	-	-
Professional Services/Training	293,074	327,998	254,033	309,562	320,707	3.6
Other Charges	26,847	40,644	17,940	34,010	11,061	(67.5)
Scheduled Charges	196,711	209,563	191,088	193,553	186,688	(3.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 2,627,312	2,914,760	2,898,465	3,077,816	3,019,265	(1.9)

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Accounting	$ 1,495,474	1,723,853	1,676,119	1,760,989	1,724,071	(2.1)
Financial Planning & Analysis	576,556	625,815	606,232	667,632	675,274	1.1
Purchasing	555,281	565,092	616,114	649,195	619,920	(4.5)
TOTAL EXPENDITURES BY DEPARTMENT	$ 2,627,312	2,914,760	2,898,465	3,077,816	3,019,265	(1.9)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Accounting	16	16	16	16	16	-
Financial Planning & Analysis	7	7	7	7	7	-
Purchasing	8	8	8	8	8	-
TOTAL STAFFING	31	31	31	31	31	-


City of
Lubbock
TEXAS

Accounting Overview

Mission and Purpose

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:

- 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 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.

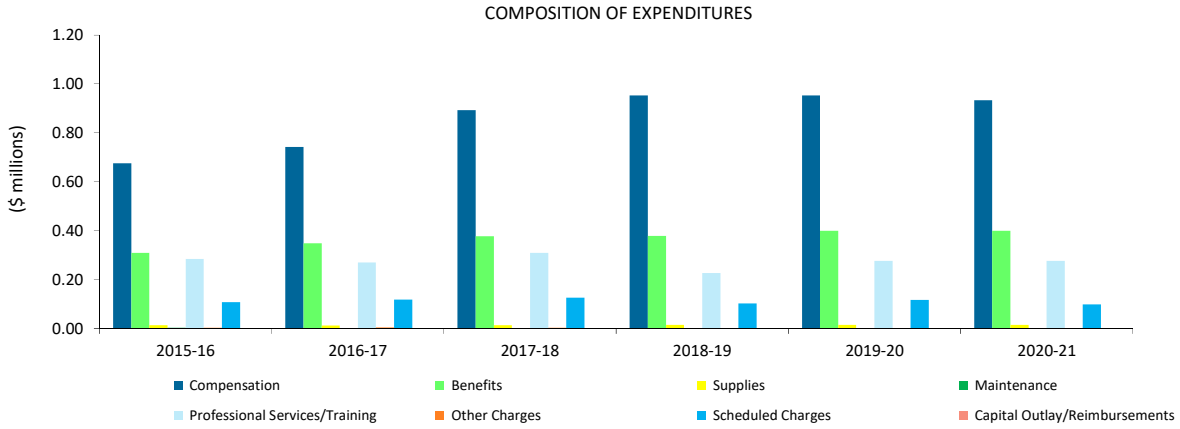
Accomplishments for FY 2019-20

- Received Governmental Finance Officers Certificate of Achievement for Excellence in Financial Reporting and Popular Annual Financial Reporting.
- Conducted 19 payroll training sessions for payroll clerks.
- Approved and implemented new Donations Policy.
- Conducted five cash management training sessions.
- Increased the City's purchasing card rebate by 12.3 percent from comparative periods' prior year.
- Implemented Donations training.
- Transitioned from in-person purchasing card training to web based training.
- Revised Property, Plant and Equipment Policy.
- Submitted annual report on Hotel Occupancy Revenue to the Comptroller of Public Accounts.
- Implemented new W-4 form.
- Approved and implemented the Grant Management Policy.
- Implemented MuniRevs software to track Hotel Occupancy tax revenue.
- Assisted departments with tracking labor, supplies and equipment purchases related to COVID-19 response.
- Assisted with interpretation of COVID-19 grant funding requirements and implementation.

Objectives for FY 2020-21

- Implement payroll time-keeping system.
- Provide assistance to Lubbock Power and Light in their transmission cost of service filing with the Public Utility Commission.
- Implement a yearly grant training program and newsletter.
- Produce travel training video.
- Implement GASB 84, Fiduciary Activities and GASB 87, Leases.
- Research implementation of new Enterprise Resource Planning (ERP) system.

Accounting Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 743,125	893,813	953,370	953,874	934,382	(2.0)
Benefits	348,286	377,712	378,504	399,368	398,987	(0.1)
Supplies	11,279	13,519	14,775	14,898	15,073	1.2
Maintenance	-	163	-	-	-	-
Professional Services/Training	270,256	309,205	226,560	276,305	276,335	0.0
Other Charges	4,254	3,287	491	360	361	0.2
Scheduled Charges	118,273	126,154	102,419	116,183	98,933	(14.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 1,495,474	1,723,853	1,676,119	1,760,989	1,724,071	(2.1)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Accounting	16	16	16	16	16	-
TOTAL STAFFING	16	16	16	16	16	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Performance Metrics						
Month end closed within 10 business days of month	95.0%	95.0%	92.0%	95.0%	95.0%	-
Comprehensive Annual Financial Report (CAFR) by 2nd Council Meeting in February	2/18	2/19	2/20	2/21	2/22	-
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)	$ 51,143	67,626	163,140	140,000	170,000	21.4
Service Metrics						
Reporting funds (number)	46	46	46	45	46	2.2
Vendor ACH payments (number)	1,579	1,906	2,806	1,906	2,800	46.9
Procurement Card Transactions (number)	31,939	33,118	34,316	33,118	35,000	5.7
1099's issued (number)	300	258	226	258	230	(10.9)

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	16


City of
Lubbock
TEXAS

Financial Planning & Analysis Overview

Mission and Purpose

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 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 assisting with management of maintenance agreements.
- Provide long-term planning and financial modeling for Tax Increment Reinvestment Zone Boards to ensure the most efficient use of funds.
- Provide long-term financial plans and analytics to Management and City Council.
- Provide assistance to all City departments related to budget and other financial issues.
- Manage OpenGov Software updates and use across the city.

Accomplishments for FY 2019-20

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2019-20 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 2020 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 and all financial planning and reporting.
- Worked on transitioning the Public Improvement Districts to Business Development and managed the financial affairs of the PID including providing quarterly financial reports.
- Worked on Financial Scenarios to project the impact of COVID-19 on the revenues and expenses.

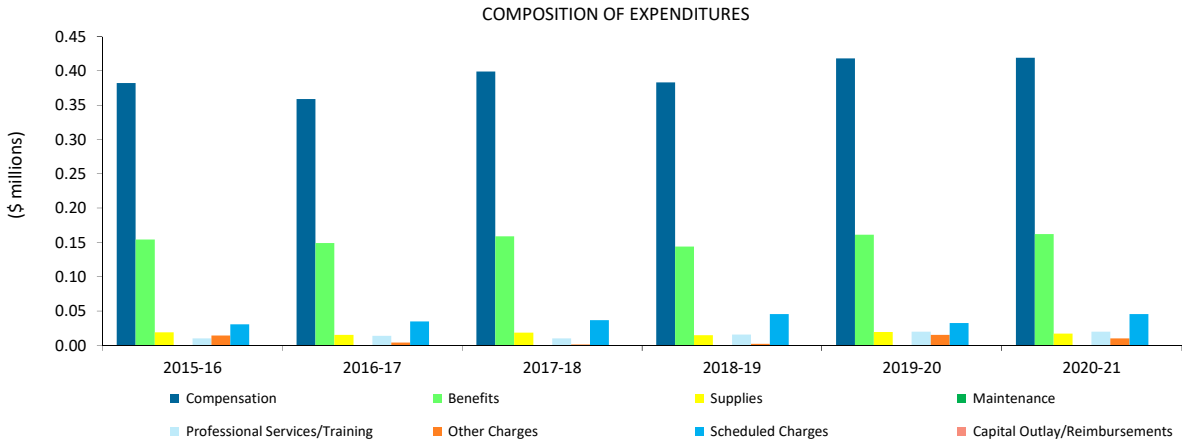
Objectives for FY 2020-21

- Obtain the GFOA Distinguished Budget Presentation Award for the FY 2020-21 Budget document.
- Continue the implementation of all modules of OpenGov across the city, the creation of reporting and dashboards and 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.

Financial Planning & Analysis Overview

- Provide 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.
- Continue fee review analysis and recommendation evaluation for all departments.

Financial Planning & Analysis Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 359,282	399,384	383,514	418,639	419,444	0.2
Benefits	149,046	159,062	144,174	161,203	162,265	0.7
Supplies	15,217	18,670	14,821	19,720	17,141	(13.1)
Maintenance	-	-	-	-	-	-
Professional Services/Training	13,864	10,178	15,819	20,160	20,204	0.2
Other Charges	4,270	1,578	2,172	15,400	10,400	(32.5)
Scheduled Charges	34,877	36,943	45,733	32,509	45,820	40.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 576,556	625,815	606,232	667,632	675,274	1.1

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Financial Planning & Analysis	7	7	7	7	7	-
TOTAL STAFFING	7	7	7	7	7	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Budget Amendments submitted to City Council for Approval	40	27	30	30	18	(40.0)
Fee Review Project - Departments that fees have been reviewed	-	2	2	2	6	200.0
Capital projects closed annually	-	40	88	70	50	(28.6)
Capital projects reconciled	-	20	20	20	20	-
No. of Capital Projects Financially Managed	-	227	227	220	210	(4.5)
PID Maintenance Contracts Managed	-	4	4	4	4	-
PID Financial Reports prepared	-	14	14	14	10	(28.6)
TIF Financial Reports prepared	-	11	9	9	12	33.3
TIF Development Agreements	-	2	2	2	2	-
Performance Metrics						
GFOA Distinguished Budget Award	Yes	Yes	Yes	Applied	Will Apply	-
Complete monthly reports within 15 working days after month closes (Goal 95%)	50.0%	50.0%	90.0%	90.0%	95.0%	-
Complete annual budget by deadline (Goal 100%)	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%)	80.0%	85.0%	100.0%	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%	90.0%	90.0%	100.0%	100.0%	-

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 I	1
Financial Analyst II	1
Senior Financial Analyst	1
Special District & Budget Coordinator	1
TOTAL FULL-TIME POSITIONS	7

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, supplies, and bidders seeking to conduct business with the City.
- Monitor 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 good 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 the City departments, vendors and outside agencies.

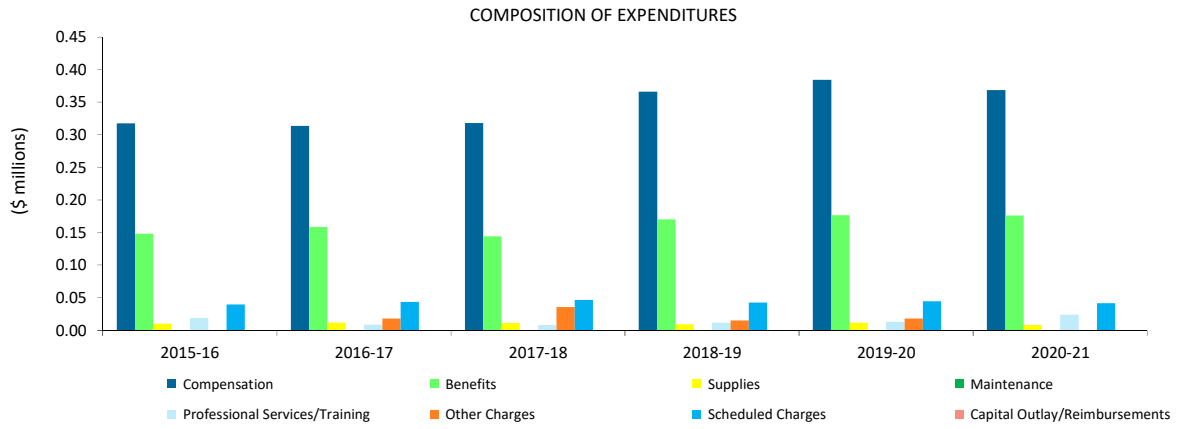
Accomplishments for FY 2019-20

- 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 approval time and eliminating unnecessary paperwork. To date, 297 request for goods and service have been processed using EnerGov.
- Conducted Procurement Training 101 and EnerGov refresher for 93 city employees. Developed and maintain a training manual with the Purchasing policies and procedures and other related documents.
- Participated in the Small Business Expo with Texas Tech University and Governors Small Business Forum. Director of Purchasing was nominated to Chair the Texas Association of School Boards (TASB), Local Government Board of Trustees.
- Oversaw the disposition and sale of City surplus materials, used equipment, supplies, and property totaling $52,125 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 $32,178 and actively participated in the Citibank P-Card rebate program which netted $91,308.
- Conducted 194 solicitations in which 6,115 vendors participated.
- Assisted Community Development with 88 bids for Minor Repair and Lead Based projects. Renewed 172 contracts and issued 73 contracts under $50,000. Submitted a resolution to Council to approve an Interlocal agreement with the National Purchasing Partners (NPP), to provide savings on products purchase governmental entities. The benefits to the City include a wide range of contracts such as Station Alert Systems, Dispatch Center Equipment, and Fire Station equipment.
- Purchasing staff hold certifications through the State of Texas Comptroller of Public Accounts.

Objectives for FY 2020-21

- 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.

Purchasing Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 313,938	318,481	366,255	384,345	368,751	(4.1)
Benefits	158,699	144,488	170,534	176,923	176,329	(0.3)
Supplies	11,806	11,265	9,458	11,720	8,437	(28.0)
Maintenance	-	-	-	-	-	-
Professional Services/Training	8,954	8,614	11,654	13,097	24,168	84.5
Other Charges	18,322	35,778	15,277	18,250	300	(98.4)
Scheduled Charges	43,561	46,466	42,935	44,860	41,935	(6.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 555,281	565,092	616,114	649,195	619,920	(4.5)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Purchasing	8	8	8	8	8	-
TOTAL STAFFING	8	8	8	8	8	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Purchase Orders Processed	14,908	14,952	13,405	13,887	14,908	7.4
Bids Submitted for City Council Approval	370	400	172	162	141	(13.0)
Purchase Orders Issued by Purchasing Department (Millions)	$ 20.1	25.1	23.2	58.4	58.4	-
Purchase Orders Issued by Using Departments (Millions)	$ 1.2	2.0	8.4	8.5	3.0	(64.7)
Public Works Contracts Awarded (Millions)	$ 92.0	125.0	32.2	44.6	94.0	110.8
$ to Lubbock Vendors (Millions)	$ 10.6	13.0	9.4	21.4	11.0	(48.6)
$ to DBE Firms (Millions)	$ 1.6	2.0	1.9	3.9	4.0	2.6
Performance Metrics						
Percent of employees with professional certifications (Goal 50%)	-	33.0%	64.0%	73.0%	71.0%	(2.7)
Average no. bids received per solicitation (Goal of 3)	-	3.2	3.1	3.3	3.2	(3.0)
Competitive sealed bids $50,000 or > have target-date of 30 to 45 workdays (Goal 95%)	-	100.0%	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%	100.0%	95.0%	95.0%	-

Purchasing Overview

FULL-TIME POSITIONS	
Administrative Asst	1
Dir Purchasing & Contract Mgmt	1
Asst. Dir Purchasing & Contract Mgmt	1
Buyer I	2
Buyer II	2
Buyer III	1
TOTAL FULL-TIME POSITIONS	8


City of
Lubbock
TEXAS

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 2019-20

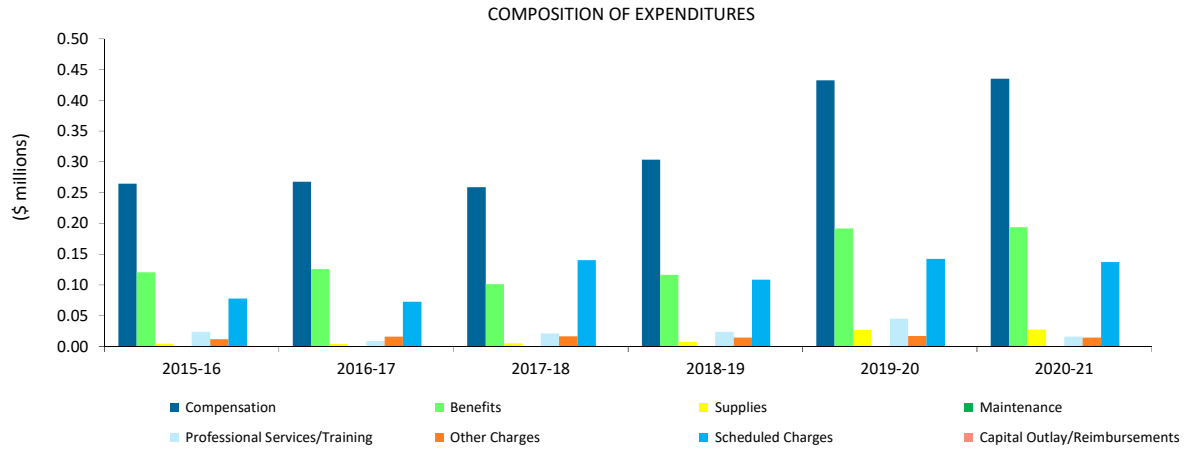
- Streamlined the FMLA process to provide more accountability.
- Devised and implemented new strategies and tactics to recruit qualified candidates to work for the City of Lubbock.
- Facilitated Breakfast with the City Manager to improve organization-wide communication.
- Instrumental in implementing Kronos, a leave and time-keeping system.
- Attained 94 percent completion rate for required trainings.
- Trained department employees on Laserfiche and provided guidance when needed.
- Utilized Laserfiche to digitize prior employee files.
- Wrote and implemented Electric Department Substation apprenticeship program.
- Gave one-on-one tutorials on basic computer skills as requested.
- Tracked absence data during the COVID-19 outbreak; worked closely with all departments to manage leave and work-from-home options.
- Implemented an Emergency Paid Sick Leave Act (EPLSA) and Emergency Family and Medical Leave Expansion Act (EFMLEA) submittal, approval, and tracking process.
- Staff assisted Health Department with the Patterson Library COVID-19 clinic.

Human Resources Overview

Objectives for FY 2020-21

- Gain another Professional in Human Resources certified staff member.
- Implementation of Human Capital Management system.
- Digitize all employee files.
- Cross-train staff to better serve internal customers.
- Grow online training presence.
- Provide updates to supervisors through an annual refresher course.
- Focus training efforts to better alleviate performance gaps.
- Update Electric Production apprenticeship program.
- Create and implement new onboarding process.
- Provide training and performance support for Kronos go-live.
- Give training for updated policy manual.
- Complete Water Reclamation Maintenance apprenticeship program.

Human Resources Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 268,113	259,219	303,645	432,828	435,626	0.6
Benefits	125,807	101,612	116,804	191,852	193,951	1.1
Supplies	4,169	5,290	7,625	27,173	27,843	2.5
Maintenance	-	-	-	-	-	-
Professional Services/Training	9,174	21,547	23,784	45,468	16,203	(64.4)
Other Charges	16,423	16,827	14,536	17,250	14,440	(16.3)
Scheduled Charges	73,002	140,402	108,870	142,571	137,528	(3.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 496,688	544,897	575,264	857,142	825,591	(3.7)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Human Resources	6	6	6	9	9	-
TOTAL STAFFING	6	6	6	9	9	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Number of Positions Opened	421	442	463	288	450	56.3
Number of Requisitions Received	-	-	460	246	400	62.6
Number of Requisitions Opened	-	-	360	222	350	57.7
Number of applications received	15,960	15,996	18,802	10,832	16,000	47.7
Number of new employees hired	386	379	383	174	400	129.9
Minority Applications Received						
Non-Civil Service	54.0%	54.0%	55.2%	55.0%	55.0%	-
Civil Service	52.0%	57.0%	53.6%	55.0%	55.0%	-
Classification Recommendations	76	68	61	30	65	116.7
Job Description Prepared/Revised	20	14	29	15	25	66.7
Number of Employee Grievances Resolved in Step I, II, or III	35	26	18	5	14	180.0
Performance Metrics						
Average number of work days to classify filled positions (7 days)	7	7	6	4	4	-
Average number of work days to classify vacant positions (5 days)	5.0	3.0	3.0	2.5	2.5	-
Market Surveys for position comparison	-	12	12	5	10	100.0
Turnover Rate	-	1.1%	1.0%	1.0%	1.0%	-
Retention Rate	-	98.9%	99.0%	99.0%	99.0%	-
Average number of days to Post a Job - from Department Requisition	-	5.5	5.5	4.0	4.0	-
Average number of days to Post a Job - from Vacancy	-	70	60	50	50	-

Human Resources Overview

FULL-TIME POSITIONS	
Administrative Asst	1
Asst Director of Human Resources	1
Director of Human Resources	1
Employee Relations Coordinator	1
Human Resources Coordinator	1
Management Assistant	1
Organizational Develop Coord	1
Payroll Technician	1
Trainer	1
TOTAL FULL-TIME POSITIONS	9

Internal Audit Overview

Mission and Purpose

The mission of internal audit is to enhance and protect the organizational value by providing risk-based and objective assurance, advice, and insight. Internal Audit supports the City in achieving its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Internal Audit conducts engagements 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 and security controls are maintained.

Goals and Objectives

- Adhere to the Institute of Internal Auditors' International Professional Practices Framework as well as Generally Accepted Government Auditing Standards.
- Add value by providing independent and objective assurance and consulting services.
- Align with the City's strategies, objectives, and risks.
- Promote organizational improvement by offering ways to enhance governance, risk management, and control processes to improve City operations.
- Evaluate compliance with City policies and procedures, Code of Ordinances, applicable laws and regulations, and contracts.
- Evaluate the timeliness, reliability, and integrity of financial information.
- Support the City's management team in achieving short and long-term objectives.
- Conduct procedures to evaluate whether City assets are identified, recorded, insured, and properly managed.
- Recommend relevant and sustainable solutions emphasizing innovation and overall process improvement.

Accomplishments for FY 2019-20

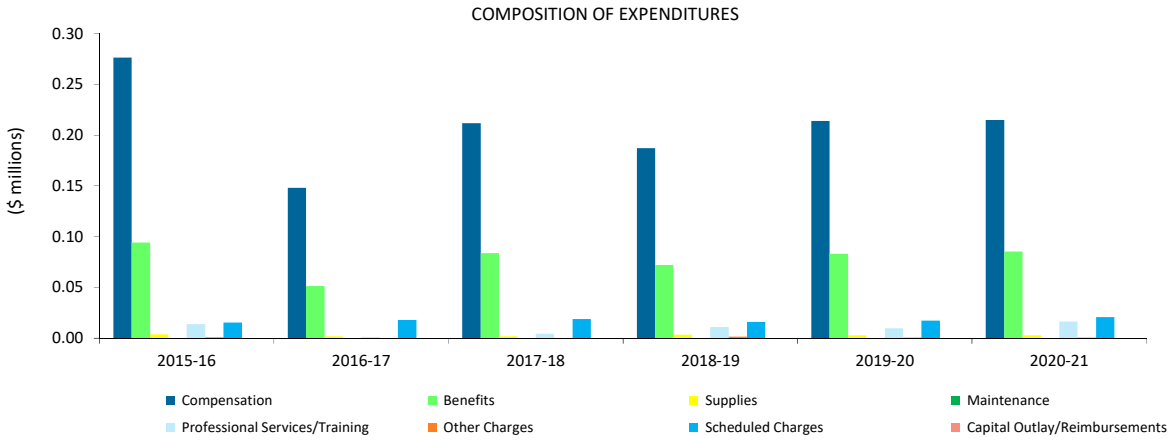
- Prepared and submitted a risk-based Annual Audit Plan, inclusive of a budget, for review and approval by City Manager and the Audit and Investment Committee.
- Revised the Internal Audit Charter and Policies.
- Continued to develop the portfolio of special projects to assist departments and management with process and procedure efficiencies.
- Protected the City from unnecessary liability and improved service where possible.
- Continued staff professional development via education and training.
- Reviewed and updated the City’s Fraud Administrative Policy and Procedures that was last updated in 2015.
- Developed and distributed audit-specific resources on both the City website and the internal employee website.
- Gathered performance metrics and further defined level-of-service standards and best practices.

Internal Audit Overview

Objectives for FY 2020-21

- 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 revise, as necessary, the City's Fraud Administrative Policy and Procedures.
- Develop and distribute audit-specific resources on the City website as well as on the internal employee website.

Internal Audit Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 148,115	211,901	187,182	214,181	214,909	0.3
Benefits	51,535	83,773	72,413	83,146	85,485	2.8
Supplies	2,172	2,129	3,470	3,020	2,941	(2.6)
Maintenance	-	-	-	-	-	-
Professional Services/Training	1,270	4,537	11,277	10,000	16,500	65.0
Other Charges	-	-	1,570	600	600	-
Scheduled Charges	18,196	19,072	16,045	17,602	21,018	19.4
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 221,288	321,411	291,957	328,548	341,453	3.9

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Internal Audit	3	3	3	3	3	-
TOTAL STAFFING	3	3	3	3	3	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Number of Audit Reports	11	11	12	11	9	(18.2)
Annual Audit Plan Completed (Goal 70%)	85.0%	91.7%	90.9%	63.6%	70.0%	10.0
Performance Metrics						
Audits completed within budgeted time (Goal 70%)*	90.0%	92.0%	60.0%	70.0%	70.0%	-
Audit Reports include Recommendations that Improve the Audit Program's Efficiency and Effectiveness (Goal 95%)	90.0%	97.0%	94.1%	95.0%	95.0%	-
Audit Reports Represent an Independent, Reliable, and Objective Assessment of Department Programs (Goal 95%)	-	100.0%	100.0%	95.0%	95.0%	-
Audit Recommendations are Reasonable and Help to Improve Operations (Goal 90%)	-	92.0%	94.1%	90.0%	90.0%	-
Internal Audit Kept Departments Informed on the Status of Audits (Goal 100%)	-	96.0%	100.0%	100.0%	100.0%	-
Internal Audit Provided Updates and Timely Information throughout Process (Goal 95%)	-	100.0%	100.0%	95.0%	95.0%	-
Report was Clear and Concise, Easy-to-Read and Follow (Goal 90%)	-	100.0%	100.0%	90.0%	90.0%	-
Report was Objective and Fair (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-
Internal Audit Professionalism (Goal 100%)	-	100.0%	100.0%	100.0%	100.0%	-

Internal Audit Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Internal Audit Request Input and Participation (Goal 90%)	-	100.0%	100.0%	90.0%	90.0%	-

*For FY 2017-20, numbers reported for this metric are an estimation.

FULL-TIME POSITIONS	
Director of Internal Audit	1
Process Improvement Analyst	1
Senior Auditor	1
TOTAL FULL-TIME POSITIONS	3

Non-Departmental Overview

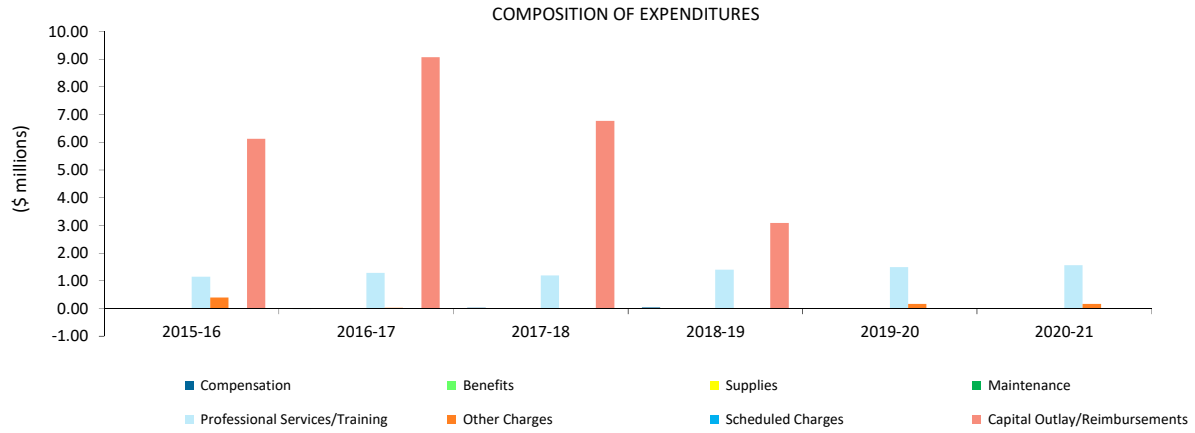
Mission and Purpose

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.
- Patient Centered Outcomes Research Institute (PCORI) Fee $13,833: PCORI is an annual fee that must be paid by all health plans. The fee is estimated at $2.54 per enrollee in 2020. PCORI is required in the Health Care Reform law and will be paid out of the General Fund because it cannot be paid out of plan assets.
- Miscellaneous Fees – Worker's Compensation and Liability Insurance $1,391: 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.
- City Contract with LODGINGRev $19,000: This funds the City of Lubbock contract to assist in Short Term Rental Compliance.
- Funding for the Mayor's Marathon, $45,000, and the Triathlon, $22,500, has been included in Non-Departmental for FY 2020-21.

Non-Departmental Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ (84)	38,352	41,607	-	-	-
Benefits	584	14,775	15,591	469	500	6.6
Supplies	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	1,288,010	1,204,717	1,403,800	1,498,366	1,573,556	5.0
Other Charges	30,089	18,115	1,031	167,500	167,500	-
Scheduled Charges	3,022	1,133	859	616	892	44.8
Capital Outlay/Reimbursements	9,077,598	6,783,011	3,095,683	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 10,399,218	8,060,103	4,558,571	1,666,951	1,742,448	4.5

Communications & Marketing and Call Center Overview

Mission and Purpose

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 LBKAlert Emergency notification system.
- Provide media services, training, campaign strategy and 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 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 communications (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 message to citizens.
- Assist other departments, and the City as a whole, in gaining exposure and recognition for services, programs and accomplishments.

Accomplishments for FY 2019-20

- Oversaw the upgrade of Channel 2 into full high definition.
- Oversaw, executed, and maintained the City's crisis communications during the full tenure of the Coronavirus pandemic. This includes the creation of communication assets (graphics, videos, etc.) and successful dissemination of critical information (press conferences, internal/external communications, social media posts, constant website updating, PSAs, news releases, interviews, t-shirt creation/sales, helped execute the Lubbock Safe! campaign, etc.).

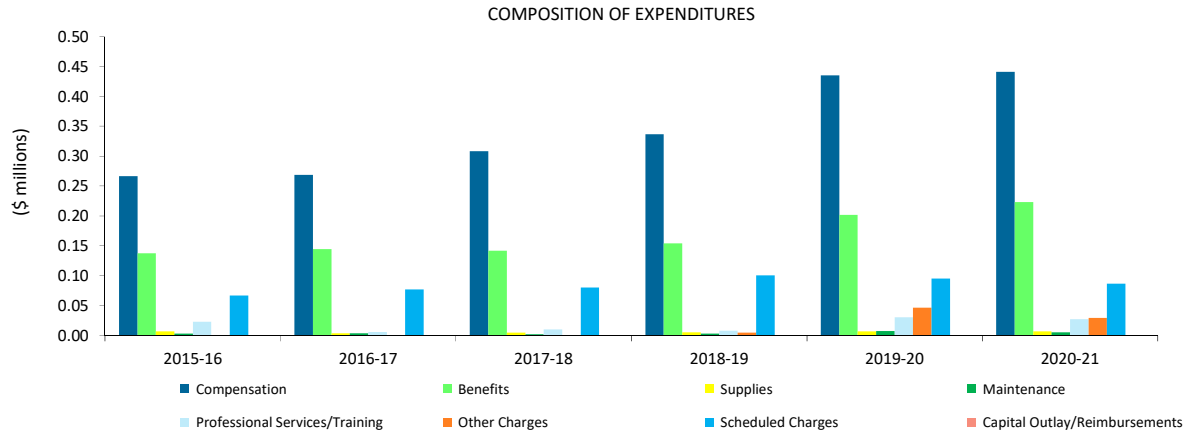
Communications & Marketing and Call Center Overview

- Grew audience participation in all social media platforms as strategies continued to evolve due to changing algorithms, audience trends, and other factors.
- Added a part-time videographer position to better meet the visual needs of the organization.
- Added a full-time graphic designer to better meet the visual needs of the organization.
- Added a full-time call taker position to 311 to better meet the needs of the citizens.
- Won two awards (TAMIO 1st Place & TATOA Honorable Mention) for our social media plan during a snow storm and our LBKAlert PSA.
- Grew local story and PSA production for City of Lubbock channels.
- Added ASL interpreters to our news conferences to better reach the hearing impaired citizens.
- Enhanced customer service in 311 by procuring an app to better meet the needs of a more digital citizen base.
- Diversified how we bring our meetings and press conferences to the masses during the Coronavirus pandemic.
- Increased involvement in Emergency Operations planning and active situations.
- Increased collaboration with departmental special projects.
- Produced videos for the Mayor's State of the City address.
- Created LBKAlert campaign for severe weather season.
- Through several activations at the Emergency Operations Center due to severe weather, public events and the Coronavirus, the department crafted successful communication plans that both informed citizens and helped in building public trust.

Objectives for FY 2020-21

- Continue to grow audience engagement on all social media platforms.
- Increase local story, PSAs, and original content for the City of Lubbock channel.
- Go live with the 311 app so citizens can report issues from their cell phone/device.
- Expand the part-time videographer position to full time.
- Adopt a more concrete branding guide for the City.
- 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.

Comm. & Marketing and Call Center Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 269,057	308,432	337,085	435,264	441,026	1.3
Benefits	144,522	141,924	154,601	201,840	223,382	10.7
Supplies	4,206	5,008	5,742	7,378	7,246	(1.8)
Maintenance	4,006	2,655	3,398	7,616	5,427	(28.7)
Professional Services/Training	6,030	10,654	8,489	30,745	27,500	(10.6)
Other Charges	-	-	5,320	46,694	30,000	(35.8)
Scheduled Charges	77,379	80,519	101,044	95,400	87,057	(8.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 505,200	549,193	615,680	824,937	821,638	(0.4)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Public Information	3	4	4	5	6	1
311 Call Center	4	4	4	5	5	-
TOTAL STAFFING	7	8	8	10	11	1

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
311 Calls Answered by Call Takers	114,765	119,604	132,000	130,000	100,000	(23.1)
311 On-Line Service Requests						
Entered by Citizens	2,457	2,371	2,200	2,200	3,000	36.4
News Releases sent out	378	343	325	325	350	7.7
Employee Broadcasts sent out	60	64	70	70	60	(14.3)
Main City Facebook Likes (Total)	5,571	8,659	12,000	12,500	14,000	12.0
Main City Twitter Followers (Total)	5,804	7,621	8,500	9,000	10,000	11.1
Graphic Design Projects	238	218	250	250	250	-
Video Projects (Stories, PSA)	107	108	110	110	150	36.4
Meeting Broadcasts	41	39	40	40	45	12.5
Internal Newsletter sent out	-	-	-	-	-	-

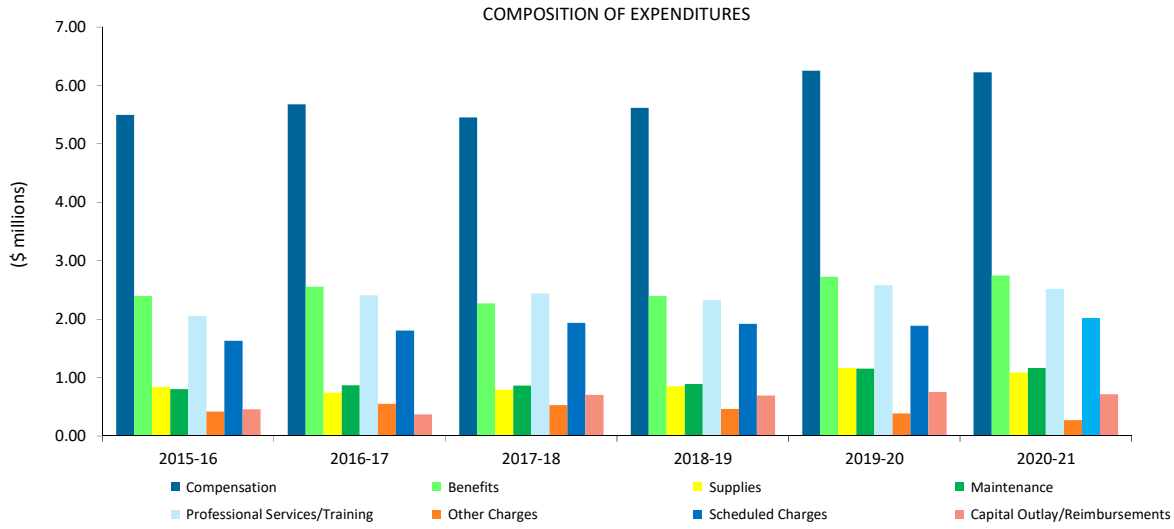
FULL-TIME POSITIONS	
311 Customer Service Supervisor	1
Call Taker I	4
Digital Content Creator	1
Graphic Designer	1
Lead Communications & Marketing Specialist	1
Public Info & Marketing Mgr	1
Videographer	1
Video Producer/Director	1
TOTAL FULL-TIME POSITIONS	11

Comm. & Marketing and Call Center Expenditures

Public Information	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 148,346	175,286	192,117	259,540	274,946	5.9
Benefits	70,533	72,276	84,057	112,689	132,737	17.8
Supplies	2,927	3,196	3,962	4,708	4,805	2.1
Maintenance	4,006	2,655	3,398	7,616	5,427	(28.7)
Professional Services/Training	5,925	10,612	6,363	30,745	27,500	(10.6)
Other Charges	-	-	5,320	46,200	30,000	(35.1)
Scheduled Charges	36,235	40,336	63,256	35,747	43,797	22.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL PUBLIC INFORMATION	$ 267,972	304,361	358,474	497,245	519,212	4.4

311 Call Center	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 120,710	133,147	144,968	175,725	166,080	(5.5)
Benefits	73,989	69,648	70,544	89,151	90,645	1.7
Supplies	1,279	1,812	1,781	2,670	2,441	(8.6)
Maintenance	-	-	-	-	-	-
Professional Services/Training	105	42	2,126	-	-	-
Other Charges	-	-	-	494	-	(100.0)
Scheduled Charges	41,144	40,183	37,788	59,652	43,260	(27.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL 311 CALL CENTER	$ 237,228	244,832	257,206	327,692	302,426	(7.7)

General Fund - Cultural and Recreation Services



EXPENDITURES BY CATEGORY		Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$	5,677,411	5,455,753	5,621,640	6,256,979	6,228,441	(0.5)
Benefits		2,559,036	2,273,206	2,400,264	2,727,763	2,750,974	0.9
Supplies		742,518	793,423	850,679	1,167,102	1,088,922	(6.7)
Maintenance		870,787	861,787	889,622	1,153,389	1,165,354	1.0
Professional Services/Training		2,408,771	2,444,041	2,325,937	2,582,991	2,519,935	(2.4)
Other Charges		551,550	528,570	463,387	386,132	273,962	(29.0)
Scheduled Charges		1,808,679	1,938,966	1,920,742	1,888,816	2,005,406	6.2
Capital Outlay/Reimbursements		371,505	706,309	692,391	754,904	718,943	(4.8)
TOTAL EXPENDITURES BY CATEGORY	$	14,990,257	15,002,055	15,164,661	16,918,077	16,751,937	(1.0)

EXPENDITURES BY DEPARTMENT		Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Libraries	$	3,747,346	3,596,860	3,561,033	3,836,234	3,841,381	0.1
Cultural Arts		1,207,779	1,225,146	1,165,212	1,212,007	1,219,928	0.7
Parks and Recreation		10,035,133	10,180,049	10,438,416	11,869,836	11,690,628	(1.5)
TOTAL EXPENDITURES BY DEPARTMENT	$	14,990,257	15,002,055	15,164,661	16,918,077	16,751,937	(1.0)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Libraries	36	36	36	36	36	-
Cultural Arts	9	9	9	9	9	-
Parks and Recreation	80	79	79	81	82	1.0
TOTAL STAFFING	125	124	124	126	127	1.0


City of
Lubbock
TEXAS

Libraries Overview

Mission and Purpose

To serve the community by providing convenient and open access to information, recreation, cultural, and lifelong learning resources. The Libraries provide the following services:

- Library materials: books, audio books, DVD, music, genealogy, information resources, eBooks, and online databases.
- Public computing access for all ages including Internet access and a variety of productivity software.
- Reference and information resources serving patrons on-site, by telephone, mail, email, and remote access.
- Programs for children, teens, and adults including Summer Reading Programs.
- Meeting rooms and public spaces for individuals and community groups.

Goals and Objectives

- Provide a high level of Customer Service to patrons in person, on the phone and in virtual environments.
- Conduct a variety of programs for all ages in response to community needs.
- Increase library presence on selected social media sites to encourage library usage.
- Continue to market online research databases to increase effectiveness and usage.
- Continue to deliver library services in new and innovative ways including using convenience methods and via outreach opportunities.

Accomplishments for FY 2019-20

- The Friends of the Library donated $174 thousand for library projects including program expenses for children, teens, and adults, collections subscriptions, staff education, eBooks and audiobooks, makerspace items, and library summer reading programs. This includes CH Foundation grants in the amount of $47 thousand dollars for eBooks and children's summer reading programs.
- 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 funds from the Institute of Museum and Library Services, along with state funds.
- Four library staff traveled to various professional conferences in 2020.
- Circulated mobile hotspots at Patterson and Mahon branches as a much-needed service to patrons who need internet access in the community and in an effort to increase circulation and attendance at these two branches.
- Began circulation of cake pans, puzzles, energy check meters and a variety of other non-traditional items to better serve the community.
- 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.
- Coordinated a multifaceted program on German Immigration into Texas, including a grant to display historical images in the library (made possible by a grant from Humanities Texas), a visiting photo collection from the Lubbock History Archive, and a lecture on the same topic by a Texas Tech History Professor.
- Participated in required annual training totaling 40 hours for full time staff and 20 hours for part time staff. The training was obtained through both the Pryor training suite and professional conferences.
- Refined and increased the libraries social media presence on Facebook, Twitter and Instagram. Interactivity has shown marked increases.
- Downloadable item checkout increased significantly due to an increase in electronic eBook and Audiobook purchases. The library received a CH Foundation grant for $19,000 to purchase these electronic resources.
- Expanded the "Team Reads" (book club in a bag program) to include bags for teens. The bags are being used by area organizations and schools.

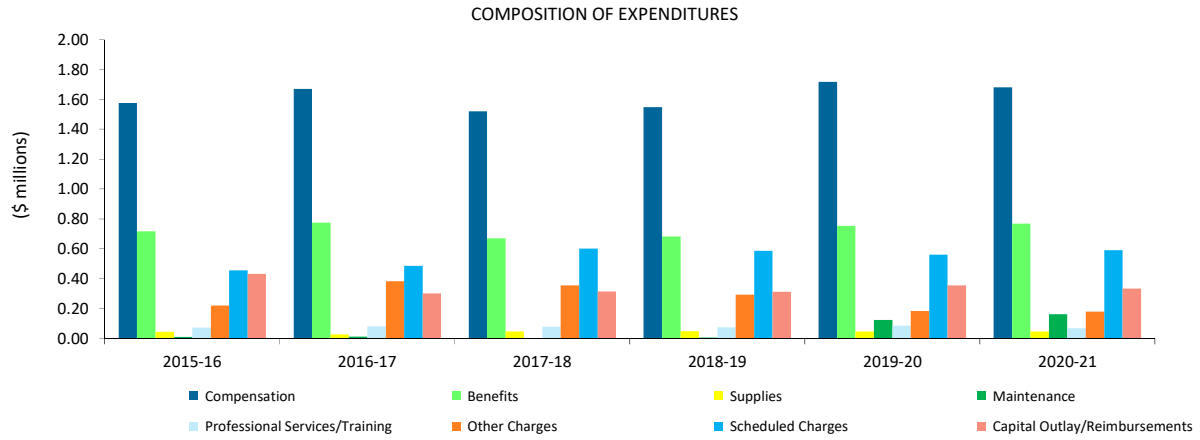
Libraries Overview

- Initiated our curbside delivery in response to closures from the COVID-19 Health Disaster Declaration. The service proved to be useful and helpful to the community and was continued as a regular library service after the library system reopened.
- Began a homebound book delivery service that was planned to begin in 2021, but was implemented early in response to community need during the COVID-19 Health Disaster Declaration. This program was continued upon reopening of the library system.
- Received a $2,000 national grant from American Library Association to provide census outreach, instruction and support to undercounted communities in Lubbock.
- Partnered with the US Census to provide space for the census to recruit census workers, provide information about the census and to help library patrons fill out their census online.
- Orchestrated a reconfiguration of Mahon Library. Service desks were moved and combined to allow for better customer service and staffing efficiencies. Several library shelves were removed to create a more open and inviting environment.

Objectives for FY 2020-21

- Increase grant funding opportunities to provide a wider variety of programming and technology enhancements to the library and patrons.
- Coordinate 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.
- Complete installation of fax kiosks at all library branches.
- Explore the feasibility of a floating library collection where all library books are housed 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.
- Reconfigure the children's area at Mahon Library to create a safer and more family friendly environment with shorter shelving for children’s books, table in the area for parents to observe their children and a reconfiguration of the public space to create a better programming area.
- Reconfigure Patterson Library including work on both adult and children's spaces. The new children's area will feature gaming stations, makerspace areas and a community mural installed by Keep Lubbock Beautiful.
- Install makerspace elements in all four public libraries.

Libraries Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,670,943	1,521,707	1,547,864	1,717,599	1,681,516	(2.1)
Benefits	775,937	670,186	683,861	753,550	768,502	2.0
Supplies	28,960	47,841	50,128	48,042	48,127	0.2
Maintenance	14,028	2,470	7,171	125,483	164,775	31.3
Professional Services/Training	83,212	80,600	75,616	87,361	70,519	(19.3)
Other Charges	384,660	356,992	295,098	185,793	182,123	(2.0)
Scheduled Charges	486,661	602,184	587,217	561,929	591,358	5.2
Capital Outlay/Reimbursements	302,945	314,880	314,077	356,476	334,461	(6.2)
TOTAL EXPENDITURES BY CATEGORY	$ 3,747,346	3,596,860	3,561,033	3,836,234	3,841,381	0.1

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
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	-
TOTAL STAFFING	36	36	36	36	36	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Materials circulated						
Mahon	-	305,850	309,750	232,312	309,750	33.3
Godeke	-	277,795	299,312	224,484	299,312	33.3
Patterson	-	47,810	41,432	29,000	41,432	42.9
Groves	-	178,874	173,323	129,992	173,323	33.3
Digital Materials	-	141,400	178,533	200,000	210,000	5.0
Materials circulated Total	1,068,870	951,729	1,002,350	815,788	1,033,817	26.7
Library Attendance						
Mahon	-	171,503	164,511	99,826	150,000	50.3
Godeke	-	117,300	161,676	82,566	148,000	79.3
Patterson	-	44,278	40,908	25,000	42,000	68.0
Groves	-	101,605	96,342	60,711	90,000	48.2
Library Attendance Total	492,704	434,686	463,437	268,103	430,000	60.4
Program Attendance						
Mahon	-	13,818	14,106	8,123	11,114	36.8
Godeke	-	9,043	11,115	6,759	8,937	32.2
Patterson	-	17,389	3,831	1,946	2,888	48.4
Groves	-	8,200	7,105	4,532	5,818	28.4
Program Attendance Total	35,297	48,450	36,157	21,360	28,757	34.6

Libraries Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Information User Assistance						
Mahon	-	70,105	118,603	88,952	118,603	33.3
Godeke	-	141,555	143,753	107,814	143,753	33.3
Patterson	-	29,517	36,094	15,000	36,094	140.6
Groves	-	58,550	67,981	50,985	67,981	33.3
Information User Assistance Total	355,619	299,727	366,431	262,751	366,431	39.5
Computer Lab Usage						
Mahon	-	22,549	26,945	16,672	24,000	44.0
Godeke	-	14,241	13,367	7,425	12,000	61.6
Patterson	-	10,823	9,903	3,200	6,700	109.4
Groves	-	11,889	13,470	8,175	10,721	31.1
Computer Lab Usage Total	41,507	59,502	63,685	35,472	53,421	50.6

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

Libraries Expenditures

Mahon Library	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 1,019,652	864,813	919,736	1,015,823	1,002,199	(1.3)
Benefits	462,948	378,308	411,317	440,528	454,970	3.3
Supplies	18,229	34,546	38,869	36,138	36,340	0.6
Maintenance	10,144	2,293	5,531	123,983	163,275	31.7
Professional Services/Training	81,529	78,049	72,283	86,021	69,479	(19.2)
Other Charges	74,783	191,031	64,988	9,000	6,300	(30.0)
Scheduled Charges	304,431	353,949	310,020	324,465	308,585	(4.9)
Capital Outlay/Reimbursements	87,655	114,766	88,446	129,293	123,287	(4.6)
TOTAL MAHON LIBRARY	$ 2,059,371	2,017,755	1,911,191	2,165,251	2,164,435	(0.0)

Godeke Library						
EXPENDITURES BY CATEGORY						
Compensation	$ 246,441	234,576	256,462	260,710	258,300	(0.9)
Benefits	107,946	95,227	105,513	107,525	109,644	2.0
Supplies	2,820	4,079	4,417	4,050	4,091	1.0
Maintenance	1,000	177	1,337	500	500	-
Professional Services/Training	1,547	922	136	600	350	(41.7)
Other Charges	225,396	164,812	179,286	175,223	174,423	(0.5)
Scheduled Charges	63,452	68,183	63,350	70,295	61,042	(13.2)
Capital Outlay/Reimbursements	104,832	89,133	90,351	75,000	70,000	(6.7)
TOTAL GODEKE LIBRARY	$ 753,433	657,108	700,853	693,903	678,350	(2.2)

Patterson Library						
EXPENDITURES BY CATEGORY						
Compensation	$ 178,463	187,894	149,262	200,061	194,502	(2.8)
Benefits	95,581	92,514	66,425	99,899	97,750	(2.2)
Supplies	4,571	4,410	3,271	3,927	3,848	(2.0)
Maintenance	688	-	160	500	500	-
Professional Services/Training	79	764	734	340	340	-
Other Charges	81,705	193	37,004	670	600	(10.4)
Scheduled Charges	48,771	101,342	146,012	99,793	143,021	43.3
Capital Outlay/Reimbursements	26,785	65,519	65,094	76,632	70,744	(7.7)
TOTAL PATTERSON LIBRARY	$ 436,643	452,635	467,961	481,822	511,305	6.1

Groves Library						
EXPENDITURES BY CATEGORY						
Compensation	$ 226,388	234,424	222,405	241,005	226,515	(6.0)
Benefits	109,462	104,137	100,606	105,598	106,138	0.5
Supplies	3,339	4,807	3,570	3,927	3,848	(12.5)
Maintenance	2,196	-	143	500	500	(12.5)
Professional Services/Training	57	865	2,463	400	350	(12.5)
Other Charges	2,775	956	13,820	900	800	(11.1)
Scheduled Charges	70,007	78,710	67,835	67,376	78,710	16.8
Capital Outlay/Reimbursements	83,673	45,462	70,186	75,552	70,430	(6.8)
TOTAL GROVES LIBRARY	$ 497,899	469,361	481,028	495,258	487,291	(1.6)


City of
Lubbock
TEXAS

Cultural Arts Overview

Mission and Purpose

The City of Lubbock operates three cultural arts facilities for the benefit of our 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 classes, music recitals, 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 Military 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 low-cost educational and outreach programs to the community.
- Offer books, DVDs, clothing, art pieces, musical instruments, and reproduction souvenirs in the gift shops.
- Provide collection loan requests, research and reference services to the public, researchers and other institutions.
- Provide meeting and rental space for cultural groups and the general public at Buddy Holly Center, Silent Wings Museum, The Garden & Arts Center, The Buddy & Maria Elena Holly Plaza and historic St. Paul's Chapel.
- Offer to the community and visitors safe, dynamic environments with education and entertainment opportunities.

Goals and Objectives

- Host world-class exhibitions, educational programs, and special events for the West Texas region and visitors from around the world.
- 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.
- Utilize population growth and travel trends to obtain new visitors and volunteers.

Accomplishments for FY 2019-20

- The Silent Wings Museum continued to work towards meeting the recommendations of the American Association of Museums Collections Assessment and the Conservation Assessment.
- When closed to the public due to the COVID-19 response, the Silent Wings Museum rescheduled the Images of Valor traveling exhibition for a time later in the summer.
- The Silent Wings Museum opened a special exhibition entitled We Kept 'Em Flying which detailed the efforts of the glider mechanics and ground crews in ensuring the success of military glider operations in the European and Pacific theaters during World War II.

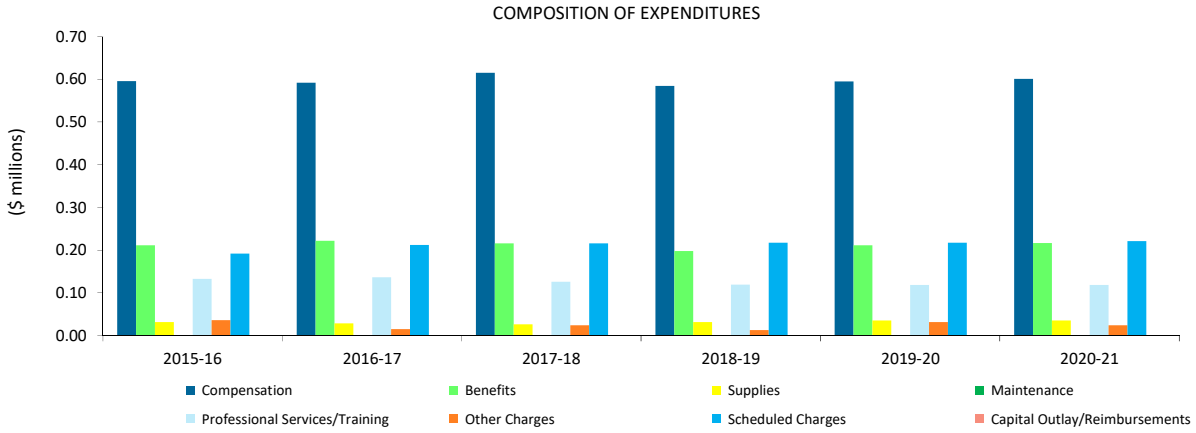
Cultural Arts Overview

- The Silent Wings Museum had to cancel its scheduled two-day event for June 6th and 7th commemorating the 76th anniversary of D-Day due to COVID-19 restrictions.
- The Buddy Holly Center kicked off its Year of the Woman series of exhibitions and gallery talks beginning in January to commemorate the 100th anniversary of women's suffrage in the United States. Due to the Center's closure in response to the COVID-19 pandemic, at least one exhibition and gallery talk was postponed until 2021. A subsequent gallery talk originally planned for June was filmed and presented through the Center's website.
- The Buddy Holly Center was forced to cancel its Summer Showcase Concert Series due to the COVID-19 precautions and restrictions.
- The Buddy Holly Center experimented with Staycation To-Go craft kits that could be picked up and done at home in response to the COVID-19 virus precautions.
- 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 9 and up to attend guitar lessons at the Buddy Holly Center tuition free. Funds can also be used for a variety of other educational programs hosted by the Center throughout the year. However, due to the Center's brief closure and subsequent restrictions resulting from the COVID-19 pandemic, guitar lessons were suspended in March with the hope of resuming them in the fall.
- The Garden and Arts Center planned exterior building renovations were placed on hold due to COVID-19.
- The Garden & Arts Center plan to host a revamped schedule of summer art classes was put on hold due to COVID-19 precautions and restrictions.
- The Garden and Arts Center offered monthly exhibitions including a new mini exhibit, Art in Music. However, due to the Center's closure during the COVID-19 pandemic response, at least three exhibitions and receptions were canceled.
- The Garden and Arts Center's efforts to expand events held in St. Paul's Chapel were hindered by the COVID-19 restrictions.
- Cultural Arts Departments hosted fewer than its scheduled slate of special events; including workshops, gallery talks, lectures, demonstrations and exhibits due to the COVID-19 related closures and subsequent restrictions.
- When not closed due to the COVID-19 pandemic, the Cultural Arts Departments continued to gather visitor feedback through surveys and evaluated the collected data.

Objectives for FY 2020-21

- 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.
- Increase advertising the 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 spaces.
- Introduce new services and programs consistent with the cultural arts facilities' missions, while meeting the needs and interests of the community.
- Utilize 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.

Cultural Arts Overview



EXPENDITURES BY CATEGORY		Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$	591,857	615,363	584,426	594,987	601,299	1.1
Benefits		222,307	216,082	198,103	211,927	216,632	2.2
Supplies		28,942	26,883	32,120	35,960	35,723	(0.7)
Maintenance		-	-	11	1,159	1,488	28.3
Professional Services/Training		136,889	126,562	119,785	118,920	119,017	0.1
Other Charges		15,530	24,298	13,187	31,650	24,650	(22.1)
Scheduled Charges		212,254	215,957	217,580	217,404	221,119	1.7
Capital Outlay/Reimbursements		-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$	1,207,779	1,225,146	1,165,212	1,212,007	1,219,928	0.7

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Buddy Holly Center	5	5	5	5	5	-
Silent Wings Museum	3	3	3	3	3	-
Garden & Arts Center	1	1	1	1	1	-
TOTAL STAFFING	9	9	9	9	9	-

METRICS/PERFORMANCE MEASURES		Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics							
Museum Attendance		50,792	54,927	53,511	27,000	50,000	85.2
Garden & Art Center Attendance		37,726	26,698	18,555	9,000	16,000	77.8
Number of Exhibitions		24	79	100	90	95	5.6
Cultural Arts Gift Shop Merchandise Sales	$	150,987	164,247	177,110	85,000	162,000	90.6
Revenue from Museum Admissions	$	142,990	143,940	150,147	75,000	143,000	90.7
Revenue from Cultural Arts Classes	$	67,310	61,965	60,694	6,000	50,000	733.3
Performance Metrics							
Percent of Positive Feedback Overall Visitor Experience (Goal 100%)		-	96.0%	96.0%	96.0%	97.0%	1.0
Percent of Positive Feedback regarding Educational Programs (Goal 100%)		-	100.0%	99.0%	98.0%	98.0%	-
Percent of Positive Feedback pertaining to Exhibitions (Goal 100%)		-	96.0%	96.0%	96.0%	97.0%	1.0

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
TOTAL FULL-TIME POSITIONS	9

Cultural Arts Expenditures

Buddy Holly Center	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 321,474	330,800	282,013	309,668	309,352	(0.1)
Benefits	108,897	106,056	85,568	101,119	101,409	0.3
Supplies	10,241	10,138	14,171	15,970	15,891	(0.5)
Maintenance	-	-	11	-	-	-
Professional Services/Training	64,145	68,085	62,941	60,445	60,520	0.1
Other Charges	222	7,670	5,578	15,500	8,500	(45.2)
Scheduled Charges	97,113	104,742	101,391	97,445	100,183	2.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL BUDDY HOLLY CENTER	$ 602,090	627,492	551,672	600,146	595,855	(0.7)

Silent Wings Museum						
EXPENDITURES BY CATEGORY						
Compensation	$ 187,283	199,318	203,912	209,076	205,551	(1.7)
Benefits	86,065	83,692	83,205	86,995	87,847	1.0
Supplies	9,690	8,809	9,948	10,270	10,191	(0.8)
Maintenance	-	-	-	1,159	1,488	28.3
Professional Services/Training	28,947	25,155	20,854	24,475	24,497	0.1
Other Charges	13,126	13,436	4,030	13,650	13,650	-
Scheduled Charges	84,392	81,536	92,763	88,049	96,138	9.2
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL SILENT WINGS MUSEUM	$ 409,502	411,946	414,712	433,675	439,362	1.3

Garden & Arts Center						
EXPENDITURES BY CATEGORY						
Compensation	$ 83,100	85,245	98,501	76,242	86,396	13.3
Benefits	27,345	26,334	29,331	23,813	27,376	15.0
Supplies	9,012	7,937	8,000	9,720	9,641	(0.8)
Maintenance	-	-	-	-	-	-
Professional Services/Training	43,797	33,321	35,989	34,000	34,000	-
Other Charges	2,182	3,192	3,579	2,500	2,500	-
Scheduled Charges	30,750	29,679	23,427	31,911	24,798	(22.3)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL GARDEN & ARTS CENTER	$ 196,186	185,709	198,827	178,186	184,711	3.7

Parks and Recreation Overview

Mission and Purpose

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. Parks and Recreation also manages the City of Lubbock Cemetery and the Sam Wahl Recreation Area at Lake Alan Henry.

- Park Maintenance provides maintenance of Parks, City Facilities, right-of-ways and medians.
- Park Development delivers 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.

Parks and Recreation Department furnishes the following services:

- Maintains and improves the parks system and right-of-ways, including trash and litter pickup, mowing, edging, and trimming, installation of plant materials, 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.
- Publicizes and manages open recreation, private group programming and planning 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, 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 2019-20

- Select Berl Huffman Sports Complex Improvements completed; including the installation of a new irrigation pump system, parking area lighting, internet tower, traffic safety improvements and benches.
- Completed 75 percent of the Leftwich Park walking track, a new half-mile walking track complete with signage, irrigation and drainage improvements.
- Installed Park Amenities in various parks, including new and replacement benches, covered picnic tables, and grills.
- Replaced trees and irrigation along the Martin Luther King Blvd medians.
- McAlister Park Dog Park Architectural/Engineering Design completed by Licensed Firm.
- Safety City enhanced class instruction by collaborating and partnering with the Lubbock Police Department, Lubbock Fire Department and Texas Department of Public Safety.
- The 6th Annual Trick or Treat Street at Safety City had a total attendance of 4,747 participants. A total of 25 vendors helped provide children with a fun and safe Halloween experience.
- Burgess-Rushing Tennis Center expanded Pickleball programming with tournament and recreational play.
- Parks and Recreation received the Texas Amateur Athletic Federation (TAAF) Bronze Member City Award for outstanding registration support in individual and team programs.
- The 62nd Annual Santa Land was another successful event with 53,726 attendees over a two week period.
- The 11th Annual Pumpkin Trail, held in October 2019, brought in a total attendance of 25,570 people for the four day event held at the Lubbock Memorial Arboretum. The pubic donated 1,832 jack-o-lanterns.

Parks and Recreation Overview

- Parks and Recreation's social media continues to grow. As of March 2020, the Lubbock Parks and Recreation Facebook page has 12,471 followers, which is an increase of 2,530 over last year. Instagram has 1,843 followers and Twitter has 2,372 followers.
- In response to the COVID-19 crisis, Recreation staff offered curbside pick-up and delivery service for the Senior Meal Program. Staff served over 10,000 meals during the course of the disaster declaration.
- Recreation continued to expand the use of an online registration program to include after school programs, reservations, swim lessons and class and league registrations. This provides an important service to individuals and families so they can register from the convenience of their home or on their mobile devices.
- Provided oversight, inspection and contract verification for mowing/trimming actions, herbicide treatment and fertilizer application on 2,376 acres of city parks, sport fields, medians, turnarounds, and designated right of way areas.
- Replaced frayed wiring and installed replacement pump at Huneke Park central fountain.
- Continued removal of undesirable cattail and tree growth along the Jim Bertram Canyon Lakes system.
- Continued trash and litter removal from 35.5 miles of shorelines throughout City Parks.
- Provided maintenance and care of 35 ball fields, Berl Huffman Sports Complex, and Tom A. Martin Sports Complex; and associated press boxes, concession buildings, and restrooms.
- Removed and replaced failed control cabinet, pumps, and controls at Dunbar Lake and Conquistador Lakes.
- Replaced scoreboard at Southwest Little League field at Maxey Park.
- Provided maintenance and service at municipal swimming pools and restroom buildings.
- Continued operations and maintenance of 34 park restroom buildings.
- Provided electrical repairs and replacement fixtures at Lewis Ball Field press boxes and concession building.
- Sustained service and operations for electrical and lighting equipment throughout the City Park System.
- Provided flower bed planting and maintenance at City Hall, Gateway Park, and Community Centers.
- Provided tree pruning and maintenance for 8,500 trees; planned and implemented annual tree planting throughout the Park system, to include placing trees used at Santa Land at various parks.
- Installed improved lighted scenes, lighting fixtures, LED lighting and programming throughout the Santa Land displays.
- Received, finished out and painted a new Santa House at Santa Land.
- Established temporary power service and control boards for Pumpkin Trail, Santa Land, and other special events.
- Removed construction debris, replaced sidewalk and installed erosion control at boat ramp and irrigation pump house.
- Installed final Llano Dancer and modified lighting to strike all three dancers.
- Upgraded lighting and heating fixtures in the Helen Hodges ball field.
- Replaced court surfacing and striping on tennis, basketball, and volleyball courts at Butler, Berry, Washington, and Clapp parks.
- Provided playground inspection, maintenance and repairs of playgrounds and play surfaces at 56 playgrounds.
- Assessed repair needs and completed repairs from 211 work order requests.
- Upgraded ball field and Park lighting, controls, and fixtures at Mackenzie Park.
- During COVID-19 crisis, sanitized playground equipment on a rotational basis.

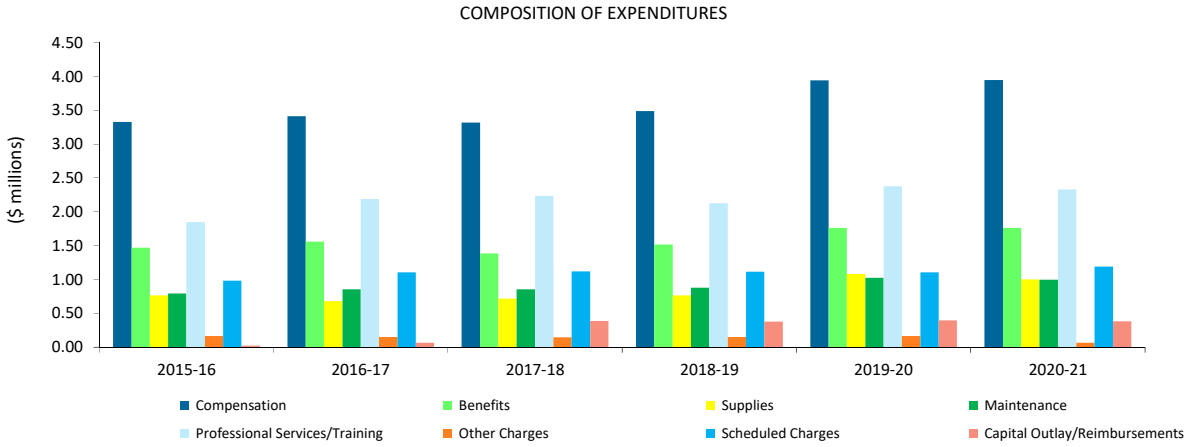
Objectives for FY 2020-21

- Complete the current Capital Improvement Projects (CIPs) that are in progress on time and in budget.
- Put out to bid all 2020-21 CIPs within one month of Council's appropriation of funds.
- Oversee the construction and budgeting of all new Capital Projects approved by 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.
- Continue providing and promoting a range of recreation and leisure activities, classes, events, programs, and league opportunities to enhance the lives of Lubbock citizens.

Parks and Recreation Overview

- 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.
- Addition of 100 amp power at the Aztlan Mural pavilion.
- Renovations and repair to docks at Llano Estacado Lake.
- Resurface, paint and mark 8 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.

Parks and Recreation Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 3,414,611	3,318,684	3,489,350	3,944,393	3,945,626	0.0
Benefits	1,560,792	1,386,937	1,518,299	1,762,287	1,765,840	0.2
Supplies	684,616	718,698	768,431	1,083,100	1,005,072	(7.2)
Maintenance	856,759	859,317	882,439	1,026,746	999,091	(2.7)
Professional Services/Training	2,188,670	2,236,879	2,130,536	2,376,710	2,330,399	(1.9)
Other Charges	151,361	147,280	155,102	168,689	67,189	(60.2)
Scheduled Charges	1,109,764	1,120,824	1,115,944	1,109,483	1,192,929	7.5
Capital Outlay/Reimbursements	68,560	391,429	378,314	398,428	384,482	(3.5)
TOTAL EXPENDITURES BY CATEGORY	$ 10,035,133	10,180,049	10,438,416	11,869,836	11,690,628	(1.5)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Park Maintenance	63	63	63	65	66	1
Park Development	4	3	3	3	3	-
Indoor Recreation	9	9	9	9	9	-
Outdoor Recreation	4	4	4	4	4	-
TOTAL STAFFING	80	79	79	81	82	1

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Park Maintenance						
Trees planted (excluding memorial trees)	200	204	357	210	300	42.9
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	56	18	56	211.1
Irrigation RPZ's inspected and repaired within 30 days of written notice	-	161	161	161	200	24.2
Work Order completion within 30 days of written notice	-	-	100.0%	100.0%	100.0%	-
Parks receiving tree maintenance and removal annually	-	-	40.0%	40.0%	65.0%	62.5
Park Development						
Percentage of Capital Improvement Projects put out to bid with two weeks of funding approval by City Council	-	-	80.0%	80.0%	80.0%	-
Percentage of Capital Improvement Projects completed within days allotted in Notice to Proceed	-	-	100.0%	100.0%	100.0%	-

Parks and Recreation Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Plans created for in-house construction projects completed within two weeks of request (Goal 95%)	9	10	12	12	10	(16.7)
Designs and estimates created for projects requested by City Council or City Management completed within 30 days (Goal 100%)	11	15	16	16	16	-
Map or archive requests processed and delivered within one day	16	20	22	22	17	(22.7)
Indoor Recreation						
Customer satisfaction of activities/ classes/programs	-	-	88.0%	90.0%	90.0%	-
Community Center attendance	144,654	157,216	157,018	85,094	140,000	64.5
Senior Center attendance	138,245	133,527	132,805	91,866	120,000	30.6
Special event participation	21,499	23,274	25,351	16,000	24,000	50.0
Party house/Shelter rentals	349	303	279	62	250	303.2
Outdoor Recreation						
Customer satisfaction of activities/ classes/programs	-	-	85.0%	90.0%	90.0%	-
Swimming pool participation	45,356	45,315	52,086	14,400	50,000	247.2
Swimming pool rentals	158	147	144	-	145	-
Softball team registrations	314	254	155	80	240	200.0
Basketball team registrations	5	-	7	-	12	-
Volleyball team registrations	50	57	44	20	50	150.0
Flag football team registrations	18	-	-	8	12	50.0
Kick Ball team registrations	28	19	12	6	12	100.0
Safety City participation	16,754	15,616	15,226	7,438	15,800	112.4
Special Events participation	51,512	51,004	57,142	25,000	57,000	128.0
Show Wagon rentals	11	24	21	16	23	43.8
Equipment rentals	448	570	421	281	495	76.2
Tennis center reservations	16,256	15,904	17,913	11,942	16,900	41.5
Tennis center tournament participation	1,257	1,506	806	537	1,130	110.4

FULL-TIME POSITIONS			
Administrative Asst	2	Park Constr & Maint Wrkr	8
Aquatics/Specialty Prog Coord	1	Park Construction Foreman	1
Asst Athletic FS Foreman	1	Park Dev Mgr	1
Asst Director of Parks & Recreation	1	Park Environ Maint Foreman	1
Asst Irrigation Foreman	1	Park Inspector	3
Asst Park Constr Foreman	1	Park Irrigation Foreman	1
Asst Park Env Maint Foreman	1	Park Journey Electrician	1
Asst Park Maint Foreman	1	Park Maint Foreman	1
Asst Recreation Coord	1	Park Maint Supvr	3
Asst Turf Maint Foreman	1	Park Master Electrician	1
Athletic Field Svcs Foreman	1	Park Operations Manager	1
Bldg Maint Tech II	1	Parks and Recreation Director	1
Equipment Operator I	1	Pesticide Applicator	2
GIS/CAD Technician	1	Recreation Cntr Supvr	4
Heavy Equipment Operator	3	Recreation Coord	2
Irrigation Apprentice	5	Recreational Services Mgr	1
Irrigation Technician	1	Senior Citizen Cntr Supvr	2
Landscape Architect	1	Sr Grnds Maint Worker	20
Management Assistant	1	Tennis Professional	1
		Turf Maintenance Foreman	1
		TOTAL FULL-TIME POSITIONS	82

Parks and Recreation Expenditures

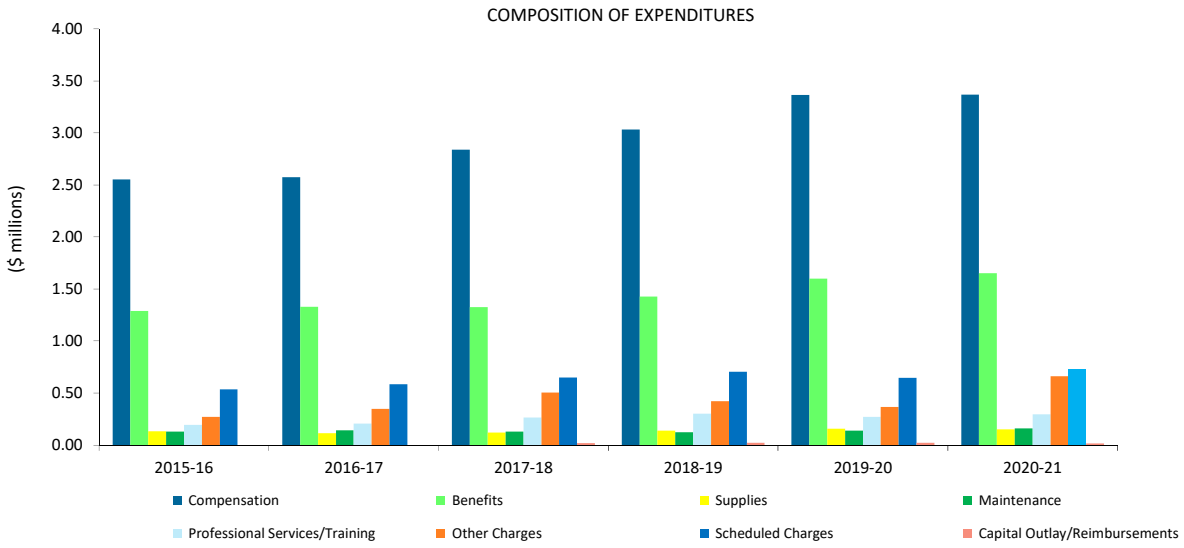
Park Maintenance	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 2,198,757	2,076,186	2,194,508	2,555,759	2,587,281	1.2
Benefits	1,165,729	1,006,067	1,104,706	1,336,512	1,346,660	0.8
Supplies	514,625	520,641	536,327	818,416	730,801	(10.7)
Maintenance	821,968	829,124	857,414	997,609	970,770	(2.7)
Professional Services/Training	1,886,665	1,937,233	1,856,257	2,031,505	1,995,987	(1.7)
Other Charges	107,548	97,133	104,688	114,275	14,775	(87.1)
Scheduled Charges	505,149	462,722	484,877	489,563	476,172	(2.7)
Capital Outlay/Reimbursements	68,560	381,063	369,135	387,861	373,979	(3.6)
TOTAL PARK MAINTENANCE	$ 7,269,000	7,310,169	7,507,912	8,731,500	8,496,425	(2.7)

Park Development						
EXPENDITURES BY CATEGORY						
Compensation	$ 138,938	142,069	149,640	160,831	157,829	(1.9)
Benefits	65,138	62,021	64,748	67,824	68,296	0.7
Supplies	6,479	8,234	6,447	8,130	7,383	(9.2)
Maintenance	4,063	4,166	3,465	4,903	4,462	(9.0)
Professional Services/Training	4,406	5,516	6,158	6,392	6,392	-
Other Charges	3,863	8,013	10,701	10,364	10,364	-
Scheduled Charges	45,218	42,131	45,738	45,827	39,033	(14.8)
Capital Outlay/Reimbursements	-	6,572	5,234	6,587	6,575	(0.2)
TOTAL PARK DEVELOPMENT	$ 268,105	278,722	292,131	310,858	300,334	(3.4)

Indoor Recreation						
EXPENDITURES BY CATEGORY						
Compensation	$ 663,854	695,786	703,959	758,558	729,612	(3.8)
Benefits	224,413	213,022	229,359	240,274	239,706	(0.2)
Supplies	70,331	69,970	101,202	126,628	126,534	(0.1)
Maintenance	22,918	15,545	13,939	13,457	13,599	(0.1)
Professional Services/Training	153,493	154,465	158,954	161,856	161,738	(0.1)
Other Charges	3,048	2,723	3,768	3,820	3,820	-
Scheduled Charges	208,509	219,736	243,357	223,402	340,773	52.5
Capital Outlay/Reimbursements	-	3,795	3,945	3,980	3,928	(1.3)
TOTAL INDOOR RECREATION	$ 1,346,566	1,375,043	1,458,483	1,531,975	1,619,710	5.7

Outdoor Recreation						
EXPENDITURES BY CATEGORY						
Compensation	$ 413,062	404,643	441,244	469,246	470,904	0.4
Benefits	105,512	105,826	119,486	117,677	111,178	(5.5)
Supplies	93,182	119,854	124,456	129,926	140,354	8.0
Maintenance	7,810	10,482	7,620	10,777	10,260	(4.8)
Professional Services/Training	144,105	139,665	109,168	176,957	166,282	(6.0)
Other Charges	36,901	39,411	35,945	40,230	38,230	(5.0)
Scheduled Charges	350,888	396,235	341,973	350,691	336,951	(3.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL OUTDOOR RECREATION	$ 1,151,461	1,216,116	1,179,891	1,295,504	1,274,159	(1.6)

General Fund - Development Services



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 2,575,549	2,840,124	3,033,546	3,367,601	3,369,929	0.1
Benefits	1,328,845	1,327,438	1,430,146	1,601,877	1,652,759	3.2
Supplies	116,704	120,827	140,836	159,583	153,302	(3.9)
Maintenance	144,293	130,005	124,302	140,057	160,091	14.3
Professional Services/Training	206,441	265,577	303,256	273,428	298,346	9.1
Other Charges	348,364	505,255	423,177	366,570	662,810	80.8
Scheduled Charges	587,321	651,408	704,868	647,477	724,756	11.9
Capital Outlay/Reimbursements	-	21,125	22,407	23,912	16,318	(31.8)
TOTAL EXPENDITURES BY CATEGORY	$ 5,307,516	5,861,759	6,182,538	6,580,503	7,038,311	7.0

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Building Safety	$ 1,935,885	2,241,985	2,367,205	2,468,625	2,537,161	2.8
Codes & Environmental Health	2,668,271	2,803,662	3,103,424	3,152,497	3,527,100	11.9
Planning	703,361	816,111	711,910	959,381	974,050	1.5
TOTAL EXPENDITURES BY DEPARTMENT	$ 5,307,516	5,861,759	6,182,538	6,580,503	7,038,311	7.0

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Building Safety	26	30	30	30	30	-
Codes & Environmental Health	33	35	37	38	38	-
Planning	7	7	8	10	11	1
TOTAL STAFFING	66	72	75	78	79	1


City of
Lubbock
TEXAS

Building Safety Overview

Mission and Purpose

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 for code compliance.
- Issue Certificates of Occupancy.

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.
- Continue to foster relationships with area Building Inspection Departments.
- Provide defined plan review and permit issuance services.
- Provide a high level of efficient, professional and friendly customer service.

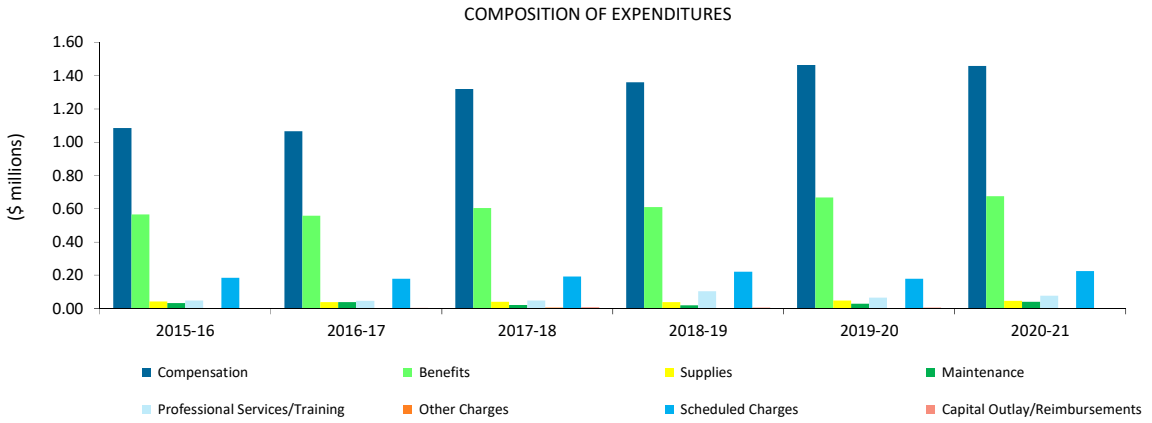
Accomplishments for FY 2019-20

- Coordinated first West Texas Building Professional Institute in conjunction with the Building Official's Association of Texas, bringing a regional training opportunity for area and City building department staffs.
- Exceeded established Building Safety performance metrics related to plan review and inspection response times resulting in more efficient customer service.
- Continued implementation of the online permitting system that allows permit application, payment and issuance via the City of Lubbock Citizens Self Service web portal.
- Implemented Contractor Registration through the Citizen Self Service (CSS) System.
- Implemented procedures and began working towards the process of storing all retention documents to the Laserfiche system.
- Implemented phase three of CSS that allows for the electronic submission of all required construction documents along with permit applications providing for a more paperless review process.
- During COVID-19 pandemic, changed most of our customer contact to electronic or virtual processes with only a minor loss in productivity and/or customer service.
- Despite the loss of 3 staff members and 3 staff members working from home, maintained the ability to keep staff production levels and performance measures at a high rate.

Objectives for FY 2020-21

- Facilitate the full implementation of phase three of CSS that will allow for electronic submission of plans and permit applications.
- Implement standard operating procedures within the Development Services division for digital plan review allowing for a more efficient review process that can be performed by multiple departments simultaneously.
- Continue staff development through training opportunities to increase building code knowledge.
- Continue towards full implementation of new documents to Laserfische system.
- Residential plan review completed within 14 calendar days of receiving submittal.
- Commercial plan review completed within 30 calendar days of receiving submittal.
- Maintain or exceed 90 percent rate of residential plan reviews within 14 days.
- Maintain or exceed 90 percent rate of commercial plan reviews within 30 days.
- Maintain or exceed 99 percent response time for inspections completed within 24 hours.

Building Safety Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,067,629	1,321,011	1,360,756	1,464,929	1,459,698	(0.4)
Benefits	558,796	604,761	610,907	669,068	675,805	1.0
Supplies	38,874	40,717	38,768	49,632	47,834	(3.6)
Maintenance	39,546	21,358	20,793	30,060	41,548	38.2
Professional Services/Training	47,714	49,151	103,828	67,224	77,868	15.8
Other Charges	2,939	6,835	2,142	1,500	1,500	-
Scheduled Charges	180,387	192,579	222,018	179,246	226,413	26.3
Capital Outlay/Reimbursements	-	5,573	7,992	6,967	6,495	(6.8)
TOTAL EXPENDITURES BY CATEGORY	$ 1,935,885	2,241,985	2,367,205	2,468,625	2,537,161	2.8

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Building Safety	26	30	30	30	30	-
TOTAL STAFFING	26	30	30	30	30	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Construction Activity						
Construction dollar volume (Millions)	$ 906.3	530.7	696.3	650.0	600.0	(7.7)
New residential permits	1,682	1,308	1,423	1,500	1,200	(20.0)
New non-residential permits	923	821	889	725	700	(3.4)
Addition/alteration permits	1,260	4,721	6,075	3,500	3,500	-
Other permits	11,444	11,345	11,440	11,000	11,000	-
Plan Review Activity						
Construction plans reviewed	2,873	2,156	2,596	2,300	2,200	(4.3)
Plan examiner daily workload	1.9	1.1	1.5	1.3	1.5	15.4
Percent reviewed within 14 days (Residential) Goal 90%	-	95.7%	90.4%	90.0%	90.0%	-
Percent reviewed within 30 days (Commercial) Goal 90%	-	77.7%	81.3%	80.0%	90.0%	12.5
Inspection Activity						
Structural inspections	17,489	15,093	14,972	14,500	15,000	3.4
Daily workload	18	12	12	12	12	3.4
Electrical inspections	13,335	10,984	10,393	10,500	10,500	-
Daily workload	13	11	11	11	11	4.8
Plumbing/mechanical inspections	39,124	24,919	19,379	24,000	22,000	(8.3)
Daily workload	39	20	15	19	16	(17.1)
Average inspector daily workload	23	14	13	14	14	1.4
Percent responded within targeted response time - Goal 99%	-	99.7%	99.9%	99.0%	99.0%	-

Building Safety Overview

FULL-TIME POSITIONS	
Asst Building Official	1
City Building Official	1
Combination Inspector	1
Customer Service Rep	4
Division Dir of Development Serv	1
Management Assistant	1
Plan Examiner	6
Senior Plan Examiner	2
Senior Trades Inspector	4
Trades Inspector	9
TOTAL FULL-TIME POSITIONS	30


City of
Lubbock
TEXAS

Codes and Environmental Health Overview

Mission and Purpose

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, structural standards, 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.

Code Enforcement provides the following services:

- 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.
- Conduct proactive neighborhood integrity programs, including Neighborhood Deployments, Focused Area Inspector Response (FAIR) exercises, and Specific Violation training monthly to engage the community and neighborhoods with the Code Enforcement Department.
- In partnership with Solid Waste, Police Department, Lubbock Fire Rescue, and other City of Lubbock departments, works with property owners and neighborhoods to address blight and nuisance conditions that affecting the health and safety of our citizens.

Environmental Health provides the following services:

- Ensure compliance with City ordinances in food establishments, public and semi-public pools, and other permitted facilities through inspection and education.
- Conduct detailed plan reviews with owners and contractors of new, remodeled, or converted food establishments, and other permitted establishments, including, but not limited to, recreational water facilities and body art establishments, to ensure compliance with City ordinances and rules prior to construction or remodel of establishments.
- Provide training for food establishments on food safety issues and compliance with Texas Food Establishment Rules.

Accomplishments for FY 2019-20

Code Enforcement Accomplishments:

- Code Enforcement conducted 36 proactive neighborhood integrity programs, to include 12 Neighborhood Deployments, 12 Specific Violation Exercises, and 12 Focused Area Inspection Response (FAIR) Deployments, which resulted 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 40 individuals attending.
- Code Enforcement and Environmental Health participated as support personnel in numerous interdepartmental training activities and supported the Emergency Operations Center (EOC) during activation for weather events, exercises, and COVID 19 emergency declaration.
- Deployed web-based code enforcement activity mapping, updated on a monthly basis.
- Deployed the code enforcement statistical data/performance measure dashboard, incorporated into the city-wide performance metric outfacing system.

Environmental Health Accomplishments:

- Environmental Health inspectors conducted hand wash and personal hygiene training at health fairs for local schools and universities.
- New Environmental Health inspectors obtained certified pool operator credentials.
- Environmental Health conducted food safety training in food establishments requesting those services.

Codes and Environmental Health Overview

- One Environmental Health inspector completed requirements for the national Registered Environmental Health Specialist/Registered Sanitarian credential.
- Two Environmental Health inspectors completed requirements for Texas Registered Sanitarian credentials.
- Four Environmental Health inspectors obtained certified pool inspector credentials.
- Two Environmental Health inspectors studying for Certified Professional – Food Safety accreditation.
- Four Environmental Health inspectors completed ICS 300 and 400 classroom training.
- Three Environmental Health inspectors attended FDA plan review and plumbing controls for food establishment courses.
- One Environmental Health inspector accepted into South Plains Incident Management Team.
- Environmental Health participated in FDA Southwest conference on food safety.
- One Environmental Health inspector applied for International Food Protection Training Institute (IFPTI) fellowship program. Only 12 per year are accepted.
- Integral in the implementation of the "Lubbock Safe" program during the reopening of businesses during COVID 19.

Objectives for FY 2020-21

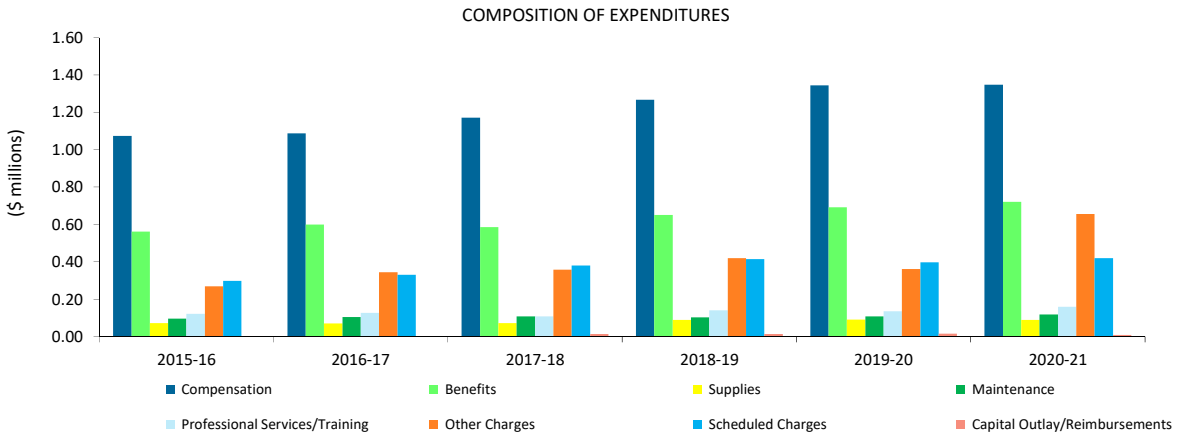
Code Enforcement Objectives:

- Increase opportunities for training and leadership experience for Code inspectors and administrative staff.
- Actively work to increase the performance and improve the software used to create and track code cases.
- Code Enforcement will standardize a process for using private contractors to perform demolitions of substandard structures as ordered by the Structural Standards Court.
- Code Enforcement will conduct monthly Neighborhood Deployments, FAIR exercises, and Specific Violation training to engage the community in department activities.
- Code Enforcement will expand a positive virtual presence through the department web page, through the Communications and Marketing department social media, and any other means that can be identified to make the citizens of Lubbock more aware of the activities and resources available.

Environmental Health Objectives:

- Send two Environmental Health staff to Association of Food and Drug Officials (AFDO) annual conference.
- Participate in Conference on Food Protection stakeholder online events.
- Continue to provide on demand food safety education in permitted facilities and at public request.
- Continue to participate in local health fairs.
- Increase knowledge and skill sets for two Environmental Health Registered Sanitarians by obtaining Certified Professional Food Safety Credentials.
- Environmental Health to participate in Food and Drug Administration (FDA) Southwest conference on food safety.
- Five Environmental Health inspectors to obtain Certified Pool Inspector (CPI) credentials.
- Two Environmental Health inspectors to begin study for NEHA Certified Professional – Food Safety (CP-FS) accreditation and credentials.
- Three Environmental Health inspectors to attend Food and Drug Administration (FDA) Risk-Based Inspection Methods in Retail course.
- Actively work to increase performance of software used by Environmental Health for inspections.

Codes & Environmental Health Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,088,159	1,171,726	1,267,288	1,344,251	1,349,200	0.4
Benefits	599,822	586,179	650,771	692,118	721,778	4.3
Supplies	70,633	73,387	90,666	92,596	90,154	(2.6)
Maintenance	104,747	108,647	103,509	109,539	118,543	8.2
Professional Services/Training	127,898	108,637	141,358	136,278	160,128	17.5
Other Charges	345,213	358,380	420,898	363,110	657,310	81.0
Scheduled Charges	331,799	381,153	414,520	397,659	420,164	5.7
Capital Outlay/Reimbursements	-	15,552	14,415	16,945	9,823	(42.0)
TOTAL EXPENDITURES BY CATEGORY	$ 2,668,271	2,803,662	3,103,424	3,152,497	3,527,100	11.9

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Code Enforcement	23	26	26	27	27	-
Environmental Health	10	9	11	11	11	-
TOTAL STAFFING	33	35	37	38	38	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Code Enforcement						
Educational Programs (LINC)	123	100	65	65	70	7.7
Citizen Contact	-	7,061	9,000	9,000	9,500	5.6
Graffiti cases initiated	871	913	1,000	1,000	1,000	-
Housing cases initiated	462	614	800	900	900	-
Junk Vehicle cases initiated	1,282	1,632	1,400	1,400	1,500	7.1
Junk Vehicle Days to voluntary compliance	26	13	11	11	11	-
Junk Vehicle Days to Administrative/ Judicial Action	14	12	11	11	11	-
Weed cases initiated	14,275	12,786	15,000	15,000	15,000	-
Weed Days to voluntary compliance	14	10	8	8	8	-
Weed Days to Administrative/Judicial Action	11	9	8	8	8	-
Zoning cases initiated	5,023	4,467	5,000	8,000	6,000	(25.0)
Zoning Days to voluntary compliance	21	7	11	11	11	-
Zoning Days to Administrative/Judicial Action	16	12	11	11	11	-
Average Days from Complaint to Inspection	-	2	2	2	2	-
Environmental Health						
Food inspections	2,100	2,132	2,415	2,500	2,600	4.0
Recreational Water Inspections	350	346	448	475	500	5.3
Body Art Inspections	26	40	48	48	55	14.6
Smoking Inspections	140	109	123	114	100	(12.3)
Food Establishment Complaints	241	296	321	300	300	-
Environmental Health Complaints	235	224	221	225	225	-

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	2
Environmental Specialist II	7
Graffiti Removal Specialist	1
Management Assistant	1
Office Assistant	4
TOTAL FULL-TIME POSITIONS	38

Codes & Environmental Health Expenditures

Code Enforcement	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 732,520	800,477	849,009	887,989	896,007	0.9
Benefits	402,536	396,955	444,392	465,676	493,045	5.9
Supplies	42,960	51,539	50,502	55,949	53,024	(5.2)
Maintenance	77,381	91,745	86,381	91,710	99,673	8.7
Professional Services/Training	116,617	93,837	121,446	111,238	132,488	19.1
Other Charges	340,284	334,751	405,467	354,000	653,200	84.5
Scheduled Charges	262,511	288,840	320,142	308,263	316,038	2.5
Capital Outlay/Reimbursements	-	3,352	3,485	3,515	3,470	(1.3)
TOTAL CODE ENFORCEMENT	$ 1,974,810	2,061,495	2,280,825	2,278,340	2,646,945	16.2

Environmental Health						
EXPENDITURES BY CATEGORY						
Compensation	$ 355,638	371,249	418,279	456,262	453,193	(0.7)
Benefits	197,285	189,224	206,379	226,442	228,733	1.0
Supplies	27,673	21,848	40,164	36,648	37,130	1.3
Maintenance	27,366	16,903	17,128	17,829	18,870	5.8
Professional Services/Training	11,281	14,800	19,911	25,040	27,640	10.4
Other Charges	4,929	23,629	15,431	9,110	4,110	(54.9)
Scheduled Charges	69,288	92,314	94,378	89,397	104,126	16.5
Capital Outlay/Reimbursements	-	12,200	10,930	13,430	6,353	(52.7)
TOTAL ENVIRONMENTAL HEALTH	$ 693,461	742,167	822,599	874,157	880,155	0.7


City of
Lubbock
TEXAS

Planning Overview

Mission and Purpose

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 many services, including:

- Providing elevated levels of customer service to our citizens, developers, elected and appointed officials, and other City staff.
- Administering the Comprehensive Plan and Zoning Codes to 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.
- Coordinating the City's zoning, development, and annexation processes, protecting existing and future assets to ensure City standards are upheld.
- Promoting and preserving the use of public spaces and cultural heritage locations.
- Working with urban design and historic preservation related activities, including downtown revitalization.
- Ensures new development is harmonious with and will not be permanently injurious to existing land uses, manages platting of property in the City limits and within the City's extraterritorial jurisdiction.
- Coordinates the City permitting process for alcoholic beverage permits and group homes.
- Reviews commercial, residential, and sign plans for compliance with the zoning code.
- Conducts public outreach to educate the public on the zoning code, especially while updating the code into a Unified Development Code.

Goals and Objectives

- Meet the needs of citizens, developers, and contractors concerning planning issues.
- Update and maintain the Comprehensive Plan, including land use, historic preservation, and growth management components.
- Provide quality and timely service to customers regarding zoning, platting, and annexation.
- Cross-train department staff and educate between departments to improve the development process.
- Represent the interests of all citizens within the community.
- Provide training opportunities to the Planning and Zoning Commission, Zoning Board of Adjustment, and Urban Design and Historic Preservation Commission.
- Achieving the goals stated in the Comprehensive Plan, including the adoption of the Unified Development Code in March 2020 and the start of a new Neighborhood Planning Program.

Accomplishments for FY 2019-20

- Continued implementation of the 2040 Comprehensive Plan.
- Continued work on the drafting of the Unified Development Code to incorporate all development-related requirements and managed the consultant team selected for the project.
- Created and implemented an effective advertising and public outreach plan to get citizens involved at the public meetings for the Unified Development Code.
- Reorganized the duties of the Planners and Senior Planners so that everyone is cross-trained and shares in the responsibility of plan management, plan review, and the platting process.
- Created a Planner of the Day rotating schedule for the Planners and Senior Planners to assist citizens over the phone and in person.
- Adopted and managed a new Short Term Rental registration process for citizens, prepared and presented work sessions to City Council on various topics, including short term rentals, and created a peer review process for Planning and Zoning Commission and Zoning Board of Adjustment staff reports, and projects in the historic South Overton district.

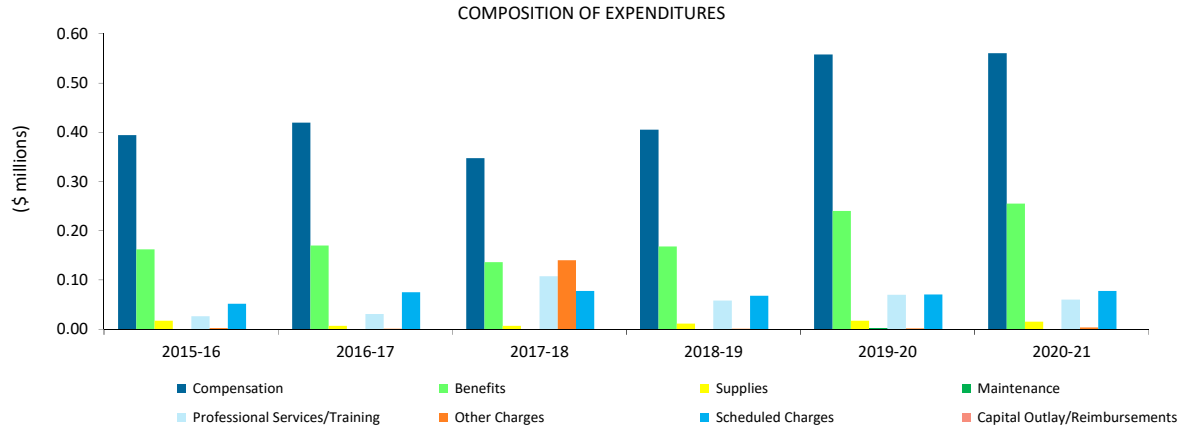
Planning Overview

- Conducted research and drafted ordinance amendments to assist with development across the city and infill development, including reduced setbacks in the Two-Family Residential (R-2) district and contextual setbacks in established neighborhoods.
- Amended the department's performance measures to remove measures that were subjective. Received a new Planner position at the beginning of the fiscal year and had a fully staffed department of 10 individuals, including a new Director in December 2019.
- Drafted regulations for new Development Handbook and began work on a new training manual for Planning Staff.
- Processed all zoning and development related applications.
- Scheduled and facilitated pre-development meetings.
- Participated in the Capital Improvements Advisory Committee (CIAC) meetings and gave input regarding the adoption of impact fees.
- Reviewed and updated the department's interpretation of the sign code for downtown to better adhere to the zoning code, which allowed for more flexibility in sign proposals downtown.
- Adopted new Planned Development District to provide flexibility for mixed-use development.
- Began digitizing permanent files by scanning into Laserfiche.

Objectives for FY 2020-21

- Continue to implement the 2040 Comprehensive Plan recommendations by adopting the Unified Development Code, which will encompass all development related regulations, and start a new Neighborhood Planning program.
- Move to an entirely paperless application submittal process through the online Citizen Self-Service (CSS) portal.
- Work with the GIS Department to have all zoning ordinances linked to their respective parcel on the online Zoning Map.
- Finish the Development Handbook to assist citizens and developers with navigating the development process.
- Finalize the electronic archiving of all documents into Laserfiche.
- Expand the department into two roles: a Long Term Planning division and a Current Planning division. This process will start with a new Planner whose main focus will be on the Neighborhood Planning program and will eventually expand into requiring an additional manager to oversee the new Long Term division.

Planning Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 419,761	347,386	405,502	558,421	561,031	0.5
Benefits	170,227	136,498	168,468	240,690	255,176	6.0
Supplies	7,196	6,723	11,403	17,355	15,314	(11.8)
Maintenance	-	-	-	458	-	(100.0)
Professional Services/Training	30,828	107,788	58,070	69,926	60,350	(13.7)
Other Charges	212	140,040	137	1,960	4,000	104.1
Scheduled Charges	75,136	77,675	68,329	70,571	78,179	10.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 703,361	816,111	711,910	959,381	974,050	1.5

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Planning	7	7	8	10	11	1
TOTAL STAFFING	7	7	8	10	11	1

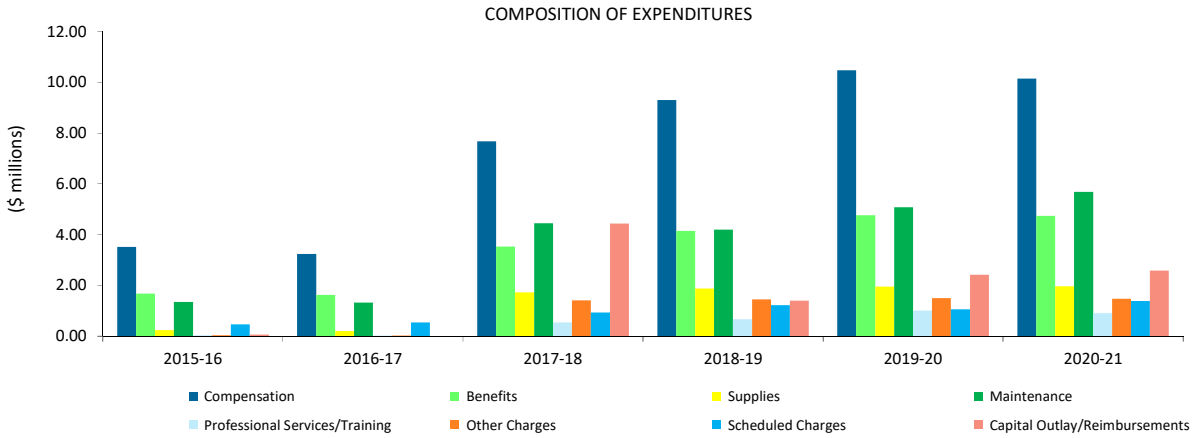
METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Special Exceptions	55	76	77	38	30	(21.1)
Variances	149	143	157	100	75	(25.0)
Zone Cases	90	120	74	75	60	(20.0)
Specific Use Cases	-	-	14	25	20	(20.0)
Urban Design & Historic Preservation Commission (UDHPC) Cases	-	-	12	25	25	-
Admin Approvals-Design Guidelines	-	-	60	140	120	(14.3)
Game Room Permits Reviewed	-	-	48	38	30	(21.1)
TABC Applications - New	-	175	36	50	55	10.0
TABC Applications - Renewals	-	-	256	350	250	(28.6)
Sign Permits Reviewed	529	464	403	450	500	11.1
Preliminary Plats	22	27	33	25	20	(20.0)
Final Plats	111	103	141	120	130	8.3
Food Truck Permits	15	23	7	10	-	(100.0)
Commercial Permit Reviews	430	381	451	630	660	4.8
Residential Permit Reviews	384	272	527	550	575	4.5
Zoning Verification Letters	-	-	66	120	130	8.3
Open Records Requests	-	-	119	130	145	11.5

Planning Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Implementation of Plan Lubbock 2040						
Progress on the Implementation Steps, identified by letter:						
A. Creation of a Unified Development Code	-	-	25.0%	75.0%	100.0%	33.3
C. Incorporate revised thoroughfare paving cross sections into subdivision regs	-	-	15.0%	65.0%	100.0%	53.8
D. Develop an Impact Fee program	-	-	25.0%	100.0%	100.0%	-
F. Update current Annexation and Growth policies	-	-	0.0%	10.0%	25.0%	150.0
J. Continue to enhance downtown	-	-	25.0%	50.0%	75.0%	50.0
L. Create design standards and gateway designations for key areas	-	-	0.0%	0.0%	10.0%	-
Interdepartmental Efficiency						
Residential permits reviewed in 5 business days or less	-	29.0%	43.0%	90.0%	95.0%	5.6
Commercial permits reviewed in 10 business days or less	-	83.0%	87.0%	95.0%	100.0%	5.3

FULL-TIME POSITIONS	
Development Technician	1
Director of Planning	1
Management Assistant	2
Neighborhood Planner	1
Planner	3
Planning and Zoning Manager	1
Sr Planner	2
TOTAL FULL-TIME POSITIONS	11

General Fund - Public Works



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 3,245,597	7,678,687	9,303,038	10,473,659	10,144,753	(3.1)
Benefits	1,625,944	3,533,295	4,149,797	4,762,712	4,747,394	(0.3)
Supplies	200,254	1,726,923	1,884,500	1,962,671	1,967,353	0.2
Maintenance	1,330,072	4,448,235	4,204,370	5,076,972	5,683,993	12.0
Professional Services/Training	24,321	552,310	676,439	1,012,203	908,491	(10.2)
Other Charges	36,321	1,420,097	1,448,204	1,510,149	1,480,238	(2.0)
Scheduled Charges	548,177	936,636	1,226,001	1,061,304	1,385,703	30.6
Capital Outlay/Reimbursements	-	4,438,849	1,407,492	2,426,995	2,590,722	6.7
TOTAL EXPENDITURES BY CATEGORY	$ 7,010,685	24,735,033	24,299,840	28,286,665	28,908,647	2.2

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Engineering	$ 1,217,229	1,329,872	901,660	805,435	726,915	(9.7)
Solid Waste	-	15,580,975	16,030,105	18,920,583	19,382,607	2.4
Streets	2,429,462	4,100,862	3,863,505	4,810,232	4,963,695	3.2
Traffic	3,363,994	3,723,324	3,504,570	3,750,415	3,835,430	2.3
TOTAL EXPENDITURES BY DEPARTMENT	$ 7,010,685	24,735,033	24,299,840	28,286,665	28,908,647	2.2

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Engineering	16	16	45	45	45	-
Solid Waste	-	94	96	96	96	-
Streets	36	50	52	52	52	-
Traffic	37	35	34	34	34	-
TOTAL STAFFING	89	195	227	227	227	-


City of
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Engineering Overview

Mission and Purpose

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.

The Capital Projects and Design Department is dedicated to internal design, construction, and construction management of City capital projects. It effectively manages and plans capital projects for water, wastewater, storm water, and roadway, while evaluating alternative funding sources to reduce the tax burden on the citizens of Lubbock. This is done by leveraging available Federal funds by supporting City roadway projects through the Metropolitan Planning Organization (MPO) and water, wastewater, and storm water projects through the Texas Water Development Board.

The Development Engineering Services Department works with the development community to ensure residential communities that provide maintainable, efficient infrastructure, provides floodplain management activities that protect the overall city, processes water meter and sewer tap requests, and provides analysis of water and sewer infrastructure to support new development. The Department also works closely with the Planning Department in the review of plats and zoning cases and assists the Building Safety Department with the review of Building Permits.

The Engineering Inspection Services Department is committed to protecting the health, safety, and welfare of the general public while ensuring the longevity of new infrastructure within the City of Lubbock. Construction oversight and inspection services provided by staff will ensure that all construction activities will conform to all City of Lubbock ordinances, Standards and Specifications, as well as State and Federal laws. This is accomplished by adopting a preemptive strategy to limit the conflicts between citizens and contractors while holding the contractor to the highest level of accountability for the finished product.

Goals and Objectives

Capital Projects and Design

- Design and manage construction of in-house infrastructure improvement 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 funds by supporting City roadway projects through the MPO.
- Provide Right-of-Way services to external and internal customers.
- 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 plan submittals and within 10 working days for 95 percent of complete engineering plan submittals.
- Resubmitted plans with minor administrative corrections will be reviewed and returned within two working days.
- Drainage analysis reports 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.

Engineering Overview

- Provide quality and timely service to community related flood zone development, flood insurance and floodplain mapping.
- Maintain records and process water and sewer pro rata payments and adjacent main activities.
- Maintain and provide analysis for the water distribution and sewer collection systems.

Engineering Inspection Services

- Proactively develop policies and procedures for the ever changing construction processes 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 2019-20

Capital Projects and Design

- Completed design of Elevated Storage Tanks and began construction of two – 2 million gallon elevated storage tanks at 50th Street and Indiana and Milwaukee Avenues and 104th Street.
- Completed environmental assessment for Upland Avenue corridor and Phase 1 design for Upland Avenue between 66th and 82nd Streets.
- Continued improvements to water and wastewater treatment plants and water and wastewater infrastructure.
- Completed Phase 2 of Master Thoroughfare Plan to include an Access Management Plan and 10-year capital plan.
- Construction of North Water Treatment Plant Phase III Improvements consisting of replacement of flocculators and filter backwash handling improvements.
- Began construction of Low Head C Pump Station and Supply Line and bringing Lake Alan Henry water to Pump Station No. 16.
- Designed and demolished the existing 50th street elevated storage tank.
- Began construction of South East Water Reclamation Plant (SEWRP) 4 Blower Improvements Project.
- Began construction of the Canyon Lakes Interceptor Rehabilitation Phase 3 project.
- Completed construction and in-house design of multiple water, sewer, and roadway projects.
- Updated water model with new GIS information.
- Began construction of the South Lubbock Sanitary Sewer Extension Phase III project.
- Continue Future Infrastructure Funding study for potential funding other than rates and taxes for building infrastructure to new developing areas of Lubbock.
- Completed design of Loop 88 Water and Sewer Line Replacement Project.
- Selected Cartegraph as the Enterprise Asset Management Software and began system implementation.
- Completed Wastewater Master Plan.
- Continued improvements of various headwalls and erosion projects around parks systems for Storm Water.
- Completed construction of low water crossings with signal arms.
- Begin construction of Phase III lateral for Northwest Lubbock Drainage Improvement Projects.
- Continued construction of the second phase of Unimproved Roadways Project.
- Constructed 20 ADA ramps and associated sidewalks improving accessibility around the City of Lubbock.

Engineering Overview

Development Engineering Services

- Reduced an excessive backlog in the adjacent mains program. There is a continued focus to process adjacent main calculations as early as possible to keep the backlog at a minimum.
- Improved the pro rata process by incorporating the calculation of the fees with the review of the Final Plat, providing the developer a hard cost for pro rata or adjacent mains.
- Took several measures to reduce the burden of preparing drainage analysis reports without compromising the safety of the community.
- Instituted a dual review process on plats to ensure consistency of comments.
- Worked with Internal Audit to develop a Development Flowchart and Handbook for the public.
- Adopted new Drainage Criteria Manual for the development community.
- Continued expansion of Master Drainage Plan development into newly annexed areas and areas of potential growth on the north side of the city.

Engineering Inspection Services

- Ongoing cross-training of inspection staff to be familiar with water, wastewater, 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 2020-21

Capital Projects and Design

- Finish construction of the South Lubbock Sanitary Sewer System Extension Phase III project.
- Design of South Lubbock Sanitary Sewer Extension Phase IV.
- Finish the design and begin construction of the third phase of the Canyon Lakes Sanitary Sewer Project.
- Approve Future Infrastructure Funding study for funding other than rates and taxes for building infrastructure to new developing areas of Lubbock.
- Continue to work with Cartegraph as the Enterprise Asset Management Software for system implementation.
- Design for the volume restoration of Higginbotham Park Playa Lakes in volume restoration.
- Design for Playa Lake 054 lateral that will utilize the Northwest Lubbock Drainage Improvement infrastructure in adding relief to the playa.
- Design the third phase of the Unimproved Roadways project.
- Continue improvements to water and wastewater treatment plants and water and wastewater infrastructure.
- Finish construction of North Water Treatment Plant Phase III Improvements consisting of replacement of flocculators and filter backwash handling improvements.
- Continue optimization of system-wide treatment and pumping systems.
- Finish construction of Low Head C Pump Station and Supply Line and bringing Lake Alan Henry water to Pump Station No. 16.
- 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.
- Begin design of Downtown Sewer Improvements Project.
- Begin Construction of Northwest Drainage Improvements Projects Phase 3 Projects.
- Finish construction of Wausau Avenue from Marsha Sharp Freeway to 82nd Street.
- Construct ADA ramps and sidewalks around the City of Lubbock improving accessibility.
- Complete the design of Upland Ave from 66th street to 98th Street.
- Complete the design and begin construction of the 66th Street Playa Lake drainage improvements.

Engineering Overview

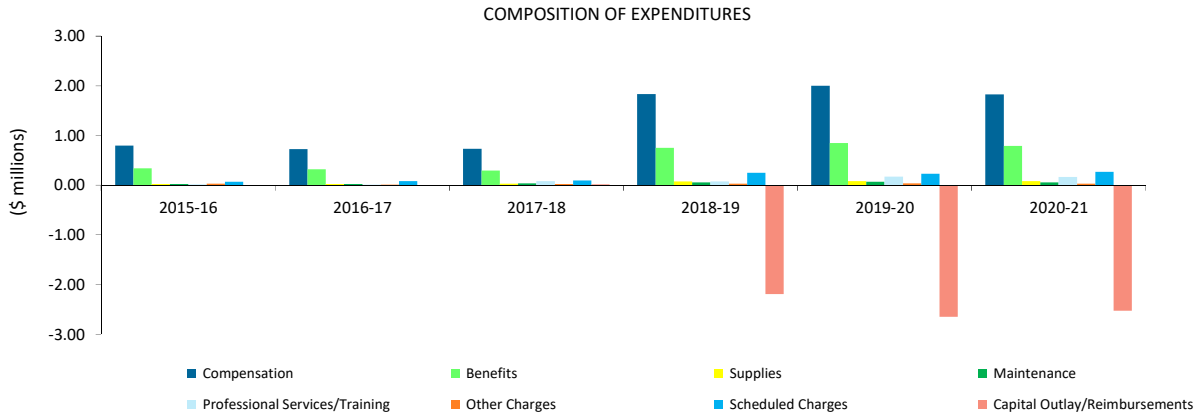
Development Engineering Services

- Continue integrating the review process into Energov and electronic review of consultant site and civil construction plans.
- Move meters and taps processing into Energov to simplify customer payments and more closely align with the city's monthly billing system. Continue to investigate moving the basic meter and tap process to Building Safety so it can be integrated into the Building Permit process. This will free up staff to focus on Impact Fees if approved.
- Work with the Planning Department to streamline the process between Engineering and Planning. Working towards a lead 'caseworker' shepherding the plans through the process.

Engineering Inspection Services

- Increase training on maps, rights-of-way, easements, 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. Conduct all interactions with contractors and citizens with professionalism and integrity.
- Maintain the highest standard for all construction projects within the City of Lubbock Right-of-Way.
- Foster a departmental culture of forward-thinking and leadership.

Engineering Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 730,830	733,692	1,837,259	2,004,843	1,829,982	(8.7)
Benefits	324,490	299,168	754,613	848,039	794,191	(6.3)
Supplies	26,512	35,738	75,911	86,550	85,954	(0.7)
Maintenance	23,820	36,787	61,471	72,330	59,713	(17.4)
Professional Services/Training	10,780	82,037	78,953	173,160	171,130	(1.2)
Other Charges	14,084	26,299	29,691	37,862	34,022	(10.1)
Scheduled Charges	86,713	95,112	252,874	232,475	273,718	17.7
Capital Outlay/Reimbursements	-	21,040	(2,189,112)	(2,649,824)	(2,521,795)	(4.8)
TOTAL EXPENDITURES BY CATEGORY	$ 1,217,229	1,329,872	901,660	805,435	726,915	(9.7)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Engineering Inspection Services	16	16	16	16	16	-
Engineering Development Services	-	-	13	13	13	-
Engineering CIP & Design	-	-	16	16	16	-
TOTAL STAFFING	16	16	45	45	45	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Capital Project and Design						
External CIP Design Phase	-	6	11	20	4	(80.0)
External CIP Construction Phase	-	13	11	9	18	100.0
Internal CIP Design Phase	10	7	7	7	7	-
Internal CIP Construction Phase	10	5	6	6	6	-
Development Engineering Services						
Subdivision Plats reviewed	-	129	600	270	270	-
Plans reviewed	-	151	125	200	200	-
Pre-Development Consultations	-	107	125	50	60	20.0
Drainage Analysis	-	80	90	120	90	(25.0)
Floodplain Item Reviews	-	2,235	2,400	2,600	2,500	(3.8)
Engineering Inspection Services						
Material tests performed	6,000	2,798	2,948	2,500	2,500	-
Tests finding faulty materials	150	55	53	70	75	7.1
Construction inspections	8,235	18,897	17,155	17,000	17,500	2.9
Inspections finding faulty construction	658	1,387	2,273	2,000	2,000	-
Utility cut permits issued	2,607	1,405	1,373	1,500	1,500	-
Utility cut inspections	265	1,315	1,447	2,000	2,200	10.0
Commercial Driveway inspection	-	-	-	65	300	361.5
Commercial Driveway inspection in less than 4 hours	-	-	-	65	150	130.8
Locates Made	-	-	-	12,000	11,500	(4.2)
Locates Causing infrastructure damage	-	-	-	10	-	(100.0)
Locates made on time	-	-	-	12,000	11,000	(8.3)

Engineering Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Performance Metrics						
Capital Project and Design						
Construction budget will not exceed 110% of orginal budget (Goal 95%)	-	-	-	90.0%	95.0%	5.6
Total budget will not be exceeded (Goal 95%)	-	-	-	80.0%	95.0%	18.8
In House Design Schedule is met (Goal 95%)	-	-	-	100.0%	95.0%	(5.0)
Construction schedule is met (Goal 80%)	-	-	-	83.0%	80.0%	(3.6)
Development Engineering Services						
Percentage of construction plans reviewed within 5 days of assignment - Goal of 85%	-	79.0%	85.0%	84.0%	85.0%	1.2
Percentage of construction plans reviewed within 10 days of assignment (Goal 95%)	-	98.0%	95.0%	95.0%	95.0%	-
Percentage of drainage plan review comments issued within 15 business days of assignment (Goal 95%)	-	80.0%	95.0%	95.0%	95.0%	-

FULL-TIME POSITIONS			
Administrative Asst	2	Pro Rata Administrator	1
Assistant City Engineer	2	Pro Rata Specialist	1
Asst Right of Way Agent	1	Right of Way Agent	1
Civil Engineer	2	ROW Management Coord	1
Civil Engineering Assoc	5	Sr Civil Engineer	6
Construction Inspection Supvr	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	2	Storm Water Utility Asst Coor	1
GIS/CAD Technician	3	Water Util Locater/Inspector	4
		TOTAL FULL-TIME POSITIONS	45

Engineering Expenditures

Engineering Inspection Services	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 730,830	733,692	569,642	593,005	582,748	(1.7)
Benefits	324,490	299,168	253,660	261,924	258,436	(1.3)
Supplies	26,512	35,738	56,552	62,180	65,292	5.0
Maintenance	23,820	36,787	33,291	61,281	52,050	(15.1)
Professional Services/Training	10,780	82,037	8,534	16,860	13,170	(21.9)
Other Charges	14,084	26,299	27,314	23,362	23,362	-
Scheduled Charges	86,713	95,112	114,633	97,154	119,974	23.5
Capital Outlay/Reimbursements	-	21,040	(731,197)	(889,844)	(903,594)	1.5
TOTAL ENGINEERING INSPECTION SERVICES	$ 1,217,229	1,329,872	332,429	225,923	211,438	(6.4)

Engineering Development Services						
EXPENDITURES BY CATEGORY						
Compensation	$ -	-	622,710	722,847	696,027	(3.7)
Benefits	-	-	239,540	296,166	289,767	(2.2)
Supplies	-	-	10,072	10,500	10,421	(0.8)
Maintenance	-	-	16,847	1,368	1,488	8.7
Professional Services/Training	-	-	28,347	78,440	75,300	(4.0)
Other Charges	-	-	-	3,500	8,160	133.1
Scheduled Charges	-	-	80,430	67,972	75,956	11.7
Capital Outlay/Reimbursements	-	-	(688,288)	(869,143)	(856,135)	(1.5)
TOTAL ENGINEERING DEVELOPMENT SERVICES	$ -	-	309,658	311,651	300,984	(3.4)

Engineering CIP & Design						
EXPENDITURES BY CATEGORY						
Compensation	$ -	-	644,906	688,990	551,207	(20.0)
Benefits	-	-	261,413	289,950	245,988	(15.2)
Supplies	-	-	9,287	13,870	10,241	(26.2)
Maintenance	-	-	11,333	9,681	6,175	(36.2)
Professional Services/Training	-	-	42,072	77,860	82,660	6.2
Other Charges	-	-	2,377	11,000	2,500	(77.3)
Scheduled Charges	-	-	57,811	67,349	77,788	15.5
Capital Outlay/Reimbursements	-	-	(769,626)	(890,837)	(762,066)	(14.5)
TOTAL ENGINEERING CIP & DESIGN	$ -	-	259,573	267,862	214,493	(19.9)


City of
Lubbock
TEXAS

Solid Waste Overview

Mission and Purpose

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.

The City provides garbage collection and disposal services to 75,075 residential customers and 2,723 commercial customers. The City operates two landfills. One of the City's landfill sites is designated as the Caliche Canyon Landfill and includes a citizen's transfer station. The second site is the West Texas Regional Disposal Facility located (WTRDF) 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 Kings Park methane gas recovery system to provide for citizen health and safety and in compliance with TCEQ regulations.

Accomplishments for FY 2019-20

- Hired Solid Waste Director to coordinate and consolidate the efforts of waste collection and disposal.
- Completed renovations of Northside office building.
- 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.
- Held departmental Operations Driving Skills Event and participated in State Road-e-o competition.
- 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 18 neighborhood and City cleanups.
- Reviewed consultant's draft findings of the Route Analysis and Cost of Service study.
- Reviewed consultant's draft findings of potential Transfer Station.

Solid Waste Overview

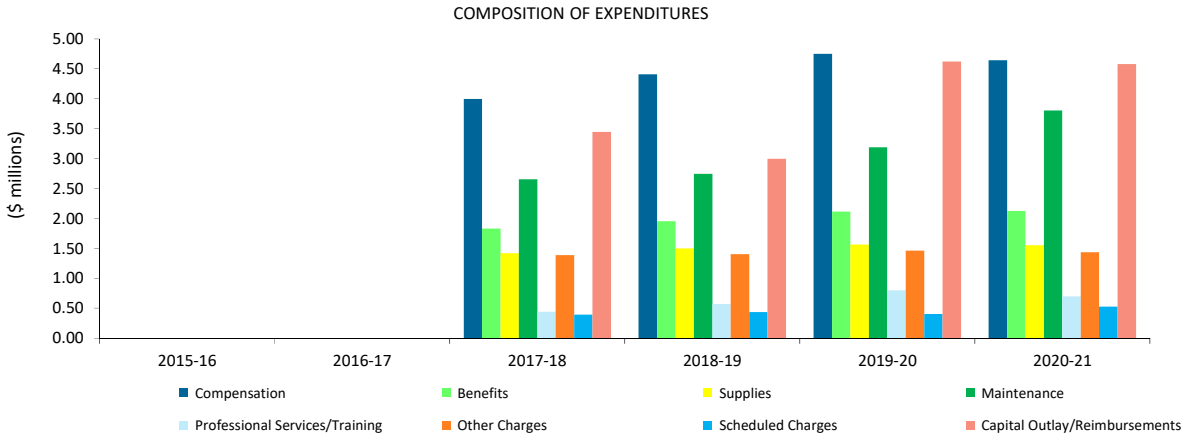
- Completed minor renovations of Southside crew building.
- Completed water sampling for the Soil Vapor Extraction (SVE) pilot study. Started second phase of ground water remediation for SVE project.
- KLB completed beautification project in District 2.
- Completion of Cell V construction at the WTRDF.
- Completion of Cell VI final phase construction at Caliche Canyon Landfill.
- Installation of evaporation pond at WTRDF.
- Completion of concrete at the front entrance of WTRDF.
- Repairs to asphalt haul road at WTRDF.
- Completed storage building at Caliche Canyon.
- Started Scale House renovation at WTRDF.

During the Covid-19 pandemic, solid waste services was deemed an essential service and provided its full array of services. Residential waste collections saw an incredible increase in the volume of trash being generated and collected during the pandemic. The residential waste volume for each month during the pandemic was two to three times greater than the same month last year. This impacted the operations at the WTRDF as well by essentially doubling the number of residential collection vehicles trips to the landfill. The City's Caliche Canyon Landfill operated at reduced hours to help supplement the operations at WTRDF. The recycling drop-off centers continued to operate normally through the pandemic. The solid waste team implemented a number of additional safety protocols to protect the staff and the public during Covid-19 including requiring all staff to have their temperature checked before they were allowed to begin work; all staff were issued gloves to wear under their normal work gloves for added safety; all employees were provided with hand sanitizer; all equipment and trucks were cleaned before the employee began work for the day and if the vehicle or equipment was to be operated or utilized in any way by another employee, it was cleaned again; all solid waste educational and community outreach programs that were scheduled during the shutdown were cancelled and all residents were asked to bag all household trash to provide extra precaution to our staff.

Objectives for FY 2020-21

- Continue promotion and increase participation for "10 on Tuesday" litter abatement pledge program.
- KLB will utilize its partnerships to expand the number of beautification projects through public art.
- 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.
- Staff will work to begin implementation of consultant's findings of the Route Analysis and Cost of Service study.
- 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 Enforcement, Parks and Recreation, neighborhood associations, church and civic groups, and local entities to conduct neighborhood and City cleanups.
- Complete operational optimization study and evaluate implementation strategies.
- Continue changing out pumps in ground water wells.
- Continue to achieve a higher compaction rate, the goal is 1,400 lbs.
- Complete scale house renovation at WTRDF.
- Complete transfer station study and prepare scope for next phase of assessment.

Solid Waste Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ -	3,999,777	4,412,325	4,754,005	4,648,230	(2.2)
Benefits	-	1,832,167	1,955,684	2,116,365	2,125,627	0.4
Supplies	-	1,422,505	1,502,890	1,563,819	1,554,638	(0.6)
Maintenance	-	2,655,209	2,745,465	3,190,714	3,806,945	19.3
Professional Services/Training	-	440,311	572,803	799,213	696,879	(12.8)
Other Charges	-	1,388,065	1,404,385	1,464,269	1,436,827	(1.9)
Scheduled Charges	-	393,146	439,179	404,570	529,063	30.8
Capital Outlay/Reimbursements	-	3,449,795	2,997,374	4,627,627	4,584,398	(0.9)
TOTAL EXPENDITURES BY CATEGORY	$ -	15,580,975	16,030,105	18,920,583	19,382,607	2.4

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Residential Collection	-	65	67	67	67	-
Inmate Clean-Up	-	-	-	-	-	-
Solid Waste Disposal	-	24	23	23	23	-
Keep Lubbock Beautiful	-	-	-	-	-	-
Recycling Collection	-	5	6	6	6	-
TOTAL STAFFING	-	94	96	96	96	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Residential Collection						
Residential - Containers in Use	26,396	27,234	27,359	27,709	28,000	1.1
Service containers twice per week	-	92.0%	93.0%	93.0%	93.0%	-
Spot check 320 alleys per week - collection standards	-	95.0%	95.0%	95.0%	95.0%	-
Support 24 neighborhood and community cleanups	-	97.0%	97.0%	97.0%	97.0%	-
Ensure employees wear required safety equipment	-	99.0%	99.0%	99.0%	100.0%	1.0
Residential - Solid Waste Collected (Per Ton)	126,003	126,554	126,754	213,000	130,000	(39.0)
Recycling - Tons collected at Drop-off Center	1,435	1,580	1,580	1,653	1,700	2.8
Recycling - Tons of Brush/Bulky Items	1,029	1,115	1,115	1,158	1,200	3.6
Disposal						
Disposal - Yearly compaction rate for: Caliche Canyon Landfill (lb/cy)	-	800	800	900	900	-

Solid Waste Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
West Texas Region Disposal Facility (lbs/cy)	-	1,300	1,350	1,400	1,400	-
Disposal - Collection fee error rate	-	<1%	<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%	100.0%	-
Disposal - Total tons disposed	305,970	321,003	327,062	325,050	330,000	1.5
Disposal - Tons disposed per day of operation	1,010	1,066	1,083	1,000	1,000	-

FULL-TIME POSITIONS	
Administrative Asst	2
Constr & Maint Wrkr	1
Customer Service Rep	5
Director of Solid Waste	1
Environ Compliance Spec II	1
Equipment Operator I	1
Equipment Operator II	1
Equipment Technician	1
Heavy Equipment Operator	68
Lead Administrative Asst	1
Solid Waste Cust Serv Supvr	1
Solid Waste Educator Spvr.	1
Solid Waste Environ Compliance Coord	1
Solid Waste Foreman	8
Sr Equipment Technician	1
SW Coord - Collections	1
SW Coord - Disposal	1
TOTAL FULL-TIME POSITIONS	96

Solid Waste Expenditures

Residential Collection

EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ -	2,581,423	2,918,081	3,006,790	3,044,484	1.3
Benefits	-	1,296,387	1,390,346	1,469,708	1,502,365	2.2
Supplies	-	886,233	951,136	960,207	961,160	0.1
Maintenance	-	1,648,164	1,646,675	1,933,612	2,435,151	25.9
Professional Services/Training	-	16,316	24,892	25,917	25,827	(0.3)
Other Charges	-	1,201,311	1,188,723	1,393,930	1,356,909	(2.7)
Scheduled Charges	-	228,703	217,437	218,375	257,322	17.8
Capital Outlay/Reimbursements	-	2,114,558	1,651,013	902,466	767,440	(15.0)
TOTAL RESIDENTIAL COLLECTION	$ -	9,973,094	9,988,304	9,911,005	10,350,658	4.4

Inmate Clean-Up

EXPENDITURES BY CATEGORY						
Compensation	$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	23,250	21,671	26,412	29,411	11.4
Maintenance	-	32,354	28,984	49,985	33,644	(32.7)
Professional Services/Training	-	222,971	207,631	292,080	292,080	-
Other Charges	-	-	-	-	-	-
Scheduled Charges	-	2,678	5,572	2,870	4,545	58.3
Capital Outlay/Reimbursements	-	12,141	-	-	-	-
TOTAL INMATE CLEAN-UP	$ -	293,393	263,857	371,348	359,680	(3.1)

Solid Waste Disposal

EXPENDITURES BY CATEGORY						
Compensation	$ -	1,151,811	1,180,743	1,398,122	1,253,546	(10.3)
Benefits	-	444,528	452,577	522,308	497,671	(4.7)
Supplies	-	487,327	498,582	531,858	519,809	(23.6)
Maintenance	-	909,165	1,003,733	1,110,004	1,251,220	(23.6)
Professional Services/Training	-	168,858	321,043	432,893	330,649	(23.6)
Other Charges	-	168,223	200,913	37,891	48,171	27.1
Scheduled Charges	-	144,036	187,832	166,989	243,924	46.1
Capital Outlay/Reimbursements	-	1,284,132	1,303,908	3,682,040	3,775,232	2.5
TOTAL SOLID WASTE DISPOSAL	$ -	4,758,081	5,149,332	7,882,106	7,920,222	0.5

Keep Lubbock Beautiful

EXPENDITURES BY CATEGORY						
Compensation	$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	-	5,112	-	-	-	-
Maintenance	-	-	-	-	-	-
Professional Services/Training	-	3,719	-	-	-	-
Other Charges	-	18,171	200	-	-	-
Scheduled Charges	-	-	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL KEEP LUBBOCK BEAUTIFUL	$ -	27,002	200	-	-	-

Recycling Collection

EXPENDITURES BY CATEGORY						
Compensation	$ -	266,543	313,500	349,094	350,200	0.3
Benefits	-	91,252	112,761	124,349	125,591	1.0
Supplies	-	20,583	31,501	45,341	44,258	(2.4)
Maintenance	-	65,527	66,073	97,112	86,930	(10.5)
Professional Services/Training	-	28,446	19,237	48,323	48,323	-
Other Charges	-	360	14,548	32,448	31,747	(2.2)
Scheduled Charges	-	17,730	28,339	16,336	23,272	42.5
Capital Outlay/Reimbursements	-	38,965	42,454	43,120	41,726	(3.2)
TOTAL RECYCLING COLLECTION	$ -	529,405	628,413	756,124	752,047	(0.5)


City of
Lubbock
TEXAS

Streets Overview

Mission and Purpose

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

- Timely 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.
- 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 repairs 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.
- 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 2019-20

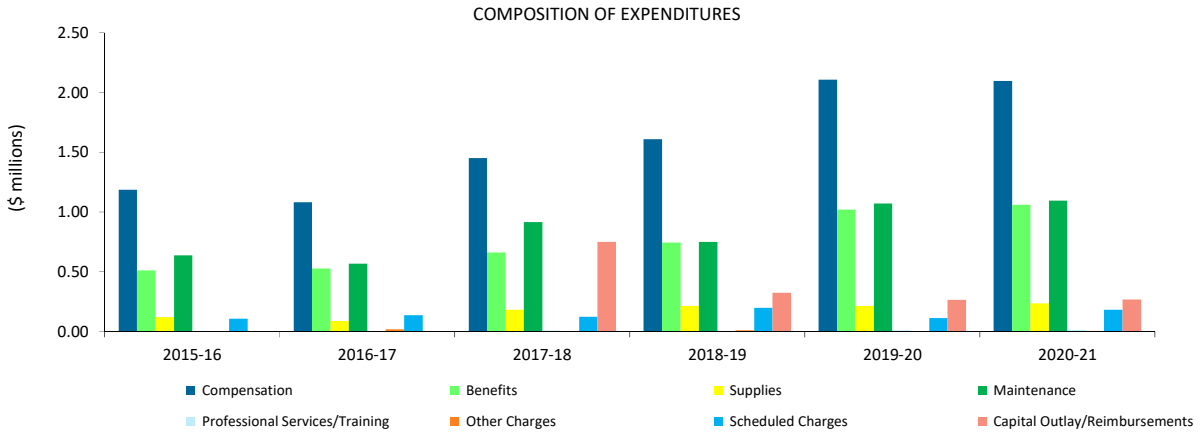
- Completed proactive maintenance of 3.5 percent of City streets through concrete and asphalt repairs, in-house removal and relay, asphalt rejuvenation products and total rebuilding.
- Performed a pavement condition assessment on City streets through the use of a laser-camera array for improved pavement preservation management.
- Used crusher and screener to recycle approximately 15,108 cubic yards of asphalt and concrete for the stabilization of alleys and unpaved streets.
- Performed removal and re-lay on 7 lane miles of residential streets.
- Patched approximately 70,644 square feet of potholes and 16,557 square yards of base failures and utility cut repairs.
- Graded approximately 272 miles of unpaved streets and 864 miles of alleys through routine maintenance and citizen requests.
- Stabilized 9 miles of unpaved alleys.
- Street sweepers collected 10,759 cubic yards of debris from 9,466 lane miles of City streets.
- Cleaned 2,729 drain inlets and removed 71 tons of debris.
- Assisted with Berl Huffman Sports Complex unpaved parking lot installment and Great American Cleanup.
- Assisted with traffic control for the Ironman Triathlon.
- Public Works Dispatch processed 143,748 requests: phone calls, emails, radio calls and work orders.

Streets Overview

Objectives for FY 2020-21

- Continue proactive street maintenance through Capital Improvement Projects (CIP) on City streets.
- Implement a new Pavement Condition Index system utilizing smart technology and industry standards.
- Research surface treatments that will extend street life.
- Continue updating city-wide pavement condition index to provide optimal pavement preservation.
- Begin the implementation of Cartegraph asset management/work order system and Integrated Resident Information System (IRIS).
- 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.

Streets Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,082,394	1,450,786	1,610,052	2,106,909	2,095,146	(0.6)
Benefits	528,214	663,460	744,454	1,019,734	1,060,760	4.0
Supplies	89,750	184,122	214,415	215,231	236,760	10.0
Maintenance	569,978	915,124	750,580	1,071,390	1,095,696	2.3
Professional Services/Training	2,147	9,259	7,773	12,867	15,264	18.6
Other Charges	19,618	3,040	12,027	5,111	6,482	26.8
Scheduled Charges	137,362	124,811	199,531	113,550	184,320	62.3
Capital Outlay/Reimbursements	-	750,260	324,673	265,441	269,267	1.4
TOTAL EXPENDITURES BY CATEGORY	$ 2,429,462	4,100,862	3,863,505	4,810,232	4,963,695	3.2

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Public Works - Streets	36	36	32	32	32	-
Public Works Dispatch	-	-	6	6	6	-
Alley Maintenance	-	14	14	14	14	-
TOTAL STAFFING	36	50	52	52	52	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Base failures/utility cut repairs (SY)	14,043	29,700	17,203	16,557	19,376	17.0
Total lane miles of paved streets within City limits	3,220	3,340	3,340	3,340	3,340	-
Contracts (PMO)						
Concrete Patching Contracts (SY)	27,500	10,358	12,738	11,000	16,000	45.5
Asphalt Rejuvenator (Residential) (SY)	473,409	686,651	839,728	868,500	868,322	(0.0)
Micro-Surfacing (SY)	1,030,000	-	-	728,500	1,250,000	71.6
1. Collectors	275,000	-	-	250,000	250,000	-
2. Residentials	550,000	-	-	680,000	800,000	17.6
3. Major Thoroughfares	205,000	-	-	-	200,000	-
Street Reconstruction (Major Thoroughfares) (SY)	-	98,318	111,720	55,000	100,000	81.8
Concrete replacement (PMO)						
Intersections (SY)	3,800	1,400	6,164	3,000	3,500	16.7
Valley gutters (SY)	2,650	3,300	2,593	4,500	4,500	-
Number of ADA curb ramps constructed	60	37	40	51	60	17.6
In-house remove and relay program (SY)	48,731	18,268	-	32,000	32,000	-
Potholes reported internally and externally repaired within 2 business days	0.0%	0.0%	61.0%	78.6%	70.0%	(10.9)
Grade unpaved alleys at a minimum of twice annually (miles)	766	1,087	875	882	902	2.3

Streets Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Maintain an average Pavement Condition Rating	81.0%	76.0%	76.0%	76.0%	80.0%	5.3
Alley Maintenance						
Miles bladed of unpaved streets and alleys	1,048	1,488	1,199	1,245	1,245	-
Total miles of rebuilt alleys	1	9	1	1	1	-
Production of reclaimed concrete for alley maintenance (CuYd)	1,375	1,310	2,940	1,875	1,875	-
Production of reclaimed asphalt/caliche millings for alley maintenance (CuYd)	12,940	13,383	16,406	15,108	14,460	(4.3)
Call Volume for Public Works Dispatch						
Phone calls coming in	32,457	36,508	35,034	28,740	33,185	15.5
Phone calls going out	20,765	21,803	18,159	17,424	19,538	12.1
Email: received or responded	18,715	21,649	23,346	25,572	22,320	(12.7)
Radio calls coming in or out	22,544	24,153	17,494	10,008	18,560	85.5
Work Orders	32,084	37,696	36,646	32,532	34,740	6.8

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	52

Streets Expenditures

Public Works - Streets	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 1,082,394	1,054,376	959,248	1,351,359	1,340,799	(0.8)
Benefits	528,214	450,277	412,866	631,855	667,791	5.7
Supplies	89,750	96,066	100,961	108,882	107,890	(0.9)
Maintenance	569,978	710,045	523,200	737,668	753,193	2.1
Professional Services/Training	2,147	6,431	6,042	9,828	10,808	10.0
Other Charges	19,618	2,122	8,751	2,161	3,241	50.0
Scheduled Charges	137,362	109,419	167,278	94,449	134,977	42.9
Capital Outlay/Reimbursements	-	318,208	452,223	446,662	451,722	1.1
TOTAL PUBLIC WORKS - STREETS	$ 2,429,462	2,746,944	2,630,569	3,382,864	3,470,421	2.6

Public Works Dispatch						
EXPENDITURES BY CATEGORY						
Compensation	$ -	-	184,906	235,323	232,136	(1.4)
Benefits	-	-	88,708	114,909	115,136	0.2
Supplies	-	-	5,840	10,570	8,491	152.4
Maintenance	-	-	96	-	-	152.4
Professional Services/Training	-	-	133	525	1,325	152.4
Other Charges	-	-	1,377	1,871	2,161	15.5
Scheduled Charges	-	-	420	5,554	5,664	2.0
Capital Outlay/Reimbursements	-	-	(127,550)	(181,221)	(182,455)	0.7
TOTAL PUBLIC WORKS DISPATCH	$ -	-	153,930	187,530	182,458	(2.7)

Alley Maintenance						
EXPENDITURES BY CATEGORY						
Compensation	$ -	396,410	465,898	520,227	522,211	0.4
Benefits	-	213,184	242,880	272,970	277,833	1.8
Supplies	-	88,056	107,614	95,779	120,379	25.7
Maintenance	-	205,079	227,284	333,721	342,503	2.6
Professional Services/Training	-	2,827	1,598	2,514	3,131	24.5
Other Charges	-	918	1,898	1,080	1,080	-
Scheduled Charges	-	15,392	31,834	13,546	43,679	222.4
Capital Outlay/Reimbursements	-	432,052	-	-	-	-
TOTAL ALLEY MAINTENANCE	$ -	1,353,918	1,079,006	1,239,838	1,310,816	5.7


City of
Lubbock
TEXAS

Traffic Overview

Mission and Purpose
Provide safe and efficient traffic movement through design, operation, and construction of traffic control systems, traffic control signals, signs, and pavement markings in accordance with state and federal standards.

Goals and Objectives
- Perform traffic counts at one third of signalized intersections annually (70 signals).
- Refresh pavement markings on 50 percent of arterials and collectors annually (1000 linear miles).
- Complete 90 percent of studies triggered by citizen requests and provide results to requester 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.

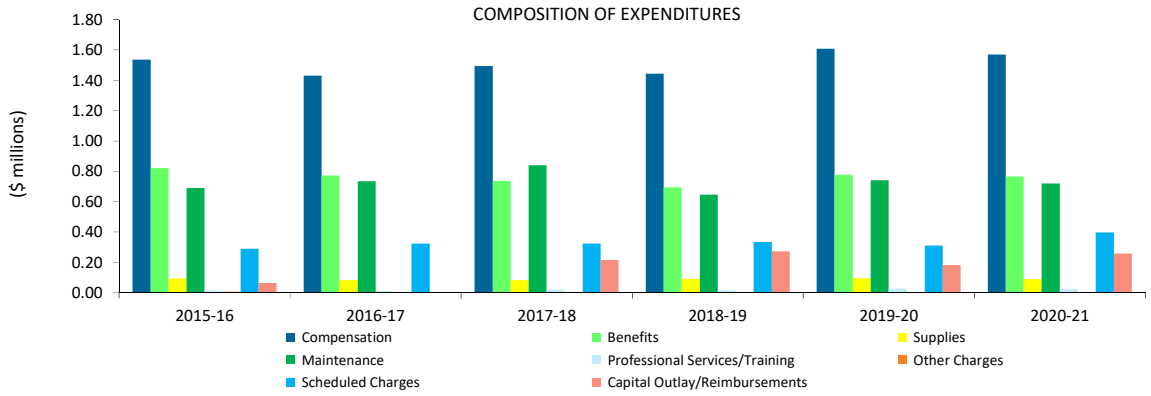
Accomplishments for FY 2019-20
- Operated the joint Traffic Management Center (TMC) from 7:00 AM to 6:30 PM, Monday through Friday.
- Responded to over 600 TMC incidents.
- Installed Flashing Yellow Arrow signal indications throughout the City to comply with new the Texas Manual on Uniform Traffic Control Devices (TMUTCD) standard.
- Responded to citizen and 3-1-1 Call Center requests within 24 hours. Responded to emergency call-outs immediately.
- Continued implementing leading pedestrian interval timing at intersections throughout the City.
- Began implementing left turn pedestrian protect timing at major intersections throughout the City.
- 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.
- Construction timing adjustments during the following projects:
    - Marsha Sharp Freeway & Upland Avenue
    - 82nd Street/Donald Preston Drive & Marsha Sharp Freeway
- Signal re-timing projects are as follows:
    - 98th Street (Frankford-University) Off-Peak and Peak hours
    - 34th Street (Milwaukee-Chicago) Off-Peak and Peak hours
    - Parkway Drive (MLK-Zenith) Peak hours
    - 82nd Street/Donald Preston Drive (Cambridge-Upland) Off-Peak and Peak hours
    - Milwaukee (Spur 327-34th Street) Off-Peak and Peak hours
- Designed and constructed a new traffic signal at the following locations:
    - 34th Street and Iola Avenue
    - 91st & University Avenue
    - 50th & Milwaukee Avenue
- Completed signal restorations at the following locations:
    - 50th Street & Avenue L
    - 50th Street & Avenue U
    - 50th Street & Indiana Avenue
    - 98th Street & Quaker Avenue
- Produced, repaired, and replaced or installed approximately 4,600 signs throughout the city.
- Repainted over 270 crosswalks, stop bars and pavement markings including turn arrows, straight arrows and combination arrows.

Traffic Overview

Objectives for FY 2020-21

- Install traffic calming devices, speed cushion projects, and implement policies developed as part of the Neighborhood Traffic Management Program.
- Install new traffic signals that have been vetted and approved by CTC.
- 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 implementing leading pedestrian interval timing at intersections throughout the City.
- Continue restoration of signals to upgrade legacy equipment and hardware throughout the City.
- Continue implementing leading pedestrian interval timing at intersections throughout the City.
- Continue implementing left turn pedestrian protect timing at major intersections throughout the City.
- 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.

Traffic Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,432,374	1,494,432	1,443,402	1,607,902	1,571,395	(2.3)
Benefits	773,240	738,501	695,045	778,573	766,816	(1.5)
Supplies	83,992	84,558	91,284	97,072	90,001	(7.3)
Maintenance	736,274	841,114	646,853	742,538	721,639	(2.8)
Professional Services/Training	11,393	20,704	16,910	26,963	25,218	(6.5)
Other Charges	2,619	2,693	2,102	2,907	2,907	-
Scheduled Charges	324,102	323,567	334,417	310,709	398,602	28.3
Capital Outlay/Reimbursements	-	217,754	274,556	183,752	258,852	40.9
TOTAL EXPENDITURES BY CATEGORY	$ 3,363,994	3,723,324	3,504,570	3,750,415	3,835,430	2.3

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Traffic Engineering & Design	10	9	8	8	8	-
Traffic Operations	27	26	26	26	26	-
TOTAL STAFFING	37	35	34	34	34	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Traffic counts performed	387	101	122	60	150	150.0
Signal timing adjustments	1,274	754	732	750	750	-
Citizen requests processed	325	304	333	300	300	-
Traffic Management Center (TMC) incident responses	189	619	1,106	1,000	800	(20.0)
Signs produced and installed	5,482	6,955	7,072	6,000	6,000	-
Crosswalks/Stop Bars/Legends installed	243	1,029	139	500	250	(50.0)
Signals Constructed/Removed/Major Upgrades	127	68	62	75	75	-
Emergency calls (signals)	1,561	1,025	1,089	1,000	1,000	-
Signs relamped (bulbs and LED)	693	146	119	150	150	-
Fiber Splices	2,125	2,546	302	2,000	1,500	(25.0)
New School Zones Processed/Reviewed/ Installed	-	3	-	2	1	(50.0)
Signal Counts						
Perform Traffic Counts at 1/3 of signalized intersections annually-Total Intersections	-	44	86	40	100	150.0
Perform Traffic Counts per citizen requests to study for signal installation	-	57	36	20	50	150.0
Install miles of fiber optic communications cable	-	14	14	10	20	100.0
Preventative Maintenance						
Inspect 100% Signalized Intersections (Texas Department of Transportation and City of Lubbock) annually (signals)	-	36.0%	26.0%	25.0%	50.0%	100.0

Traffic Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Refresh pavement markings on 50% of arterials & collectors annually (1,000 linear miles)	368	142	326	250	250	-
Refresh pavement markings for school campuses-1/2 refreshed annually (campus)	-	66	66	66	66	-
Citizen Requests						
Reply to initial request (24 hours)	-	97.0%	100.0%	100.0%	100.0%	-
Studies completed and responded to requestor (4 weeks)	-	94.0%	95.0%	90.0%	90.0%	-
Citizen Traffic Commission (CTC) approved signals installed (5 months)	-	-	100.0%	100.0%	100.0%	-
CTC approved High-Intensity Activated crosswalk beacon (HAWKS) installed (3 months)	-	-	100.0%	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%	100.0%	-
Restore out of service Traffic Fiber Optic (24 hours)	-	100.0%	100.0%	100.0%	100.0%	-
Signal Timing Adjustments						
Review city-wide 1 of 3 signal timing plan annually	-	221	226	226	226	-

FULL-TIME POSITIONS	
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
TOTAL FULL-TIME POSITIONS	34

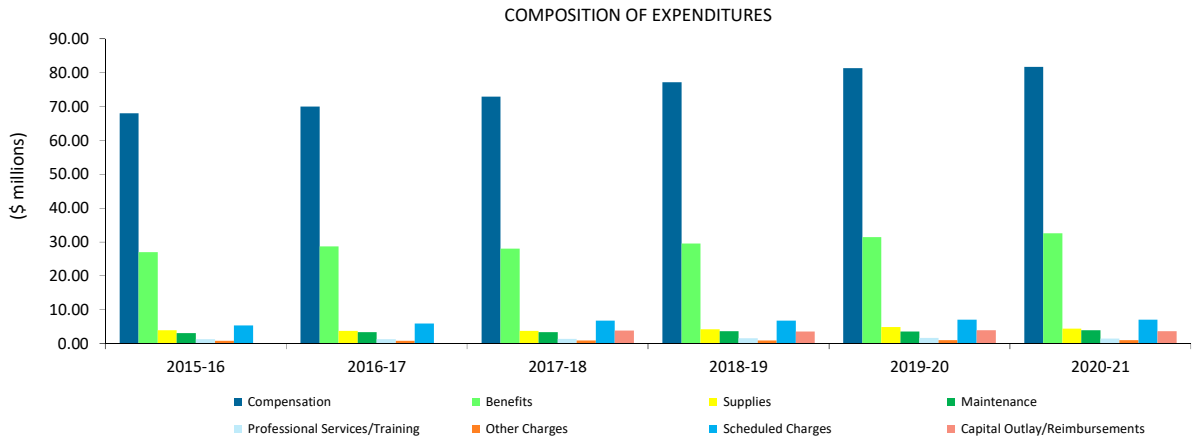
Traffic Expenditures

Traffic Engineering & Design	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 542,059	571,318	541,511	555,187	549,424	(1.0)
Benefits	232,477	226,453	210,015	217,304	218,682	0.6
Supplies	9,683	7,252	8,140	7,650	5,940	(22.4)
Maintenance	22,265	18,239	26,331	26,778	10,661	(60.2)
Professional Services/Training	4,195	8,630	5,620	8,934	7,364	(17.6)
Other Charges	1,440	1,375	1,418	1,451	1,451	-
Scheduled Charges	106,089	108,673	105,048	102,186	118,295	15.8
Capital Outlay/Reimbursements	-	-	-	-	87,100	-
TOTAL TRAFFIC ENGINEERING & DESIGN	$ 918,208	941,940	898,084	919,491	998,917	8.6

Traffic Operations						
EXPENDITURES BY CATEGORY						
Compensation	$ 890,315	923,114	901,891	1,052,716	1,021,971	(2.9)
Benefits	540,762	512,048	485,031	561,269	548,134	(2.3)
Supplies	74,309	77,306	83,144	89,421	84,061	(6.0)
Maintenance	714,009	822,875	620,522	715,759	710,978	(0.7)
Professional Services/Training	7,198	12,074	11,290	18,029	17,854	(1.0)
Other Charges	1,179	1,319	684	1,456	1,456	-
Scheduled Charges	218,013	214,894	229,368	208,523	280,307	34.4
Capital Outlay/Reimbursements	-	217,754	274,556	183,752	171,752	(6.5)
TOTAL TRAFFIC OPERATIONS	$ 2,445,786	2,781,384	2,606,486	2,830,925	2,836,513	0.2


City of
Lubbock
TEXAS

General Fund - Public Safety & Health



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 70,021,268	72,941,550	77,164,101	81,289,447	81,668,012	0.5
Benefits	28,709,151	28,092,168	29,543,488	31,500,560	32,551,328	3.3
Supplies	3,756,786	3,805,831	4,283,422	4,902,146	4,464,293	(8.9)
Maintenance	3,408,594	3,388,392	3,686,953	3,584,674	4,009,243	11.8
Professional Services/Training	1,349,097	1,472,400	1,597,330	1,699,800	1,554,285	(8.6)
Other Charges	854,085	915,070	955,658	1,045,704	1,041,114	(0.4)
Scheduled Charges	5,981,556	6,813,133	6,792,671	7,054,352	7,102,422	0.7
Capital Outlay/Reimbursements	143,660	3,868,300	3,634,811	3,985,838	3,676,281	(7.8)
TOTAL EXPENDITURES BY CATEGORY	$ 114,224,198	121,296,844	127,658,434	135,062,520	136,066,978	0.7

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Animal Services	$ 1,955,884	2,068,966	2,311,037	2,327,695	2,447,825	5.2
Fire Rescue	48,137,648	51,468,455	54,624,050	56,110,020	56,427,035	0.6
Municipal Court	1,743,099	1,859,530	1,866,208	2,014,790	1,900,570	(5.7)
Police	60,992,588	64,563,991	67,341,293	72,913,743	73,505,446	0.8
Public Health	1,394,980	1,335,902	1,515,846	1,696,272	1,786,102	5.3
TOTAL EXPENDITURES BY DEPARTMENT	$ 114,224,198	121,296,844	127,658,434	135,062,520	136,066,978	0.7

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Animal Services	24	25	25	25	25	-
Fire Rescue	429	434	435	438	439	1
Municipal Court	20	19	21	21	21	-
Police	544	555	565	577	578	1
Public Health	23	23	24	40	40	-
TOTAL STAFFING	1,040	1,056	1,070	1,101	1,103	2


City of
Lubbock
TEXAS

Animal Services Overview

Mission and Purpose

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 2019-20

- Attended and hosted community events focusing on adoptions, fosters and micro chipping. Adopted out 2,416 pets through May 31st
- Placed 1,092 pets in foster care and transferred 314 to rescue groups as of May 31st.
- Continued in-house spay/neuter surgeries, with a high of 100 in both January and February. Continued the transport of dogs from Lubbock to shelters across the nation.
- Increased the foster base through unique programs. Foster to feature, foster to adopt, foster for transport and medical/nursing fosters have helped decrease the stress on animals in our care as well as create a healthier environment.
- Initiated fees for owner surrendered animals, as well as fees for stray animals from inside and outside Lubbock County.
- Continued partnerships with Universities to benefit educational opportunities for students.
- Strengthened partnerships with local media outlets to feature animals for adoption or foster.
- Utilized the vaccination on intake program to control disease and illnesses in the population of animals.
- Increased the social media presence through improved Facebook postings and Instagram posts.
- Offered resources to community members through increased donation drives.
- Continued a push to increase volunteers with twice-monthly orientation.
- Increased the Save Rate to 95 percent with strict policies controlling the parameters of acceptable euthanasia.
- COVID-19 Response:
    - Implemented free adoptions from March 16 thru May 31st.
    - Closed in house spay/neuter clinic from March 23 thru April 29th
    - Halted transport program from March 16 thru June 29th
    - Shorten weekday hours and closed Saturdays beginning April 2nd
    - Field Operations followed National Animal Care and Control Association guidelines for Covid-19 response from March 24 thru May 31st

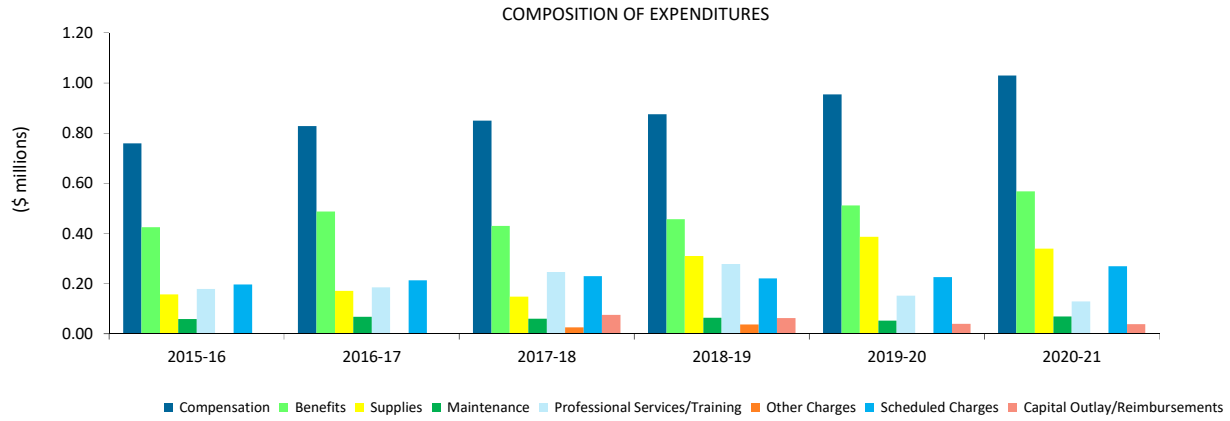
Objectives for FY 2020-21

- Maintain and increase results on the above accomplishments from FY 2020.
- Increase transportation to rescue groups nationally.

Animal Services Overview

- Increase retention of volunteers.
- Decrease owner surrenders by offering counseling and options for re-homing animals.
- Continue to inform the community of best practices for animal welfare at events and through social media.
- Continue to increase spay/neuter surgeries prior to animals being adopted or fostered.
- Continue to vaccinate in order to control disease.
- Maintain relationships with local fosters and rescues.

Animal Services Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 829,305	849,865	875,674	955,659	1,030,313	7.8
Benefits	487,621	430,070	456,856	512,276	568,084	10.9
Supplies	171,138	148,923	311,174	386,986	340,325	(12.1)
Maintenance	68,571	60,535	64,204	53,456	69,968	30.9
Professional Services/Training	185,185	246,376	279,261	151,925	129,717	(14.6)
Other Charges	300	26,666	38,220	500	-	(100.0)
Scheduled Charges	213,764	230,327	222,018	226,759	269,835	19.0
Capital Outlay/Reimbursements	-	76,204	63,631	40,133	39,583	(1.4)
TOTAL EXPENDITURES BY CATEGORY	$ 1,955,884	2,068,966	2,311,037	2,327,695	2,447,825	5.2

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Animal Services	24	25	25	25	25	-
TOTAL STAFFING	24	25	25	25	25	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Total Animals Processed	16,491	11,189	14,845	10,600	12,000	13.2
Total Live Intake	10,543	8,951	8,844	7,782	8,525	9.5
Canines Adopted	503	1,626	3,026	2,800	2,913	4.0
Felines Adopted	267	732	1,189	800	990	23.8
Animal Bites	745	785	915	814	826	1.5
Aggressive Dog Calls	1,016	1,241	1,450	1,578	1,514	(4.1)
Owner Surrendered	1,942	2,267	1,791	900	1,100	22.2
Total Service Calls	17,605	14,488	15,557	13,800	14,500	5.1
Performance Metrics						
Total Animal Live Release	2,975	4,334	5,432	6,100	7,350	20.5
Reclaimed / Returned to Owner	1,400	1,976	1,217	900	1,100	22.2
Total Animal Live Release (Goal 90%)	28.2%	60.3%	93.0%	95.0%	95.0%	-

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
TOTAL FULL-TIME POSITIONS	25


City of
Lubbock
TEXAS

Fire Rescue Overview

Mission and Purpose

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 life-cycle 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 citywide 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.

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. Our Emergency Management Division coordinated a multi department response to the COVID-19 pandemic, and worked with State agencies to ensure necessary personal protective equipment (PPE) was provided to area agencies. Firefighters assisted the Health Department with contact tracing, call center operations, and testing in long term care facilities. Fire Marshals performed continuous business inspections to ensure compliance with State and local directives. Improvements continue to be made to citywide 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.

Fire Rescue Overview

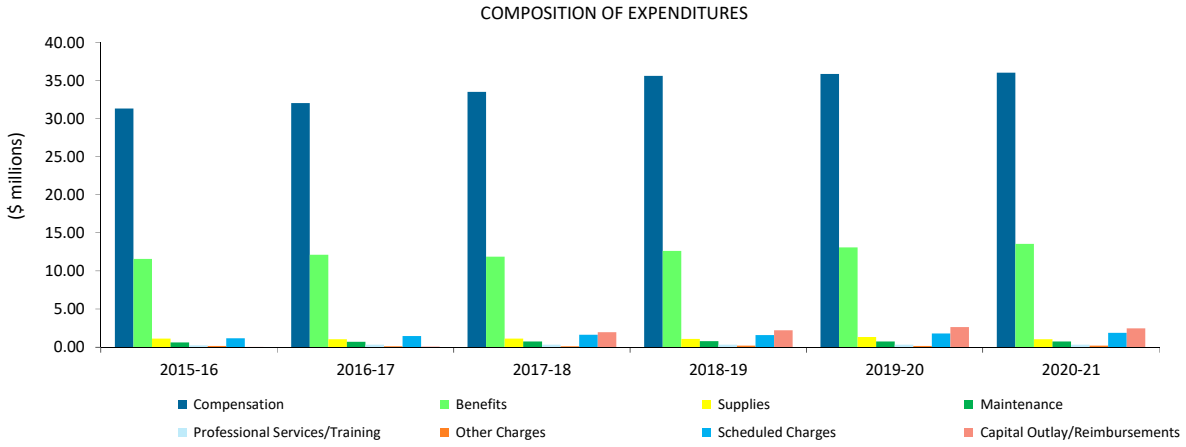
Accomplishments for FY 2019-20

- Provided a coordinated multi-department response to the COVID-19 pandemic.
- Fire Marshals performed over 3,700 inspections to ensure compliance with State & local COVID-19 directives.
- Assisted the Health Department with contact tracing, call center operations, and testing in long term care facilities related to COVID-19.
- Distributed over 500,000 items of PPE to area agencies in response to COVID-19.
- Activated the EOC for over 500 hours to coordinate the City response to COVID-19.
- Increased the Training & Medical Division with one additional civil service position each.
- Purchased four new pumpers.
- Updated the Fire Clown Program.
- Responded to 19,528 calls for service in calendar year 2019.
- Continued roof replacements and other renovations at fire stations.
- Implemented Lexipol policy & procedure program.
- Implemented wellness and cancer screenings with our annual firefighter physicals.
- Continued redesign of Fire Safety Education program.
- Increased staffing at FMO by one additional civilian position.
- Completed full scale airport exercise.
- Completed redesign of marathon event.

Objectives for FY 2020-21

- Complete upgrade of fire station paging system.
- Continue ongoing repair/renovation of existing fire facilities.
- Maintain ISO Class 1 rating.
- In conjunction with City departments and agency partners, develop and implement strategies for the development and implementation of pre-plans for multi-discipline response to severe weather and tornado.
- Develop a mobile food vendor on-site inspection process.
- Continue Firefighter Cancer Prevention Program.
- Continue to grow the Fire Clown program to additional grades.

Fire Rescue Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 32,079,592	33,531,341	35,626,034	35,884,534	36,037,555	0.4
Benefits	12,165,926	11,884,295	12,653,613	13,104,210	13,576,478	3.6
Supplies	1,062,309	1,149,355	1,117,400	1,343,239	1,075,909	(19.9)
Maintenance	729,662	771,824	801,311	755,965	758,476	0.3
Professional Services/Training	345,879	361,456	351,243	351,249	343,623	(2.2)
Other Charges	150,252	143,509	214,369	198,158	215,216	8.6
Scheduled Charges	1,484,467	1,637,456	1,599,943	1,826,551	1,918,036	5.0
Capital Outlay/Reimbursements	119,560	1,989,220	2,260,138	2,646,114	2,501,742	(5.5)
TOTAL EXPENDITURES BY CATEGORY	$ 48,137,648	51,468,455	54,624,050	56,110,020	56,427,035	0.6

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Administration	6	6	7	7	8	1
Prevention	14	14	14	15	15	-
Equipment Maintenance	5	5	6	6	6	-
Training	5	4	4	5	5	-
Suppression	388	389	388	389	388	(1)
Communications Center	11	13	13	13	13	-
Emergency Management	-	3	3	3	4	1
TOTAL STAFFING	429	434	435	438	439	1

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Administration						
Structure fire loss at risk (Millions)	$ 310	492	418	650	700	7.7
Miscellaneous dollar fire loss (Millions)	$ 1.2	1.7	0.9	0.9	0.9	-
Total dollar fire loss (Millions)	$ 10	30	19	20	20	-
Structure fire loss (Millions)	$ 8	28	18	20	20	-
Structure dollar loss saved (Millions)	$ 302	464	400	640	650	1.6
Department goals achieved (%)	95.0%	95.0%	95.0%	95.0%	95.0%	-
Prevention						
Public fire safety education attendees	9,707	9,334	9,500	17,000	30,000	76.5
Public fire safety education presentations	750	865	875	875	875	-
Fire/arson investigations conducted	207	179	258	260	260	-
Set fires cleared by filing or counseling (%)	39.0%	36.0%	33.0%	35.0%	35.0%	-
Inspection activities performed	2,487	1,749	2,532	2,600	2,600	-
Fire Safety House attendees	2,286	2,734	2,800	2,800	2,800	-
Fire alarm and fire sprinkler plans reviewed	421	322	265	285	285	-
Review 90% of all alarm and sprinkler plans within 15 days of submittal	-	59	73	75	85	13.3

Fire Rescue Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% 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%	100.0%	16.3
Equipment Maintenance						
Vehicle preventive maintenance operations completed	150	141	152	155	155	-
Small engineer powered equipment preventive maintenance	74	77	79	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	169	182	7.7
Receiving new Advanced Command	100	76	10	10	13	30.0
Maintaining Texas Commission on Fire Protection (TCFP) Fire Officer 1 (FOI)	42	50	62	74	109	47.3
Receiving new TCFP FOI	8	12	12	35	35	-
Maintaining TCFP Fire Officer 2 (FOII)	33	40	49	42	54	28.6
Receiving new TCFP FOII	10	10	12	12	12	-
Maintaining TCFP Driver	318	324	338	331	341	3.0
Receiving new TCFP Driver	12	14	16	10	22	120.0
Maintaining TCFP Hazmat Technician	118	126	134	134	146	9.0
Receiving new TCFP Hazmat Technician	8	8	8	12	10	(16.7)
Maintaining Emergency Rescue Dive Institute (ERDI) Dive Specialty team	20	24	28	30	30	-
Receiving ERDI Dive Specialty team	-	4	4	4	4	-
Maintaining Lubbock Fire Rescue (LFR) Technical Rescue	28	30	32	37	37	-
Receiving new LFR Technical Rescue	4	4	4	4	4	-
Maintaining TCFP Aircraft Rescue Firefighting (ARFF)	55	55	55	55	55	-
Receiving new TCFP ARFF	4	4	4	4	4	-
Maintaining Emergency Medical Technician Paramedic (EMT-P)	35	35	55	79	99	25.3
Completing LFR EMT-P instruction	-	20	21	20	20	-
Maintaining Advanced Emergency Medical Technician (AEMT)	56	58	59	59	59	-
Maintaining Emergency Medical Technician Basic (EMT-B)	300	272	270	264	264	-
Quarterly Skills Evaluations Conducted	-	650	660	480	575	19.8
Educational/Training Videos Produced	8	10	10	6	8	33.3
Total Hours Continuing Ed (CE) Delivered	135,378	138,000	142,000	140,000	145,000	3.6
Suppression						
Target hazard pre-fire plans conducted	220	220	220	220	235	6.8
Incidents Dispatched	18,272	19,166	19,250	19,200	19,000	(1.0)
Structure fires	329	397	378	230	240	4.3
Emergency Medical responses	12,722	13,066	13,554	11,521	11,500	(0.2)
Rescue responses	142	150	155	161	160	(0.6)
Carbon monoxide tests conducted	205	55	100	176	200	13.6
Responses for alarms and public assistance	5,023	6,558	6,860	6,799	6,900	1.5
Structure fires confined to room of origin (%)	90.0%	90.0%	90.0%	90.0%	90.0%	-
Average response time-call to arrival	5	5	5	5	5	-
Fire safety surveys conducted	8,600	8,700	8,700	8,800	8,800	-
Hydrants flow tested	6,700	6,800	6,800	7,100	7,200	1.4
Communications						
Total emergency calls processed through 911, 7 digit emergency and ring down lines	36,547	24,603	60,354	60,000	60,000	-
Total administrative calls processed through administration lines	21,698	51,109	21,097	22,000	22,000	-

Fire Rescue Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Average Emergency call ring time (seconds)	5	4	4	4	4	-
Telecommunication certification (%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Emergency Management						
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	-

FULL-TIME POSITIONS	
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	75
Fire Equip Operator (Prevent.)	5
Fire Fighter	189
Fire Lieutenant	59
Fire Lieutenant (Prevention)	4
Fire Marshal (Non-CS)	1
Fire Protection Engineer	1
Laborer	1
Management Assistant	2
Outdoor Warning Logistics Technician	1
Prob. Firefighter (Non-CS)	24
Public Safety Dispatcher I	4
Public Safety Dispatcher II	8
Storekeeper	1
TOTAL FULL-TIME POSITIONS	439

Fire Rescue Expenditures

Administration	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 420,879	431,092	558,554	492,053	564,547	14.7
Benefits	180,496	162,357	171,990	189,927	222,816	17.3
Supplies	41,546	22,520	28,242	26,320	28,241	7.3
Maintenance	13,546	37,098	34,612	31,600	31,600	-
Professional Services/Training	8,187	17,208	10,717	13,825	15,025	8.7
Other Charges	19,256	12,749	15,579	18,500	20,000	8.1
Scheduled Charges	476,903	541,202	417,443	493,319	414,762	(15.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL ADMINISTRATION	$ 1,160,814	1,224,225	1,237,134	1,265,544	1,296,991	2.5

Prevention						
EXPENDITURES BY CATEGORY						
Compensation	$ 1,238,751	1,316,150	1,323,350	1,374,596	1,353,333	(1.5)
Benefits	432,898	423,427	456,128	477,442	481,519	0.9
Supplies	23,236	26,007	24,401	27,412	26,573	(3.1)
Maintenance	795	7,296	5,276	6,000	4,540	(24.3)
Professional Services/Training	11,407	12,326	19,290	20,398	7,739	(62.1)
Other Charges	9,452	5,760	6,073	8,910	8,160	(8.4)
Scheduled Charges	173,633	155,993	163,776	166,420	170,666	2.6
Capital Outlay/Reimbursements	-	-	-	23,202	22,788	(1.8)
TOTAL PREVENTION	$ 1,890,171	1,946,960	1,998,295	2,104,379	2,075,318	(1.4)

Equipment Maintenance						
EXPENDITURES BY CATEGORY						
Compensation	$ 248,289	222,128	246,454	271,739	277,181	2.0
Benefits	113,911	91,696	113,851	123,291	131,636	6.8
Supplies	231,006	286,772	260,532	340,289	288,089	(15.3)
Maintenance	656,390	651,750	632,368	575,826	605,839	5.2
Professional Services/Training	4,958	3,192	9,019	7,250	7,750	6.9
Other Charges	4,370	5,173	5,019	5,000	5,000	-
Scheduled Charges	12,487	31,263	51,860	127,803	91,860	(28.1)
Capital Outlay/Reimbursements	107,541	1,778,942	1,957,116	2,364,950	2,197,728	(7.1)
TOTAL EQUIPMENT MAINTENANCE	$ 1,378,952	3,070,916	3,276,219	3,816,147	3,605,082	(5.5)

Training						
EXPENDITURES BY CATEGORY						
Compensation	$ 357,430	365,394	411,496	487,693	468,173	(4.0)
Benefits	128,808	126,005	145,459	171,524	173,263	1.0
Supplies	19,382	20,722	16,964	29,794	26,270	-
Maintenance	11,661	3,367	3,357	7,600	7,600	-
Professional Services/Training	28,183	32,074	53,597	49,350	49,350	-
Other Charges	82,679	50,118	94,008	89,238	100,971	13.1
Scheduled Charges	67,971	75,676	64,514	80,188	65,943	(17.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL TRAINING	$ 696,115	673,356	789,396	915,387	891,570	(2.6)

Suppression						
EXPENDITURES BY CATEGORY						
Compensation	$ 29,245,873	30,445,723	32,276,240	32,332,881	32,433,453	0.3
Benefits	11,051,211	10,739,579	11,401,099	11,758,621	12,162,082	3.4
Supplies	740,817	771,893	768,427	890,249	676,945	(24.0)
Maintenance	47,270	49,761	108,053	102,713	80,277	(21.8)
Professional Services/Training	283,107	161,425	154,562	129,023	131,660	2.0
Other Charges	34,495	69,349	91,918	72,150	75,125	4.1
Scheduled Charges	685,080	636,591	649,839	685,539	908,311	32.5
Capital Outlay/Reimbursements	12,019	210,278	303,022	257,962	281,226	9.0
TOTAL SUPPRESSION	$ 42,099,871	43,084,600	45,753,159	46,229,137	46,749,079	1.1

Fire Rescue Expenditures

Communications Center	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 568,370	605,694	617,800	662,899	659,728	(0.5)
Benefits	258,603	266,189	273,654	289,243	294,834	1.9
Supplies	6,321	1,775	5,056	4,689	4,610	(1.7)
Maintenance	-	-	-	-	-	-
Professional Services/Training	10,037	29,486	10,303	14,050	14,550	3.6
Other Charges	-	-	-	-	-	-
Scheduled Charges	68,392	58,036	48,203	60,541	58,329	(3.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL COMMUNICATIONS CENTER	$ 911,724	961,179	955,016	1,031,422	1,032,051	0.1

Emergency Management						
EXPENDITURES BY CATEGORY						
Compensation	$ -	145,161	192,140	262,673	281,140	7.0
Benefits	-	75,042	91,432	94,161	110,328	17.2
Supplies	-	19,666	13,778	24,487	25,181	2.8
Maintenance	-	22,552	17,645	32,226	28,620	(11.2)
Professional Services/Training	-	105,745	93,756	117,353	117,549	0.2
Other Charges	-	360	1,773	4,360	5,960	36.7
Scheduled Charges	-	138,694	204,309	212,743	208,165	(2.2)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EMERGENCY MANAGEMENT	$ -	507,220	614,832	748,003	776,943	3.9

Fire Rescue - Job Grade Summary

SWORN JOB GRADE SUMMARY	GRADE	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
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	11	11	11	11	-
Communication Supervisor (Battalion Chief)	FCS5	-	-	-	-	-
Fire Captain	FCS4	29	29	29	29	-
Communication Supervisor (Fire Captain)	FCS4	1	1	1	1	-
Assistant Fire Marshal* (Fire Captain)	FCS4	-	-	-	-	-
Deputy Fire Marshal* (Fire Captain)	FCS4	2	2	2	2	-
Assistant Fire Marshal* (Fire Lieutenant)	FCS3	1	1	1	1	-
Deputy Fire Marshal* (Fire Lieutenant)	FCS3	2	3	3	3	-
NFIRS/Data Manager* (Fire Lieutenant)	FCS3	-	-	-	-	-
Fire Inspector/Investigator* (Fire Lieutenant)	FCS3	1	-	-	-	-
Fire Lieutenant	FCS3	57	57	58	59	1
Assistant Fire Marshal (Fire Equip. Operator)	FCS2	1	1	1	1	-
Fire Equipment Operator	FCS2	75	75	76	75	(1)
Fire Inspector* (Fire Equipment Operator)	FCS2	2	2	1	1	-
Fire Inspector/Investigator* (Fire Equip. Oper.)	FCS2	1	1	2	2	-
NFIRS/Data Manager* (Fire Equip. Operator)	FCS2	1	1	1	1	-
Firefighter**	FCS1	213	213	213	213	-
Probationary Fire Fighter (NCS)**	FNCS1	-	-	-	-	-
TOTAL SWORN JOB GRADE SUMMARY		404	404	406	406	-

***** 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 FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Director of Emergency Management	134	1	1	1	1	-
Deputy Director of Emergency Management	133	1	1	1	1	-
Fire Protection Engineer	124	1	1	1	1	-
Management Assistant	122	2	2	2	2	-
Public Safety Dispatcher II	116	9	9	8	7	(1)
Inventory Control Specialist	114	1	-	-	-	-
Equipment Technician	117	4	5	5	5	-
End User Support Technician	117	-	1	1	1	-
Administrative Assistant	112	4	4	5	5	-
Public Safety Dispatcher I	114	3	3	4	5	1
Storekeeper	111	1	1	1	1	-
Laborer	108	1	1	1	1	-
Equipment Maintenance Foreman	123	1	1	1	1	-
Outdoor Warning Logistics Technician	114	-	-	-	1	1
Fire Facilities Project Manager	118	1	1	1	1	-
TOTAL NON-SWORN JOB GRADE SUMMARY		30	31	32	33	1
TOTAL JOB GRADE SUMMARY		434	435	438	439	1

Municipal Court Overview

Mission and Purpose
To administer justice in a fair, impartial and efficient way that helps promote confidence in the public that we proudly serve.

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 structural standard hearings.
- Provide and resolve cases involving dangerous and cruelly treated animals.
- Provide hardship hearings to determine indigence and defendants' abilities to pay fine and court costs.
- Provide hearings before issuance of warrants to give citizens payment options to pay fine and court costs.

Goals and Objectives

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

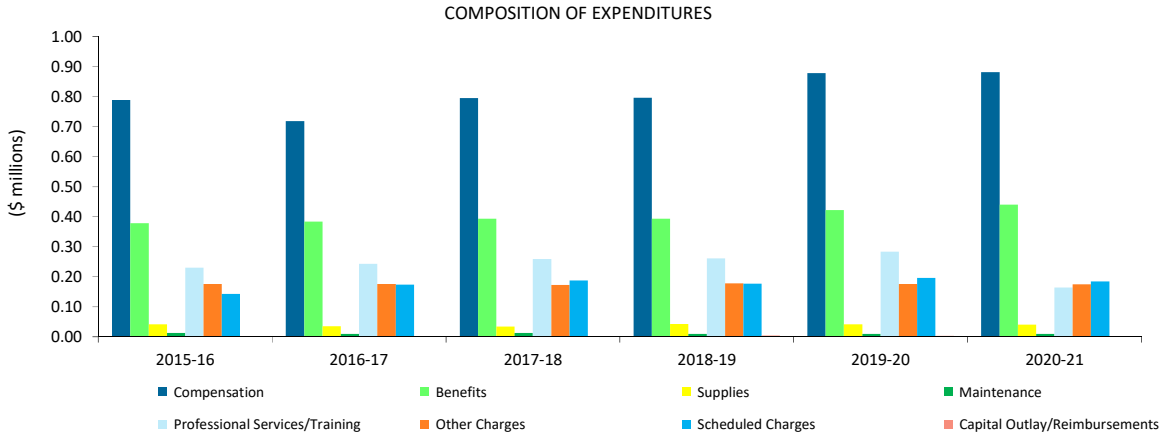
Accomplishments for FY 2019-20

- Executed an interlocal agreement with Lubbock County to establish joint magistration.
- Enhanced the courts' website to notify prospective jurors of the status for jury trial weeks.
- Participated in the following Texas Municipal Court Education Center initiatives:
  - National Night Out,
  - Municipal Court Week, and
  - "What Do You Consider Lethal" Program.
- Warrant/Failure to Appear Docket - provided the defendant a second chance to resolve a citation before a warrant is issued for his/her arrest.
- Court closed to the public on March 23, 2020 due to COVID-19 pandemic. Internal court operations remained open in order to continue processing incoming citations, correspondence and payments.

Objectives for FY 2020-21

- Transition to a paperless/paper light environment.
- Enhance Juvenile Division Program and Teen Court:
- Participate in Juvenile Justice Association of Texas Convention
- Expand Teen Court to other local high schools, and
- Present Teen Court to the under-served middle schools.

Municipal Court Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 719,435	795,409	796,778	878,963	882,148	0.4
Benefits	384,424	393,896	393,698	422,762	441,121	4.3
Supplies	35,418	34,355	43,218	42,150	40,791	(3.2)
Maintenance	10,422	12,802	10,001	10,464	9,811	(6.2)
Professional Services/Training	243,130	259,136	261,953	284,350	164,200	(42.3)
Other Charges	176,033	173,717	178,765	176,000	175,000	(0.6)
Scheduled Charges	174,236	187,920	177,262	196,718	184,863	(6.0)
Capital Outlay/Reimbursements	-	2,293	4,533	3,383	2,636	(22.1)
TOTAL EXPENDITURES BY CATEGORY	$ 1,743,099	1,859,530	1,866,208	2,014,790	1,900,570	(5.7)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Municipal Court	20	19	21	21	21	-
TOTAL STAFFING	20	19	21	21	21	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Cases filed	70,358	74,860	61,903	59,227	51,403	(13.2)
Warrants issued	19,170	16,335	13,450	12,480	13,543	8.5
Trials requested	4,469	4,946	3,655	2,387	2,767	15.9
Trials held	29	36	34	30	35	16.7
Teen court trials	-	2	9	4	5	25.0
Juvenile Hearings	516	633	472	459	621	35.3
Other Court Proceedings (Alcohol Arraignments, Show Cause Hearings, etc.)	1,092	3,063	2,611	2,584	2,702	4.6
Performance Metrics						
Total cases cleared (%)	89.0%	55.0%	57.0%	60.0%	62.0%	3.3
Warrants cleared (%)	86.0%	92.0%	93.0%	90.0%	91.0%	1.1
Tickets entered within 3 days	-	86.0%	88.0%	90.0%	89.0%	(1.1)
Cases entered/filed within 3 days	-	86.0%	88.0%	90.0%	89.0%	(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 Adminstrator	1
Municipal Court Presiding Judge	1
TOTAL FULL-TIME POSITIONS	21

Police Overview

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 the President's Task Force on 21st Century Police, focusing on community policing initiatives through:

- Ongoing partnerships with the community and public entities.
- Implementing proactive policing best practices.
- Emphasizing the value of community involvement and relationship building to affect the reduction of 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 procedural justice by:

- Proactively and ethically engaging with the public and our members.
- 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 leadership at all levels of the organization.
- Building a diverse police force representative of the communities we serves.

Accomplishments for FY 2019-20

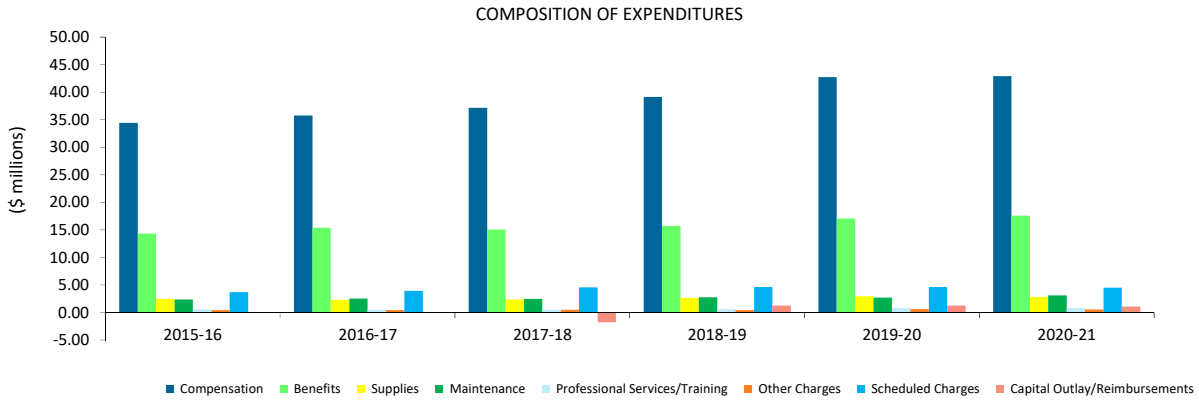
- Through the budget process, Council reclassified 3 Patrol Officer positions to Police Sergeant positions.
- Began the construction phase on all three police substations.
- Developed geographical boundaries to coincide with the three patrol division stations.
- Participated in the design phase of a new Police Headquarters construction project.
- Realignment of the Department's organizational structure.
- Restructured Traffic Division to included nighttime enforcement coverage.
- Implemented a full-time recruiting team to further the Departments efforts in filling all vacant positions.
- Large scale Department response to the COVID-19 outbreak in our community including:
    - Reassignment of two command staff, Public Information Officer, and several light duty officers to the Emergency Operations Center.
    - Adjusted policies and procedures in order to take necessary precautions to protect its employees and the citizens we serve.
    - Deployed numerous personnel to work in the field or work from home to abide by the social distancing and shelter-in-place orders while at the same time maintaining the performance of our essential functions.
    - Investigations Bureau assisted in serving Quarantine and Restriction of Movement Orders for ten businesses including nursing homes and health care facilities.
    - Officers from all bureaus provided around the clock security at nursing home facilities and testing sites.

Police Overview

Objectives FY 2020-21

- Recruit and hire 10 experienced law enforcement officers to fill current vacant positions utilizing the Certified Law Enforcement – Lateral Hiring Program. This will coincide with the growing population and subsequently address an overall increase in crime.
- Identify, hire, and train 911 Public Safety Dispatchers to fully staff the Department's Communications Center.
- Identify potential options to improve retention and job satisfaction of our 911 Public Safety Dispatchers.
- Implement Certified Training Officer incentive pay for 10 of our 911 Public Safety Dispatchers.
- Continue the decentralization logistical planning needed for the transition into the three patrol stations.
- Complete the construction and fully transition into the East and South Division Substations.

Police Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 35,813,209	37,167,950	39,178,663	42,776,488	42,910,660	0.3
Benefits	15,381,550	15,110,736	15,746,133	17,094,130	17,590,713	2.9
Supplies	2,324,880	2,378,307	2,644,817	2,982,835	2,858,188	(4.2)
Maintenance	2,553,078	2,504,724	2,770,610	2,725,075	3,116,288	14.4
Professional Services/Training	510,571	526,848	627,687	817,578	811,692	(0.7)
Other Charges	470,154	513,247	463,328	602,548	583,134	(3.2)
Scheduled Charges	3,942,460	4,600,234	4,627,770	4,640,973	4,522,233	(2.6)
Capital Outlay/Reimbursements	(3,314)	1,761,944	1,282,285	1,274,117	1,112,538	(12.7)
TOTAL EXPENDITURES BY CATEGORY	$ 60,992,588	64,563,991	67,341,293	72,913,743	73,505,446	0.8

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Administration	28	33	29	27	34	7
Training	11	12	13	16	16	-
Records	22	21	21	21	21	-
Communications Center	48	48	49	49	51	2
Special Operations	26	40	44	44	40	(4)
Person/ Property Crimes	94	75	81	81	78	(3)
Patrol	315	326	328	339	338	(1)
TOTAL STAFFING	544	555	565	577	578	1

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Emergency Calls (Priority 1)						
Dispatched within 2 minutes (average)	77.6%	81.3%	77.1%	78.2%	90.0%	15.1
Entry to On-scene within 8 minutes (average)	74.8%	77.5%	73.2%	73.6%	90.0%	22.3
Dispatched to On-scene within 6 minutes (average)	74.1%	75.0%	72.4%	72.2%	90.0%	24.7
Enroute to On-Scene Within 6 Minutes (average)	76.9%	71.8%	70.3%	71.0%	90.0%	26.8
Emergency Calls (Priority 2)						
Dispatched within 3 minutes (average)	72.7%	75.5%	72.3%	68.8%	90.0%	30.8
Entry to On-scene within 10 minutes (average)	79.4%	80.6%	77.2%	73.8%	90.0%	22.0
Dispatched to On-scene within 7 minutes (average)	78.0%	78.4%	76.0%	73.6%	90.0%	22.3
Enroute to On-scene within 7 minutes (average)	80.7%	75.5%	73.3%	74.0%	90.0%	21.6
Communications						
Police calls	222,000	258,088	240,200	258,296	273,000	5.7
9-1-1 calls	205,000	150,692	163,533	151,608	155,000	2.2
7 digit lines, ring down lines, & other calls	227,234	285,145	281,877	309,395	328,000	6.0

Police Overview

Records						
Part 1 Crime Rate per 100k Population						
(Violent Crime)	2,837	2,902	3,143	3,384	3,282	(3.0)
Percent Change	-	2.30%	8.30%	7.77%	3%	(61.4)

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Targed FY 2020-21	% Change from Projected
Part 1 Crime Rate per 100k Population						
(Property Crime)	5,096	4,202	4,549	4,583	4,446	(3.0)
Percent Change	-	-17.54%	8.26%	1.79%	3%	67.9
Traffic Accident Rate per 1,000 Population	38.37	47.90	51.19	51.48	50	(3.0)
Percent Change	-	24.84%	6.80%	3.06%	3%	(2.0)
Patrol Bureau						
Traffic citations	46,816	54,415	43,572	42,024	47,000	11.8
Traffic stops	34,352	40,611	50,249	52,634	57,634	9.5
Motors citations	5,740	11,072	10,493	10,855	11,700	7.8
Motors stops	7,354	14,175	11,576	11,257	14,500	28.8
K9 calls for service	-	6,740	6,368	5,996	7,000	16.7
Mounted Patrol deployments/programs	43	55	69	46	70	52.2
Warning Citations	6,095	4,500	4,650	3,637	3,800	4.5
Parking citations	13,034	11,929	10,871	9,782	11,500	17.6
Officer initiated calls	-	111,602	88,689	65,776	70,000	6.4
Citizen Contacts (non-traffic stops)	2,918	3,360	2,800	2,708	2,900	7.1
Stolen vehicles recovered	-	132	177	222	220	(0.9)
DWI arrests	398	462	331	310	350	12.9
Homeless Outreach Team (H.O.T.)						
Contact with homeless person	2,014	1,529	1,533	1,211	1,500	23.9
Number of homeless housed by H.O.T	26	26	28	29	30	4.7
Homeless provided assistance by H.O.T	520	624	511	543	550	1.4
Contacts with businesses by H.O.T	94	264	350	492	400	(18.7)
Investigations Bureau						
Person/Family Crimes Cases Processed	9,820	9,274	8,491	7,731	9,547	23.5
Person/Family Crimes Cases Cleared	2,932	2,470	2,192	1,938	2,397	23.7
Property Crimes Cases Processed	25,142	21,748	19,774	17,977	3,231	(82.0)
Property Crimes Cases Cleared	4,215	4,053	3,834	3,622	4,000	10.4
Narcotics Investigations Processed	1,490	2,124	1,937	1,711	2,450	43.2
Administration Bureau						
Abandoned vehicles stickered	2,040	2,386	1,646	989	1,991	101.3
Abandoned vehicles towed	532	821	634	623	690	10.8
Vehicles Auctioned	1,628	1,939	1,618	1,373	1,865	35.8
Items received in property room	21,609	22,356	20,885	19,594	22,973	17.2

*Population was pulled from the US Census bureau https://www.census.gov/quickfacts/lubbockcitytexas.
Due to no estimate for 2020 at this time, 2019 number used for 2020

FULL-TIME POSITIONS			
Administrative Assistant	8	Public Information Officer	1
Assistant Police Chief	3	Public Information Specialist	1
Crime Analyst	2	Public Safety Dispatcher II	15
Communications Shift Supervisor	6	Public Safety Dispatcher I	28
Communication Ctr Coordinator	1	Public Service Officer	13
Deputy Police Chief/Police Captain	8	Property Room Attendant	4
Forensic Specialist	2	Parking Control Officer	6
Juvenile Services Coordinator	1	Patrol Officer	226
Lead Administrative Assistant	2	Police Entry Level	45
Laborer	1	Police Cadet	19
Management Assistant	2	Records System Manager	1
Police Chief (Non-CS)	1	Records System Shift Supervisor	3
Police Detective/Corporal	79	Records System Operator	15
Police Lieutenant	19	Sex Offender Registrant Coordinator	1
Police Sergeant	65	TOTAL FULL-TIME POSITIONS	578

Police Expenditures

Administration

EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 1,980,573	2,259,838	2,358,229	2,024,716	2,738,613	35.3
Benefits	830,698	870,477	895,652	770,555	1,078,471	40.0
Supplies	111,724	150,264	131,463	140,810	149,739	6.3
Maintenance	70,774	73,232	75,528	84,601	115,252	36.2
Professional Services/Training	193,129	224,664	238,351	320,165	303,260	(5.3)
Other Charges	2,388	12,047	9,079	4,801	25,701	435.4
Scheduled Charges	278,097	314,550	385,819	316,594	397,822	25.7
Capital Outlay/Reimbursements	(3,314)	651,181	572,042	681,011	30,552	(95.5)
TOTAL ADMINISTRATION	$ 3,464,069	4,556,253	4,666,164	4,343,252	4,839,410	11.4

Training

EXPENDITURES BY CATEGORY						
Compensation	$ 1,174,575	1,066,174	988,482	1,411,817	1,339,430	(5.1)
Benefits	480,975	411,758	405,093	546,462	532,895	(2.5)
Supplies	482,142	406,143	418,498	552,380	523,005	(5.3)
Maintenance	35,667	63,026	45,394	48,318	55,665	15.2
Professional Services/Training	200,863	155,217	219,692	237,975	213,195	(10.4)
Other Charges	354	(2,911)	(309)	-	-	-
Scheduled Charges	231,028	261,921	375,192	276,434	285,690	3.3
Capital Outlay/Reimbursements	-	29,390	21,868	26,327	26,726	1.5
TOTAL TRAINING	$ 2,605,603	2,390,718	2,473,910	3,099,713	2,976,606	(4.0)

Records

EXPENDITURES BY CATEGORY						
Compensation	$ 764,612	740,147	738,017	819,931	797,241	(2.8)
Benefits	422,492	376,212	383,423	415,299	420,044	1.1
Supplies	8,038	7,443	8,064	9,470	9,391	(0.8)
Maintenance	-	-	-	-	-	-
Professional Services/Training	1,807	2,880	2,456	7,104	8,684	22.2
Other Charges	-	9	2,338	5,167	6,586	27.5
Scheduled Charges	101,213	111,258	94,100	110,585	122,801	11.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL RECORDS	$ 1,298,162	1,237,949	1,228,399	1,367,555	1,364,747	(0.2)

Communications Center

EXPENDITURES BY CATEGORY						
Compensation	$ 1,942,328	2,027,988	2,148,668	2,325,134	2,373,582	2.1
Benefits	988,516	952,394	962,456	1,080,156	1,136,081	5.2
Supplies	11,650	10,964	15,910	11,420	11,841	3.7
Maintenance	12,591	11,966	10,951	10,935	11,105	1.6
Professional Services/Training	7,790	13,740	12,751	12,593	12,593	-
Other Charges	2,439	2,489	2,516	1,801	2,480	37.7
Scheduled Charges	199,607	207,428	157,685	213,942	170,663	(20.2)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL COMMUNICATIONS CENTER	$ 3,164,921	3,226,969	3,310,937	3,655,980	3,718,345	1.7

Special Operations

EXPENDITURES BY CATEGORY						
Compensation	$ 2,644,609	3,402,375	3,708,625	3,654,681	3,373,587	(7.7)
Benefits	1,022,007	1,263,638	1,354,490	1,372,063	1,277,764	(6.9)
Supplies	172,349	193,598	333,076	353,102	349,832	(0.9)
Maintenance	111,754	114,691	161,343	106,280	122,008	14.8
Professional Services/Training	5,670	11,314	39,918	58,466	50,646	(13.4)
Other Charges	234,298	287,641	271,895	292,601	309,053	5.6
Scheduled Charges	218,459	302,169	401,953	294,530	520,258	76.6
Capital Outlay/Reimbursements	-	32,552	21,538	11,313	41,680	268.4
TOTAL SPECIAL OPERATIONS	$ 4,409,145	5,607,979	6,292,837	6,143,036	6,044,828	(1.6)

Police Expenditures

Person/ Property Crimes	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 5,606,558	5,885,692	6,254,486	6,295,003	6,133,986	(2.6)
Benefits	2,307,112	2,251,570	2,368,514	2,393,548	2,378,267	(0.6)
Supplies	265,748	276,850	244,859	228,039	221,240	(3.0)
Maintenance	379,137	412,124	410,512	375,714	366,303	(2.5)
Professional Services/Training	39,074	41,941	55,384	69,306	60,581	(12.6)
Other Charges	107,417	105,205	64,838	109,227	123,363	12.9
Scheduled Charges	842,549	689,193	655,748	634,440	714,274	12.6
Capital Outlay/Reimbursements	-	179,600	120,712	131,268	109,664	(16.5)
TOTAL PERSON/ PROPERTY CRIMES	$ 9,547,596	9,842,174	10,175,053	10,236,546	10,107,678	(1.3)

Patrol						
EXPENDITURES BY CATEGORY						
Compensation	$ 21,699,955	21,785,737	22,982,156	26,245,206	26,154,221	(0.3)
Benefits	9,329,751	8,984,687	9,376,505	10,516,048	10,767,191	2.4
Supplies	1,273,229	1,333,046	1,492,947	1,687,614	1,593,140	(5.6)
Maintenance	1,943,155	1,829,684	2,066,882	2,099,227	2,445,955	16.5
Professional Services/Training	62,239	77,092	59,135	111,970	162,733	45.3
Other Charges	123,257	108,767	112,972	188,952	115,951	(38.6)
Scheduled Charges	2,071,507	2,713,715	2,557,272	2,794,448	2,310,725	(17.3)
Capital Outlay/Reimbursements	-	869,221	546,124	424,196	903,916	113.1
TOTAL PATROL	$ 36,503,093	37,701,949	39,193,994	44,067,661	44,453,832	0.9

Police - Job Grade Summary

CLASSIFIED/SWORN JOB GRADE SUMMARY	GRADE	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
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	18	18	19	19	-
Police Sergeant	PCS3	58	60	65	65	-
Police Detective/Corporal	PCS2	75	77	79	79	-
Patrol Officer	PCS1	204	283	277	277	-
Police Entry Level II	PNCE2	76	-	-	-	-
Police Entry Level 1-B	PNCE1B	-	3	13	13	-
TOTAL CLASSIFIED SWORN JOB GRADE SUMMARY		443	453	465	465	-

NON-CLASSIFIED NON-SWORN JOB GRADE SUMMARY	GRADE	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Administrative Assistant	112	7	7	7	8	1
Communications Center Coordinator	126	1	1	1	1	-
Communications Shift Supervisor	123	3	3	3	6	3
Communications Training & Dev Coordinator	125	1	1	1	-	(1)
Crime Analyst	119	2	2	2	2	-
Forensic Specialist	121	1	2	2	2	-
Juvenile Services Coordinator	121	1	1	1	1	-
Laborer	108	1	1	1	1	-
Lead Administrative Assistant	115	1	1	2	2	-
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	1	-
Public Safety Call Taker	112	1	1	-	-	-
Public Safety Dispatcher I	114	28	28	28	28	-
Public Safety Dispatcher II	116	14	14	15	15	-
Public Service Officer	110	15	15	14	13	(1)
Records System Manager	126	1	1	1	1	-
Records System Operator	115	16	15	15	15	-
Records System Shift Supervisor	118	4	4	4	3	(1)
Sex Offender Registration Coordinator	117	1	1	1	1	-
TOTAL NON-CLASSIFIED NON-SWORN JOB GRADE SUMMARY		112	112	112	113	1
TOTAL JOB GRADE SUMMARY		555	565	577	578	1


City of
Lubbock
TEXAS

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) and the Texas Health and Human Services Commission (HHSC). Vector control is partially subsidized by Lubbock County.

The Public Health Department does the following:

- Plans and responds to all public health emergencies: pandemics, outbreaks, natural or man-made disasters.
- Investigates reportable diseases and outbreaks of illness within the community and performs follow up and contact tracing as necessary.
- 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 infections.
- Monitors, screens, and controls vector populations that can lead to human disease.
- Promotes health in the community through educational programs, coalition building, and outreach events.
- Provides case management services for social needs as well as for those struggling with substance misuse.

Goals and Objectives

- To prevent epidemics and minimize the spread of communicable diseases in the community.
- To investigate and respond to health problems and health hazards in the community.
- To develop policies and plans that support individual and community health efforts.
- To serve as a primary source of community health information in Lubbock.
- To promote a healthier community through education, community collaboration, and engagement.

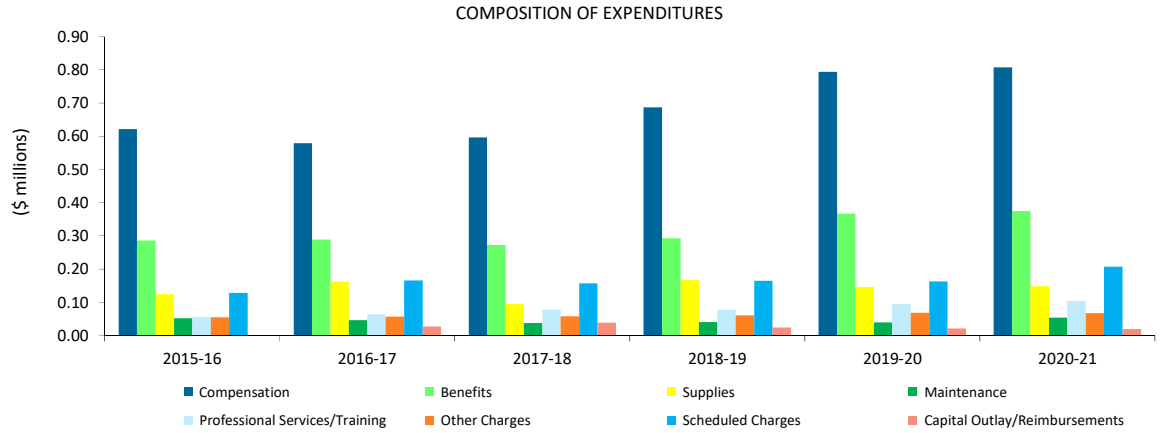
Accomplishments for FY 2019-20

- The Public Health Emergency Preparedness program received the Project Public Health Ready recognition by the Nation Association of County and City Health Officials (NACCHO).
- Served as the lead agency for COVID-19 pandemic. Staffing capacity was increased to provide leadership, epidemiological support, and planning to reduce the impacts of the pandemic to the local community. The department was awarded over $600 thousand in new grants to support the response.
- Identified and isolated clusters of COVID-19 cases in order to disrupt transmission of the virus and tracked thousands of cases and their close contacts in order to minimize total cases in the community.
- Received a capacity-building grant from NACCHO to expand work around Healthcare Associated Infections (HAI). This work prepared our community, particularly our nursing homes, for response to COVID-19 and help reduce the impact of the virus in our vulnerable populations.
- Received new grant funding for HIV Prevention, Substance Use Prevention, and Case Management Services. This funding supports 12 new full-time positions and restores prevention programs in the community.
- Transitioned to an electronic medical record system for clinical services and disease surveillance.

Objectives for FY 2020-21

- Respond to the ongoing COVID-19 pandemic. Continue to conduct case investigations, provide outreach to the community, and ensure medical providers have access to resources.
- Continue to educate the public on the importance of immunizations.
- Maintain the number of Texas Vaccine for Children and Adult Safety Net providers within the city.
- Provide accurate and timely test results to STD clinic patients and medical providers.
- Continue to apply for new funding sources to enhance the public health capacity in our community.
- Continue to educate the public on emerging and high consequence infectious diseases.
- Continue to provide educational and clinical opportunities for nursing, medical, pharmacy, and public health students.
- Develop a robust case management system and network of partners and providers to address substance misuse and other social needs in the community.

Public Health Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 579,727	596,985	686,953	793,804	807,336	1.7
Benefits	289,630	273,171	293,188	367,182	374,932	2.1
Supplies	163,042	94,891	166,813	146,936	149,080	1.5
Maintenance	46,861	38,507	40,828	39,713	54,700	37.7
Professional Services/Training	64,332	78,582	77,186	94,698	105,053	10.9
Other Charges	57,347	57,932	60,976	68,498	67,764	(1.1)
Scheduled Charges	166,628	157,195	165,677	163,350	207,455	27.0
Capital Outlay/Reimbursements	27,414	38,639	24,224	22,091	19,782	(10.5)
TOTAL EXPENDITURES BY CATEGORY	$ 1,394,980	1,335,902	1,515,846	1,696,272	1,786,102	5.3

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Health Prevention/Surveillance	17	18	19	35	35	-
Vector Control	6	5	5	5	5	-
TOTAL STAFFING	23	23	24	40	40	-

METRICS/ERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Annual immunizations given	6,321	7,898	7,002	5,252	5,777	10.0
Annual immunizations patients seen	3,751	4,576	4,240	3,180	3,498	10.0
Teens attending STD clinic annually	110	108	129	65	85	30.8
Annual STD visits (all ages)	2,916	3,883	3,638	1,820	2,365	29.9
Lab specimens received annually	3,839	4,709	3,809	1,905	2,476	30.0
Notifiable conditions investigated annually	3,171	3,585	3,025	3,200	3,200	-
Acres treated with Larvacide	1,200	1,054	397	400	400	-
Performance Metrics						
Percent of patients completing HPV vaccination series	-	42.0%	52.0%	85.0%	85.0%	-
Percent of Individuals testing positive for an STD with documented treatment within 2 weeks of diagnosis	-	97.1%	97.2%	98.0%	98.0%	-
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%	89.2%	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	2
Financial/Project Manager	1
Customer Service Rep	1
Director of Public Health	1
Assistant Director of Public Health	1
Case Manager	5
Health Promotion Supervisor	1
Health Promotion Worker	3
Health Laboratory Lead	1
Health Outreach Specialist	1
Lead Case Manager	1
Licensed Vocational Nurse	2
Management Assistant	1
Medical Technologist	1
Prevention Resource Center Supervisor	1
Public Health Data Analyst	1
Public Health Nurse	1
Public Health Nurse Leader	2
Public Health Preparedness Coordinator	1
Public Health Program Liaison	3
Public Information Specialist	1
Senior LVN	2
Tobacco Preventionist	1
Vector Control Coord	1
Vector Control Wrkr	4
TOTAL FULL-TIME POSITIONS	40

Public Health Expenditures

Health Prevention/Surveillance	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 378,692	417,628	511,810	598,356	611,536	2.2
Benefits	182,512	185,705	218,336	269,229	276,495	2.7
Supplies	66,643	72,705	71,105	69,167	71,927	4.0
Maintenance	9,167	6,027	7,882	8,766	25,175	187.2
Professional Services/Training	57,425	69,954	66,573	83,254	93,609	12.4
Other Charges	57,347	53,534	60,976	63,998	63,264	(1.1)
Scheduled Charges	124,546	142,130	139,504	139,975	158,146	13.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL HEALTH PREVENTION/SURVEILLANCE	$ 876,331	947,681	1,076,185	1,232,745	1,300,152	5.5

Vector Control						
EXPENDITURES BY CATEGORY						
Compensation	$ 201,035	179,358	175,143	195,448	195,800	0.2
Benefits	107,118	87,466	74,853	97,953	98,437	0.5
Supplies	96,399	22,186	95,708	77,769	77,153	(0.8)
Maintenance	37,694	32,480	32,946	30,948	29,525	(4.6)
Professional Services/Training	6,907	8,628	10,613	11,444	11,444	-
Other Charges	-	4,398	-	4,500	4,500	-
Scheduled Charges	42,082	15,065	26,174	23,375	49,309	110.9
Capital Outlay/Reimbursements	27,414	38,639	24,224	22,091	19,782	(10.5)
TOTAL VECTOR CONTROL	$ 518,649	388,221	439,661	463,528	485,950	4.8

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 $68.7 million. An additional $106 thousand is included in FY 2020-21 for the following project:

- Facility Roof Replacements

The funding sources for the FY 2020-21 appropriations are:

- Cash funding of $6 thousand
- Unspent Prior year cash funding of $100 thousand

Cultural and Recreational Services

Cultural and Recreational Services has eleven active capital projects with the appropriation of $7.5 million. An additional $278.4 thousand is included in FY 2020-21 for the following projects:

- Golf Course Improvements, $53,400
- Park Amenities, $125 thousand
- Dock and Bridge Replacement, $100 thousand

One new project is being added for FY 2020-21 with anticipated costs totaling $212 thousand.

- Parks Master Plan

The funding sources for the FY 2020-21 appropriations are:

- Cash funding of $487.4 thousand
- Unspent Prior Bond proceeds of $3 thousand

Public Safety and Health Services

Public Safety and Health Services has four active capital projects with the appropriation of $62.6 million. An additional $300 thousand is included in FY 2020-21 for the following existing project:

- Major Repairs at Fire Facilities Phase II

One new project is being added for FY 2020-21 with anticipated costs totaling $980.4 thousand.

- Outdoor Warning Siren System

The funding sources for the FY 2020-21 appropriations are:

- Cash funding of $1.2 million
- Unspent Prior Bond proceeds of $53.8 thousand

Public Works

Public Works has twenty-one active capital projects with the appropriation of $47.3 million. An additional $8.8 million is included in FY 2020-21 for the following existing projects:

- Outer Route (Loop 88) Segments 1 & 2, $300 thousand
- Transportation Improvements/Unimproved Roads, $800 thousand
- American Disability Act Ramp and Sidewalk Project, $150 thousand
- 114th Street - Slide Road to Quaker Avenue, $7.5 million

Four new projects are added for FY 2020-21 with anticipated costs totaling $10.7 million.

- Street Maintenance 2021, $10 million
- Transfer Station, $180 thousand
- Downtown On Street Parking Conversion, $75 thousand

General Fund Capital Program Overview

- Downtown One Way to Two Way Street Conversion, $400 thousand

The funding sources for the FY 2020-21 appropriations are:

- Cash funding of $11.9 million
- Unspent Prior Bond proceeds of $96.0 thousand
- Bond funding of $7.4 million

General Fund Capital — Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Administrative Services									
8536	Facility Demolition	$ 1,562,748	-	100,000	100,000	100,000	100,000	100,000	2,062,748
8633	Comprehensive Plan Implementation	625,000	-	-	-	-	-	-	625,000
8634	City Council Initiatives	125,000	-	-	-	-	-	-	125,000
92238	Facility Maintenance Fund	1,416,000	-	93,500	99,000	49,500	49,500	49,500	1,757,000
92359	Facility Roof Replacements	1,252,000	106,000	535,300	148,400	212,000	106,000	106,000	2,465,700
92369	Municipal Facilities Replacements/Renovations	63,000,000	-	-	-	-	-	-	63,000,000
92521	Facility Renovations/Upgrades Phase II	529,516	-	1,634,000	2,614,248	85,000	1,146,600	55,000	6,064,364
92548	Lubbock Animal Shelter Improvements	210,000	-	-	-	-	-	-	210,000
2017049	Warehouse Replacement	-	-	152,300	1,583,000	-	-	-	1,735,300
2020076	Neighborhood Plan and Guidelines	-	-	175,000	-	-	-	-	175,000
	Subtotal	**68,720,264**	**106,000**	**2,690,100**	**4,544,648**	**446,500**	**1,402,100**	**310,500**	**78,220,112**
Cultural and Recreational Services									
8550	Golf Course Improvements	776,247	53,400	53,400	53,400	53,400	53,400	53,400	1,096,647
8630	Park Amenities	458,566	125,000	168,820	173,880	180,000	190,800	200,340	1,497,406
8635	Parks Future Planning	50,000	-	-	-	-	-	-	50,000
92362	Buddy Holly Center Renovations Phase II	564,380	-	45,000	-	-	-	-	609,380
92565	Garden and Arts Center Exterior Renovations	280,000	-	15,000	-	-	-	-	295,000
92566	Park Walking Trails	365,000	-	265,000	280,900	297,754	315,620	334,556	1,858,830
92567	Dock and Bridge Replacement	200,550	100,000	123,478	127,182	130,998	-	-	682,208
92607	Berl Huffman Improvements	3,000,000	-	-	-	-	-	-	3,000,000
92615	McAlister Park Improvements	1,455,926	-	-	-	-	-	-	1,455,926
92623	Berl Huffman Parking Lot Lighting	45,863	-	-	-	-	-	-	45,863
92624	Burgess Rushing Tennis Center Pickleball Courts	262,260	-	-	-	-	-	-	262,260
2014072	Groves Branch Library Renovations	-	-	640,000	-	-	-	-	640,000
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
2019070	Indian Maiden Path	-	-	38,520	-	-	-	-	38,520
2019082	Parks Master Plan	-	212,000	-	-	-	-	-	212,000
2019154	Berl Huffman Traffic & Safety Improvements	-	-	116,223	-	-	-	-	116,223
	Subtotal	**7,458,792**	**490,400**	**4,335,441**	**2,353,462**	**1,757,352**	**1,274,220**	**1,571,196**	**19,240,863**
Public Safety and Health Services									
92367	Municipal Square Repairs	566,511	-	-	-	-	-	-	566,511
92433	Major Repairs at Fire Facilities Phase II	1,200,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
92551	Public Safety Improvements Project	60,000,000	-	-	-	-	-	-	60,000,000
92648	Zetron Fire Paging Replacement	800,000	-	-	-	-	-	-	800,000
2020089	Outdoor Warning Siren System	-	980,436	150,000	-	-	-	-	1,130,436
	Subtotal	**62,566,511**	**1,280,436**	**450,000**	**300,000**	**300,000**	**300,000**	**300,000**	**65,496,947**

General Fund Capital — Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Public Works									
8632	Fleet/Solid Waste Complex Exterior Renovations	$ 343,000	-	176,750	288,121	-	-	-	807,871
8636	West Side Public Works Service Center	50,000	-	900,000	8,100,000	-	-	-	9,050,000
8637	Abernathy Landfill - Gate House Renovations	170,000	-	7,400	-	-	-	-	177,400
8647	Outer Route (Loop 88) Segments 1 & 2	309,700	300,000	-	-	-	-	-	609,700
8650	Trafic Signal Improvements 7th St. and Indiana	54,725	-	-	-	-	-	-	54,725
8651	SH 114 and FM 179 Traffic Control	48,466	-	-	-	-	-	-	48,466
8652	Upgrade Traffic Signal at 4th Street & Indiana Ave	13,188	-	-	-	-	-	-	13,188
8653	Traffic Signal at 4th Street & Knoxville Avenue	106,652	-	-	-	-	-	-	106,652
92349	Communications System Expansion	1,050,000	-	-	-	-	-	-	1,050,000
92420	34th Street - Quaker Avenue to Slide Road	-	-	8,800,000	-	-	-	-	8,800,000
92435	Street Maintenance Program	36,099,485	-	-	-	-	-	-	36,099,485
92512	Traffic Signal Construction	850,000	-	250,000	350,000	350,000	350,000	350,000	2,500,000
92516	Transportation Improvements/Unimproved Roads	1,200,000	800,000	400,000	400,000	400,000	400,000	400,000	4,000,000
92555	Landfill 69 Shop Renovation	269,132	-	11,000	-	-	-	-	280,132
92557	Landfill 69 Gas Collection System Replacement	344,730	-	-	-	-	-	-	344,730
92558	Landfill 69 Groundwater Remediation	500,000	-	375,000	-	-	-	-	875,000
92569	Backup Power at Signalized Intersections	200,000	-	100,000	100,000	100,000	100,000	-	600,000
92570	American Disability Act Ramp and Sidewalk Project	375,000	150,000	250,000	250,000	250,000	250,000	250,000	1,775,000
92649	Upland Avenue from 82nd Street to 98th Street	750,000	-	-	2,450,000	-	-	-	3,200,000
92650	34th Street - Upland Avenue to Milwaukee Avenue	-	-	-	750,000	4,000,000	-	-	4,750,000
92651	Wausau Avenue from MSF to 82nd St.	550,000	-	-	-	-	-	-	550,000
92652	Solid Waste Vehicle Replacement FY 2019-20	2,985,000	-	-	-	-	-	-	2,985,000
92669	114th Street - Slide Road to Quaker Avenue	1,000,000	7,500,000	-	-	-	-	-	8,500,000
2014093	34th Street - Avenue Q to Interstate 27	-	-	5,100,000	-	-	-	-	5,100,000
2014095	Milwaukee Avenue - Erskine Street to 4th Street	-	-	-	-	2,000,000	7,300,000	-	9,300,000
2015063	Closure of Cell VI at 69 Landfill	-	-	-	1,000,000	-	-	-	1,000,000
2017050	114th Street - Quaker Avenue to Indiana Avenue	-	-	7,000,000	-	-	-	-	7,000,000
2017063	Traffic Operations Facility Renovations	-	-	495,750	-	-	-	-	495,750
2019081	Pedestrian and Cyclist Enhancements	-	-	160,000	160,000	160,000	-	-	480,000
2019101	Iola Avenue From 122nd St. to FM 1585	-	-	50,000	900,000	-	-	-	950,000
2019110	Canyon Lakes Connectivity	-	-	74,811	74,811	74,811	-	-	224,433
2020062	Street Maintenance 2021	-	10,000,000	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000	75,000,000
2020064	Transfer Station	-	180,000	375,000	9,095,000	-	-	-	9,650,000
2020080	Downtown On Street Parking Conversion	-	75,000	-	-	-	-	-	75,000
2020081	Fiber Optic Expansion Continuation	-	-	50,000	50,000	50,000	50,000	50,000	250,000
2020082	Downtown One Way to Two Way Street Conversion	-	400,000	400,000	-	-	-	-	800,000
	Subtotal	**47,269,078**	**19,405,000**	**35,975,711**	**35,967,932**	**20,384,811**	**22,450,000**	**16,050,000**	**197,502,532**
Total General Fund Capital		**$ 186,014,645**	**21,281,836**	**43,451,252**	**43,166,042**	**22,888,663**	**25,426,320**	**18,231,696**	**360,460,454**

General Fund Capital — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Capital Projects Fund	-	100,000	-	-	-	-	-	100,000
Developer Participation	356,187	-	-	-	-	-	-	356,187
FY 2009 General Fund Cash	185,951	-	-	-	-	-	-	185,951
FY 2009 General Obligation Bonds	46,662	-	-	-	-	-	-	46,662
FY 2009 Tax Supported Revenue CO's	401,148	-	-	-	-	-	-	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	400,000	-	-	-	-	-	-	400,000
FY 2011 Tax Supported Revenue CO's	122,479	-	-	-	-	-	-	122,479
FY 2012 10-Year Certificates of Obligation	115,516	-	-	-	-	-	-	115,516
FY 2012 General Fund Cash	72,190	-	-	-	-	-	-	72,190
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	650,025	-	-	-	-	-	-	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	11,963,590	34,566	-	-	-	-	-	11,998,156
FY 2016 7-Year Solid Waste Revenue CO's	344,730	-	-	-	-	-	-	344,730
FY 2016 General Fund Cash	3,049,963	-	-	-	-	-	-	3,049,963
FY 2016 Solid Waste Revenue CO's	2,970,358	-	-	-	-	-	-	2,970,358
FY 2016 Tax Supported Revenue CO's	53,864,595	20,000	-	-	-	-	-	53,884,595
FY 2017 7-Year Tax Revenue CO's	4,779,743	-	-	-	-	-	-	4,779,743
FY 2017 General Fund Cash	3,344,608	-	-	-	-	-	-	3,344,608
FY 2017 Solid Waste Cash	693,000	-	-	-	-	-	-	693,000
FY 2017 Tax Supported Revenue CO's	200,000	96,030	-	-	-	-	-	296,030
FY 2018 General Fund Cash	7,714,924	-	-	-	-	-	-	7,714,924
FY 2018 Tax Supported Revenue CO's	10,000,000	2,252	-	-	-	-	-	10,002,252
FY 2019 General Fund Cash	10,299,045	-	-	-	-	-	-	10,299,045
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 General Fund Cash	-	13,571,618	-	-	-	-	-	13,571,618
FY 2021 Tax Supported Revenue CO's	-	7,403,970	-	-	-	-	-	7,403,970
FY 2022 General Fund Cash	-	-	20,969,252	-	-	-	-	20,969,252
FY 2022 Tax Supported Revenue CO's	-	-	22,383,600	-	-	-	-	22,383,600
FY 2023 General Fund Cash	-	-	-	25,917,642	-	-	-	25,917,642
FY 2023 Tax Supported Revenue CO's	-	-	-	17,195,000	-	-	-	17,195,000
FY 2024 General Fund Cash	-	-	-	-	16,835,263	-	-	16,835,263
FY 2024 Tax Supported Revenue CO's	-	-	-	-	6,000,000	-	-	6,000,000
FY 2025 General Fund Cash	-	-	-	-	-	18,072,920	-	18,072,920
FY 2025 Tax Supported Revenue CO's	-	-	-	-	-	7,300,000	-	7,300,000
FY 2026 General Fund Cash	-	-	-	-	-	-	18,178,296	18,178,296
General Capital Project Fund	1,583,819	53,400	53,400	53,400	53,400	53,400	53,400	1,904,219
Hotel/Motel Funds	564,380	-	45,000	-	-	-	-	609,380
Lubbock County Proceeds	685,627	-	-	-	-	-	-	685,627

General Fund Capital — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Market Lubbock Inc. Capital Project Fund	3,000,000	-	-	-	-	-	-	3,000,000
Parks Capital Projects Fund	114,884	-	-	-	-	-	-	114,884
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
Texas Tech University Funding	66,514	-	-	-	-	-	-	66,514
Texas Tech University Health Sciences Center Fund	53,326	-	-	-	-	-	-	53,326
TxDOT Participation	48,466	-	-	-	-	-	-	48,466
UMC Funding	54,725	-	-	-	-	-	-	54,725
Total General Fund Capital	**$ 186,014,645**	**21,281,836**	**43,451,252**	**43,166,042**	**22,888,663**	**25,426,320**	**18,231,696**	**360,460,454**

Administrative Services — Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years					Total Appropriation
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
8536	Facility Demolition	1,562,748	0	100,000	100,000	100,000	100,000	100,000	2,062,748
8633	Comprehensive Plan Implementation	625,000	0	0	0	0	0	0	625,000
8634	City Council Initiatives	125,000	0	0	0	0	0	0	125,000
92238	Facility Maintenance Fund	1,416,000	0	93,500	99,000	49,500	49,500	49,500	1,757,000
92359	Facility Roof Replacements	1,252,000	106,000	535,300	148,400	212,000	106,000	106,000	2,465,700
92369	Municipal Facilities Replacements/Renovations	63,000,000	0	0	0	0	0	0	63,000,000
92521	Facility Renovations/Upgrades Phase II	529,516	0	1,634,000	2,614,248	85,000	1,146,600	55,000	6,064,364
92548	Lubbock Animal Shelter Improvements	210,000	0	0	0	0	0	0	210,000
2017049	Warehouse Replacement	0	0	152,300	1,583,000	0	0	0	1,735,300
2020076	Neighborhood Plan and Guidelines	0	0	175,000	0	0	0	0	175,000
Total	**Administrative Services**	68,720,264	106,000	2,690,100	4,544,648	446,500	1,402,100	310,500	78,220,112

Administrative Services — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years					Total Funding
			FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
Capital Project Fund	0	100,000	0	0	0	0	0	100,000
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	474,516	0	0	0	0	0	0	474,516
FY 2019 General Fund Cash	701,918	0	0	0	0	0	0	701,918
FY 2020 General Fund Cash	305,000	0	0	0	0	0	0	305,000
FY 2021 General Fund Cash	0	6,000	0	0	0	0	0	6,000
FY 2022 General Fund Cash	0	0	2,690,100	0	0	0	0	2,690,100
FY 2023 General Fund Cash	0	0	0	4,544,648	0	0	0	4,544,648
FY 2024 General Fund Cash	0	0	0	0	446,500	0	0	446,500
FY 2025 General Fund Cash	0	0	0	0	0	1,402,100	0	1,402,100
FY 2026 General Fund Cash	0	0	0	0	0	0	310,500	310,500
General Capital Project Fund	727,566	0	0	0	0	0	0	727,566
Total Administrative Services	68,720,264	106,000	2,690,100	4,544,648	446,500	1,402,100	310,500	78,220,112

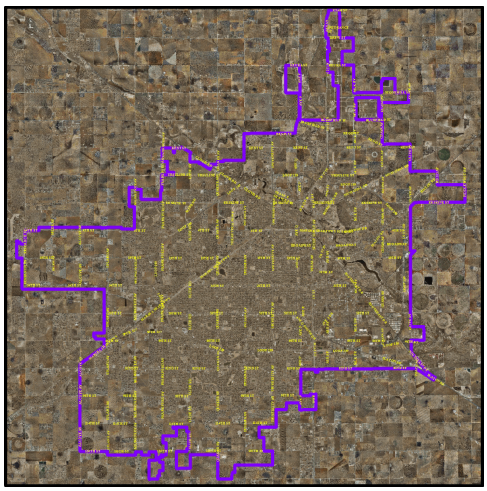
Project Name **Facility Demolition** *Project Number* **8536**

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 2020-26: Evaluate facilities for demolition as requested.

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.

FY 2015-16 Demolished the old DPS building, 17th Street burned out apartments.
FY 2017-18 Demolished old Animal Shelter, Del Norte slabs and parking.
FY 2018-19 Demolished structures on new Police Department Headquarters site.
FY 2019-20 Prepared demolition estimates for Stubbs Party House, Camp Fire Girls Building, Washington Park Bathrooms, and Lubbock Business Center.

$400,000 was appropriated in FY 2008-09 Budget, Ord. No. 2008-O0077, October 1, 2008.
$332,748 was appropriated in the FY 2010-11 Budget, Ord. No. 2010-O0070, October 1, 2010.
$150,000 was appropriated in the FY 2012-13 Budget, Ord. No. 2012-O0100, October 1, 2012.
$100,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-O0087, October 1, 2013.
$230,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
$150,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.
$100,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.
$100,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
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
Total Project Appropriation	1,562,748	0	100,000	100,000	100,000	100,000	100,000	2,062,748

Project Name **Facility Demolition** *Project Number* **8536**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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 2022 General Fund Cash	0	0	100,000	0	0	0	0	100,000
FY 2023 General Fund Cash	0	0	0	100,000	0	0	0	100,000
FY 2024 General Fund Cash	0	0	0	0	100,000	0	0	100,000
FY 2025 General Fund Cash	0	0	0	0	0	100,000	0	100,000
FY 2026 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
Total Funding Sources	1,562,748	0	100,000	100,000	100,000	100,000	100,000	2,062,748

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

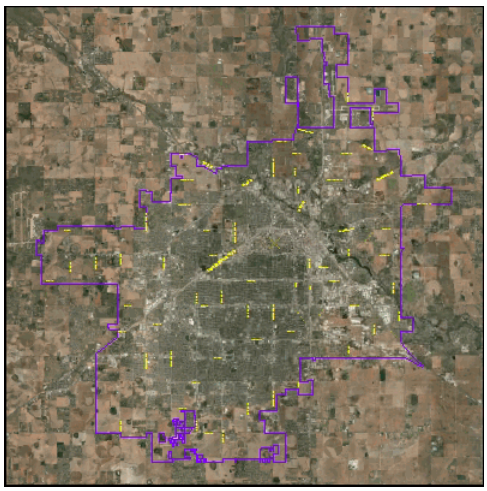
Project Name **Comprehensive Plan Implementation** *Project Number* **8633**

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 statues, 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 1, 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 online 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 (UDC) 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-O0109, October 1, 2018.
$255,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	625,000	0	0	0	0	0	0	625,000
Total Project Appropriation	625,000	0	0	0	0	0	0	625,000

Project Name **Comprehensive Plan Implementation** *Project Number* **8633**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 General Fund Cash	370,000	0	0	0	0	0	0	370,000
FY 2020 General Fund Cash	255,000	0	0	0	0	0	0	255,000
Total Funding Sources	625,000	0	0	0	0	0	0	625,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

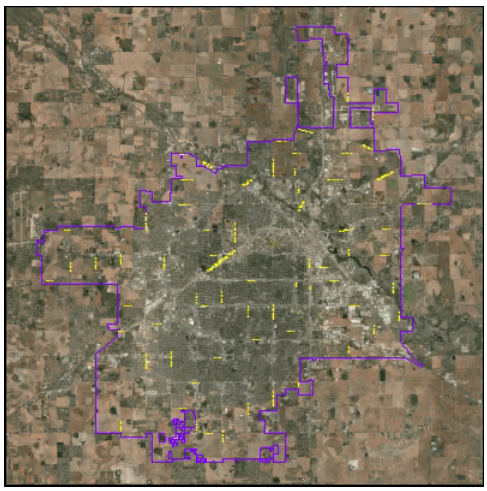
Project Name **City Council Initiatives** *Project Number* **8634**

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

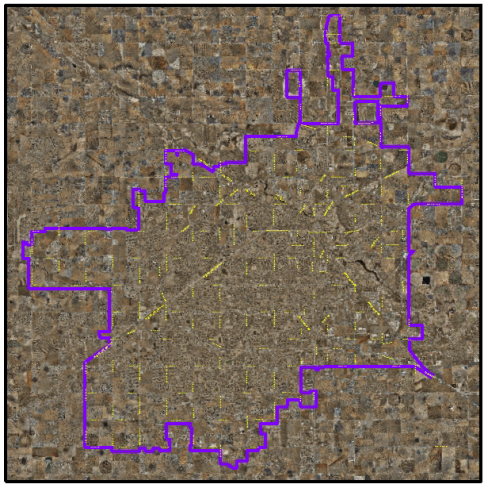
$75,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$50,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	125,000	0	0	0	0	0	0	125,000
Total Project Appropriation	125,000	0	0	0	0	0	0	125,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 General Fund Cash	75,000	0	0	0	0	0	0	75,000
FY 2020 General Fund Cash	50,000	0	0	0	0	0	0	50,000
Total Funding Sources	125,000	0	0	0	0	0	0	125,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Facility Maintenance Fund** *Project Number* **92238**



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 2021-22: Cemetery shop renovations, Stubbs press box/concession remediation and renovation, Cavazos Fields Quad Repairs.

FY 2022-23: Silent Wings Museum Window Replacement

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 2017-18 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.

FY 2019-20: Completed the remediation, renovation, and re-roof of the kickball field and Field 7 press boxes. Safety City ramp and skirting and back deck repairs.

$500,000 was appropriated in the FY 2010-11 Budget, Ord. No. 2010-O0070, October 1, 2010.
$250,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-O0087, October 1, 2013.
$200,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
$216,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.
$250,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.

Project Name **Facility Maintenance Fund** *Project Number* **92238**

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	1,347,000	0	85,000	90,000	45,000	45,000	45,000	1,657,000
Design and Engineering	69,000	0	8,500	9,000	4,500	4,500	4,500	100,000
Total Project Appropriation	1,416,000	0	93,500	99,000	49,500	49,500	49,500	1,757,000

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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 2022 General Fund Cash	0	0	93,500	0	0	0	0	93,500
FY 2023 General Fund Cash	0	0	0	99,000	0	0	0	99,000
FY 2024 General Fund Cash	0	0	0	0	49,500	0	0	49,500
FY 2025 General Fund Cash	0	0	0	0	0	49,500	0	49,500
FY 2026 General Fund Cash	0	0	0	0	0	0	49,500	49,500
General Capital Project Fund	70,000	0	0	0	0	0	0	70,000
Total Funding Sources	1,416,000	0	93,500	99,000	49,500	49,500	49,500	1,757,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Total Operating Budget Impact	1,000	1,000	1,000	1,000	1,000	1,000	6,000

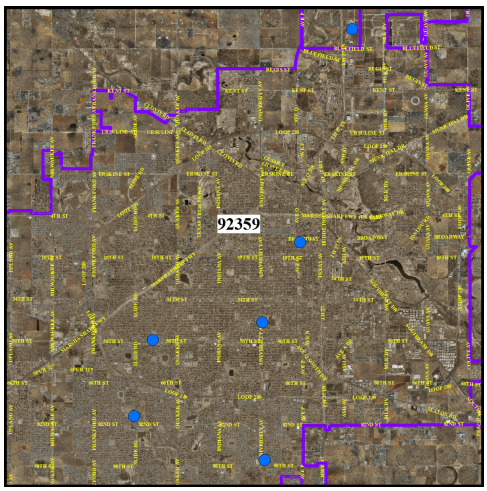
Project Name **Facility Roof Replacements** *Project Number* **92359**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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 2020-21 Emergency Roof Replacement
FY 2021-22 Groves Library, Fire Administration Complex
FY 2022-23 Hodges Community Center
FY 2023-24 Fire Station #10 and #3
FY 2024-25 Future Roofs
FY 2025-26 Future Roofs

Project Justification
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 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 2015-16 Roofs at the Silent Wings Museum started. Fire Station #9 & 4 were completed.
FY 2016-17 Fire Station #12 & 14, and the Eddie Dixon Building roofs replaced and Silent Wings Museum roof replacement completed.
FY 2017-18 Fire Stations # 13 and #8.
FY 2018-19 Garden and Arts Center and Fire Station #7 roofs replaced.
FY 2019-20 Fire Station #15, and Fire Station #5

$172,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
$475,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.
$440,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-O0135, October 1, 2016.
$165,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	1,140,500	100,000	505,000	140,000	200,000	100,000	100,000	2,285,500
Design and Engineering	111,500	6,000	30,300	8,400	12,000	6,000	6,000	180,200
Total Project Appropriation	1,252,000	106,000	535,300	148,400	212,000	106,000	106,000	2,465,700

Project Name **Facility Roof Replacements** *Project Number* **92359**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Capital Project Fund	0	100,000	0	0	0	0	0	100,000
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	6,000	0	0	0	0	0	6,000
FY 2022 General Fund Cash	0	0	535,300	0	0	0	0	535,300
FY 2023 General Fund Cash	0	0	0	148,400	0	0	0	148,400
FY 2024 General Fund Cash	0	0	0	0	212,000	0	0	212,000
FY 2025 General Fund Cash	0	0	0	0	0	106,000	0	106,000
FY 2026 General Fund Cash	0	0	0	0	0	0	106,000	106,000
Total Funding Sources	1,252,000	106,000	535,300	148,400	212,000	106,000	106,000	2,465,700

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	2,500	500	500	1,500	500	500	6,000
Total Operating Budget Impact	2,500	500	500	1,500	500	500	6,000

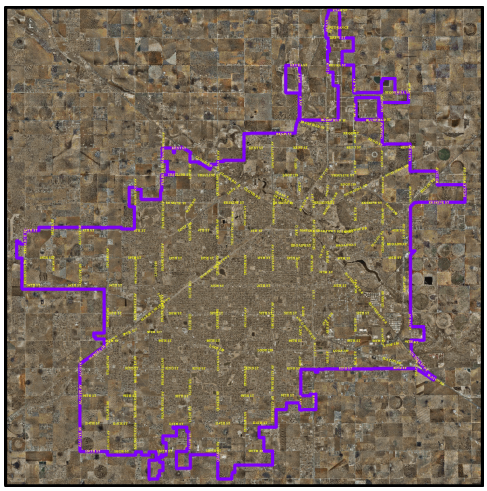
Project Name **Municipal Facilities Replacements/Renovations** *Project Number* **92369**

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 2021-22 Contractor to complete punch list items and warranty items for 1 year from substantial completion date.

Project Justification
The project replaced 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.
FY 2017-18 Construction commenced.
FY 2018-19 Construction continued.
FY 2019-20 Completed construction.

$10.2 million was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
$52.8 million was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
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
Total Project Appropriation	63,000,000	0	0	0	0	0	0	63,000,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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
Total Funding Sources	63,000,000	0	0	0	0	0	0	63,000,000

Project Name **Municipal Facilities Replacements/Renovations** *Project Number* **92369**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	437,400	446,148	455,071	464,172	473,456	482,925	2,759,172
Total Operating Budget Impact	437,400	446,148	455,071	464,172	473,456	482,925	2,759,172

Project Name **Facility Renovations/Upgrades Phase II** *Project Number* **92521**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

Project Classification **Upgrade/Major Maintenance**

Project Status **Approved**



Project Scope
FY 2021-22 Maxey Renovations, Hodges A/E Design.
FY 2022-23 Trejo and Hodges Renovations.
FY 2023-24 Rawlings A/E Design.
FY 2024-25 Rawlings Renovations.
FY 2025-26 Future Renovations

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

Project History
FY 2017-18 Roof replacements designed for Maxey and Trejo Centers.
FY 2018-19 Maxey roof completed.
FY 2019-20 Maggie Trejo roof completed.

$600,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, 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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	349,516	0	1,534,000	2,614,248	0	1,146,600	50,000	5,694,364
Design and Engineering	135,000	0	100,000	0	85,000	0	5,000	325,000
Furnishings, Fixtures, and Equipment	25,000	0	0	0	0	0	0	25,000
Landscaping	20,000	0	0	0	0	0	0	20,000
Total Project Appropriation	529,516	0	1,634,000	2,614,248	85,000	1,146,600	55,000	6,064,364

Project Name **Facility Renovations/Upgrades Phase II** *Project Number* **92521**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2018 General Fund Cash	349,516	0	0	0	0	0	0	349,516
FY 2022 General Fund Cash	0	0	1,634,000	0	0	0	0	1,634,000
FY 2023 General Fund Cash	0	0	0	2,614,248	0	0	0	2,614,248
FY 2024 General Fund Cash	0	0	0	0	85,000	0	0	85,000
FY 2025 General Fund Cash	0	0	0	0	0	1,146,600	0	1,146,600
FY 2026 General Fund Cash	0	0	0	0	0	0	55,000	55,000
General Capital Project Fund	180,000	0	0	0	0	0	0	180,000
Total Funding Sources	529,516	0	1,634,000	2,614,248	85,000	1,146,600	55,000	6,064,364

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	500	500	500	500	500	500	3,000
Total Operating Budget Impact	500	500	500	500	500	500	3,000

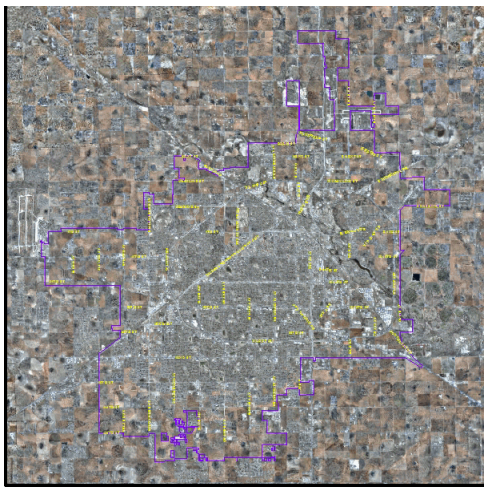
Project Name **Lubbock Animal Shelter Improvements** *Project Number* **92548**

Managing Department **Animal Control - Shelter**

Project Manager **Wesley Everett**

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.

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

FY 2017-18 HVAC work completed in north quad kennels, kennel flooring in north quad completed.
FY 2018-19 Worked on resealing floors, electrical, plumbing repairs and flooring renovations.
FY 2019-20 Flooring improvements completed in cages and office areas with VCT tile.

$75,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.
$135,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
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
Total Project Appropriation	210,000	0	0	0	0	0	0	210,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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
Total Funding Sources	210,000	0	0	0	0	0	0	210,000

Project Name **Lubbock Animal Shelter Improvements** *Project Number* **92548**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	500	500	500	500	500	500	3,000
Total Operating Budget Impact	500	500	500	500	500	500	3,000

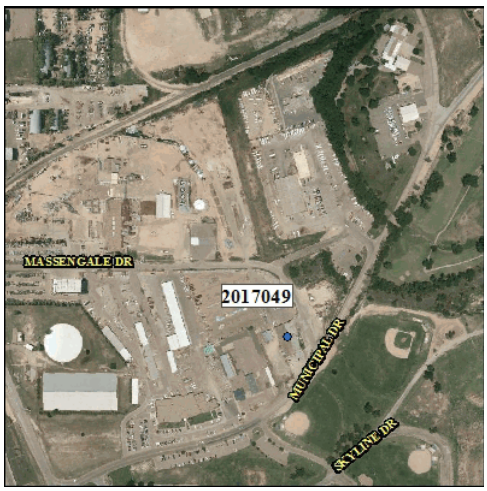
Project Name **Warehouse Replacement** *Project Number* **2017049**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.

FY 2021-22 Begin design of new warehouse facility.
FY 2022-23 Bid and begin construction of warehouse facility.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	0	1,523,000	0	0	0	1,523,000
Design and Engineering	0	0	152,300	0	0	0	0	152,300
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
Total Project Appropriation	0	0	152,300	1,583,000	0	0	0	1,735,300

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	152,300	0	0	0	0	152,300
FY 2023 General Fund Cash	0	0	0	1,583,000	0	0	0	1,583,000
Total Funding Sources	0	0	152,300	1,583,000	0	0	0	1,735,300

Project Name **Warehouse Replacement** *Project Number* **2017049**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	600	600	600	0	1,800
Total Operating Budget Impact	0	0	600	600	600	0	1,800

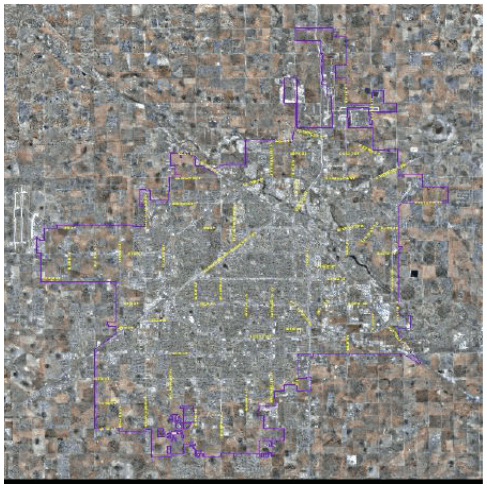
Project Name **Neighborhood Plan and Guidelines** *Project Number* **2020076**

Managing Department **Comprehensive Planning**

Project Manager **Kristen Sager**

Project Classification **Administrative**

Project Status **Requested**



Project Scope

Contract with a Planning Firm to perform a comprehensive neighborhood plan of the selected neighborhood/neighborhoods in north or east Lubbock. The project will include robust public visioning, stakeholder input, and partnership building; demographic analysis; land use and zoning analysis, including coordination with city-wide housing study; area market study and economic development recommendations to support existing businesses, attract new businesses, and adapt to changing retail trends; review of funding and incentive strategies for desired development; identification of catalyst project development opportunities; transportation and circulation analysis, including safety, congestion, access, and smart mobility tools; corridor aesthetics enhancement recommendations; creation of a detailed implementation strategy to guide recommended actions; and recommended changes to the Future Land Use Map. The consultant will also create a set of guidelines for all future neighborhood and small area plans to be used by staff to conduct future strategic planning efforts.

Project Justification

PlanLubbock2040, adopted in December of 2018, identifies neighborhood planning in its implementation plan as a priority that should begin within one to two years of the adoption of the comprehensive plan. It also supports and furthers the City Council goals of: Communication, Community Improvement, Growth & Development, and Economic Development & Redevelopment. The guidelines created by the first neighborhood plan will continue to be influential as staff continues their ongoing neighborhood and small area planning efforts.

Project History

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Other Activities	0	0	175,000	0	0	0	0	175,000
Total Project Appropriation	0	0	175,000	0	0	0	0	175,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	175,000	0	0	0	0	175,000
Total Funding Sources	0	0	175,000	0	0	0	0	175,000

Project Name **Neighborhood Plan and Guidelines** *Project Number* **2020076**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0


City of
Lubbock
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Cultural and Recreational Services — Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years					Total Appropriation
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
8550	Golf Course Improvements	776,247	53,400	53,400	53,400	53,400	53,400	53,400	1,096,647
8630	Park Amenities	458,566	125,000	168,820	173,880	180,000	190,800	200,340	1,497,406
8635	Parks Future Planning	50,000	0	0	0	0	0	0	50,000
92362	Buddy Holly Center Renovations Phase II	564,380	0	45,000	0	0	0	0	609,380
92565	Garden and Arts Center Exterior Renovations	280,000	0	15,000	0	0	0	0	295,000
92566	Park Walking Trails	365,000	0	265,000	280,900	297,754	315,620	334,556	1,858,830
92567	Dock and Bridge Replacement	200,550	100,000	123,478	127,182	130,998	0	0	682,208
92607	Berl Huffman Improvements	3,000,000	0	0	0	0	0	0	3,000,000
92615	McAlister Park Improvements	1,455,926	0	0	0	0	0	0	1,455,926
92623	Berl Huffman Parking Lot Lighting	45,863	0	0	0	0	0	0	45,863
92624	Burgess Rushing Tennis Center Pickleball Courts	262,260	0	0	0	0	0	0	262,260
2014072	Groves Branch Library Renovations	0	0	640,000	0	0	0	0	640,000
2016102	Ball Field Playgrounds	0	0	0	0	0	383,800	0	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
2019070	Indian Maiden Path	0	0	38,520	0	0	0	0	38,520
2019082	Parks Master Plan	0	212,000	0	0	0	0	0	212,000
2019154	Berl Huffman Traffic & Safety Improvements	0	0	116,223	0	0	0	0	116,223
Total	**Cultural and Recreational Services**	7,458,792	490,400	4,335,441	2,353,462	1,757,352	1,274,220	1,571,196	19,240,863

Cultural and Recreational Services — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years					Total Funding
			FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
FY 2009 General Fund Cash	185,951	0	0	0	0	0	0	185,951
FY 2009 Tax Supported Revenue CO's	1,148	0	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	2,210	0	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	15,412	0	0	0	0	0	0	15,412
FY 2014 Tax Supported Revenue CO's	300,000	0	0	0	0	0	0	300,000
FY 2015 Tax Supported Revenue CO's	395,018	3,000	0	0	0	0	0	398,018
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	516,588	0	0	0	0	0	0	516,588
FY 2021 General Fund Cash	0	434,000	0	0	0	0	0	434,000
FY 2022 General Fund Cash	0	0	2,753,441	0	0	0	0	2,753,441
FY 2022 Tax Supported Revenue CO's	0	0	1,483,600	0	0	0	0	1,483,600
FY 2023 General Fund Cash	0	0	0	2,300,062	0	0	0	2,300,062
FY 2024 General Fund Cash	0	0	0	0	1,703,952	0	0	1,703,952
FY 2025 General Fund Cash	0	0	0	0	0	1,220,820	0	1,220,820
FY 2026 General Fund Cash	0	0	0	0	0	0	1,517,796	1,517,796
General Capital Project Fund	467,186	53,400	53,400	53,400	53,400	53,400	53,400	787,586
Hotel/Motel Funds	564,380	0	45,000	0	0	0	0	609,380
Market Lubbock Inc. Capital Project Fund	3,000,000	0	0	0	0	0	0	3,000,000
Parks Capital Projects Fund	114,884	0	0	0	0	0	0	114,884
Private Donations	1,235,270	0	0	0	0	0	0	1,235,270
Total Cultural and Recreational Services	7,458,792	490,400	4,335,441	2,353,462	1,757,352	1,274,220	1,571,196	19,240,863

Project Name **Golf Course Improvements** *Project Number* **8550**

Managing Department **Community Services**

Project Manager **Ronny Gallagher**

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.

Improvements were put on hold in FY 2019-20 due to COVID-19 crisis.

Project History
$185,951 was appropriated in FY 2008-09, Budget Amendment No. 15, Ord. No. 2009-O0067, August 13, 2009.
$53,400 was appropriated in the FY 2009-10 Budget, Ord. No. 2009-O0073, 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-O0070, 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-O0080, 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-O0100, 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-O0087, 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-O0122, 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-O0094, 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-O0135, 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-O0111, 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-O0109, October 1, 2018.
FY 2018-19 budget addition decreased to $52,798 based on actual revenue.
$53,400 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	776,247	53,400	53,400	53,400	53,400	53,400	53,400	1,096,647
Total Project Appropriation	776,247	53,400	53,400	53,400	53,400	53,400	53,400	1,096,647

Project Name **Golf Course Improvements** *Project Number* **8550**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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	422,191	53,400	53,400	53,400	53,400	53,400	53,400	742,591
Total Funding Sources	776,247	53,400	53,400	53,400	53,400	53,400	53,400	1,096,647

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

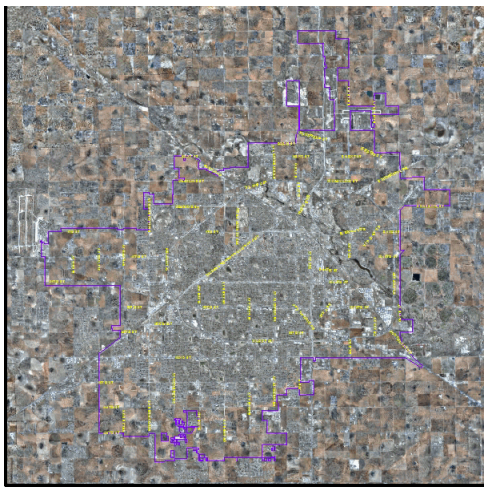
Project Name **Park Amenities** *Project Number* **8630**

Managing Department **Park Maintenance**

Project Manager **Ronny Gallagher**

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 other amenities 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-O0111, October 1, 2017.
$154,500 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$154,066 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	458,566	125,000	168,820	173,880	180,000	190,800	200,340	1,497,406
Total Project Appropriation	458,566	125,000	168,820	173,880	180,000	190,800	200,340	1,497,406

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2015 Tax Supported Revenue CO's	104,898	3,000	0	0	0	0	0	107,898
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	154,066	0	0	0	0	0	0	154,066
FY 2021 General Fund Cash	0	122,000	0	0	0	0	0	122,000
FY 2022 General Fund Cash	0	0	168,820	0	0	0	0	168,820
FY 2023 General Fund Cash	0	0	0	173,880	0	0	0	173,880
FY 2024 General Fund Cash	0	0	0	0	180,000	0	0	180,000
FY 2025 General Fund Cash	0	0	0	0	0	190,800	0	190,800
FY 2026 General Fund Cash	0	0	0	0	0	0	200,340	200,340
Parks Capital Projects Fund	700	0	0	0	0	0	0	700
Total Funding Sources	458,566	125,000	168,820	173,880	180,000	190,800	200,340	1,497,406

Project Name **Park Amenities** *Project Number* **8630**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	0	1,000	1,000	1,000	1,000	1,000	5,000
Total Operating Budget Impact	0	1,000	1,000	1,000	1,000	1,000	5,000

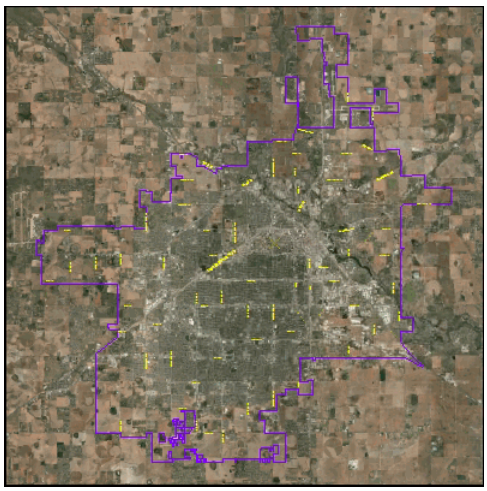
Project Name **Parks Future Planning** *Project Number* **8635**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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

FY 2019-20: The Professional Services Agreement with MMA, Inc. was executed for a not to exceed amount of $49,000 and $50,000 was budgeted in FY18 for this purpose. $39,500 was paid for a master plan concept for McAlister Park.

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

		Unappropriated Planning Years						
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	50,000	0	0	0	0	0	0	50,000
Total Project Appropriation	50,000	0	0	0	0	0	0	50,000

		Unappropriated Planning Years						
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Parks Capital Projects Fund	50,000	0	0	0	0	0	0	50,000
Total Funding Sources	50,000	0	0	0	0	0	0	50,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Buddy Holly Center Renovations Phase II** *Project Number* **92362**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.

FY 21-22: Repair and renovate interior walls of fine arts gallery.

Project Justification

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

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

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 2018-19 Develop the scope for plans and specifications for waterproofing the east wall of the Gallery. Level the Courtyard pavers.
FY 2019-20 Levelled the courtyard pavers, removed and installed sealant around precast stone for exterior waterproofing.

$380,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
Reduced appropriation by $41,620 in FY 2014-15 Budget Amendment No. 13, Ord. No. 2015-O0051, June 11, 2015.
$100,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.
$126,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-O0135, October 1, 2016.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	509,880	0	45,000	0	0	0	0	554,880
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
Total Project Appropriation	564,380	0	45,000	0	0	0	0	609,380

Project Name **Buddy Holly Center Renovations Phase II** *Project Number* **92362**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Hotel/Motel Funds	564,380	0	45,000	0	0	0	0	609,380
Total Funding Sources	564,380	0	45,000	0	0	0	0	609,380

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	0	0	25,000	0	0	0	25,000
Total Operating Budget Impact	0	0	25,000	0	0	0	25,000

Project Name **Garden and Arts Center Exterior Renovations** *Project Number* **92565**

Managing Department **Cultural Arts Services**

Project Manager **Wesley Everett**

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 2021-22: Bid out completed bids and specifications from FY 2019-20. Plans and Specifications need to be reviewed and updated for any adopted code changes since original design.

Project Justification

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

Project History

FY 2018-19 architectural firm hired and renovation scope, plans and specifications being developed.
FY 2019-20 Plans and specifications complete.
$185,850 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$94,150 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	247,850	0	10,000	0	0	0	0	257,850
Design and Engineering	32,150	0	5,000	0	0	0	0	37,150
Total Project Appropriation	280,000	0	15,000	0	0	0	0	295,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2013 Tax Supported Revenue CO's	15,412	0	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	33,743	0	0	0	0	0	0	33,743
FY 2022 General Fund Cash	0	0	15,000	0	0	0	0	15,000
General Capital Project Fund	44,995	0	0	0	0	0	0	44,995
Total Funding Sources	280,000	0	15,000	0	0	0	0	295,000

Project Name **Garden and Arts Center Exterior Renovations** *Project Number* **92565**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	1,000	500	500	0	2,000
Total Operating Budget Impact	0	0	1,000	500	500	0	2,000

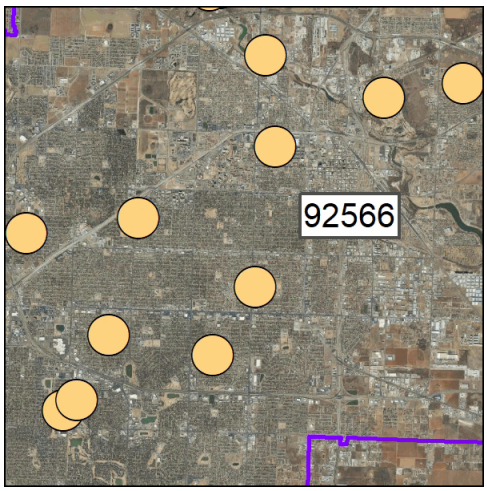
Project Name **Park Walking Trails** *Project Number* **92566**

Managing Department **Parks & Recreation**

Project Manager **Ronny Gallagher**

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: 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. Construction of Leftwich completed in FY 2019-20.

$175,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$190,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	365,000	0	265,000	280,900	297,754	315,620	334,556	1,858,830
Total Project Appropriation	365,000	0	265,000	280,900	297,754	315,620	334,556	1,858,830

Project Name **Park Walking Trails** *Project Number* **92566**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2009 Tax Supported Revenue CO's	1,148	0	0	0	0	0	0	1,148
FY 2014 Tax Supported Revenue CO's	100,000	0	0	0	0	0	0	100,000
FY 2015 Tax Supported Revenue CO's	81,103	0	0	0	0	0	0	81,103
FY 2019 General Fund Cash	118,565	0	0	0	0	0	0	118,565
FY 2022 General Fund Cash	0	0	265,000	0	0	0	0	265,000
FY 2023 General Fund Cash	0	0	0	280,900	0	0	0	280,900
FY 2024 General Fund Cash	0	0	0	0	297,754	0	0	297,754
FY 2025 General Fund Cash	0	0	0	0	0	315,620	0	315,620
FY 2026 General Fund Cash	0	0	0	0	0	0	334,556	334,556
Parks Capital Projects Fund	64,184	0	0	0	0	0	0	64,184
Total Funding Sources	365,000	0	265,000	280,900	297,754	315,620	334,556	1,858,830

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	500	600	720	864	1,037	1,244	4,965
Total Operating Budget Impact	500	600	720	864	1,037	1,244	4,965

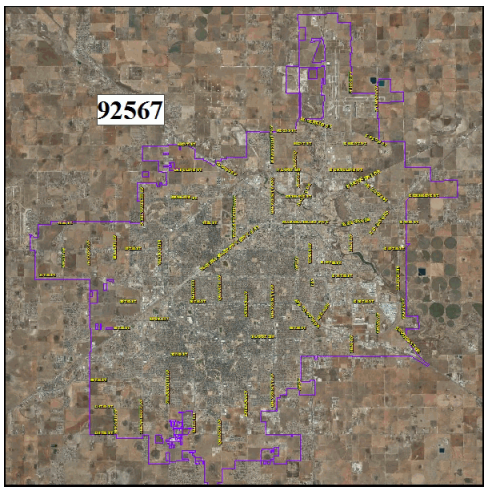
Project Name **Dock and Bridge Replacement** *Project Number* **92567**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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.

$113,000 was appropriated in the FY 2018-29 Budget, Ord. No. 2018-O0109, October 1, 2018.
$87,550 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	172,550	75,265	92,882	95,668	98,538	0	0	534,903
Design and Engineering	28,000	24,735	30,596	31,514	32,460	0	0	147,305
Total Project Appropriation	200,550	100,000	123,478	127,182	130,998	0	0	682,208

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2011 Tax Supported Revenue CO's	2,210	0	0	0	0	0	0	2,210
FY 2015 Tax Supported Revenue CO's	85,340	0	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	100,000	0	0	0	0	0	100,000
FY 2022 General Fund Cash	0	0	123,478	0	0	0	0	123,478
FY 2023 General Fund Cash	0	0	0	127,182	0	0	0	127,182
FY 2024 General Fund Cash	0	0	0	0	130,998	0	0	130,998
Total Funding Sources	200,550	100,000	123,478	127,182	130,998	0	0	682,208

Project Name **Dock and Bridge Replacement** *Project Number* **92567**

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Berl Huffman Improvements** *Project Number* **92607**

Managing Department **Parks & Recreation**

Project Manager **Ronny Gallagher**

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.

The following improvements to Berl Huffman Sports Complex were completed in FY19-20: The Irrigation renovation, pump system renovation, soil amendments on natural fields, reseed natural fields, net & goal replacement, addition of new parking area/food truck area, two restrooms were installed, South road addition, Internet tower, restroom benches.

$3,000,000 was appropriated in the FY 2018-19 Budget Amendment #5, January 22,2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	3,000,000	0	0	0	0	0	0	3,000,000
Total Project Appropriation	3,000,000	0	0	0	0	0	0	3,000,000

Project Name **Berl Huffman Improvements** *Project Number* **92607**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Market Lubbock Inc. Capital Project Fund	3,000,000	0	0	0	0	0	0	3,000,000
Total Funding Sources	3,000,000	0	0	0	0	0	0	3,000,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Total Operating Budget Impact	10,000	10,000	10,000	10,000	10,000	10,000	60,000

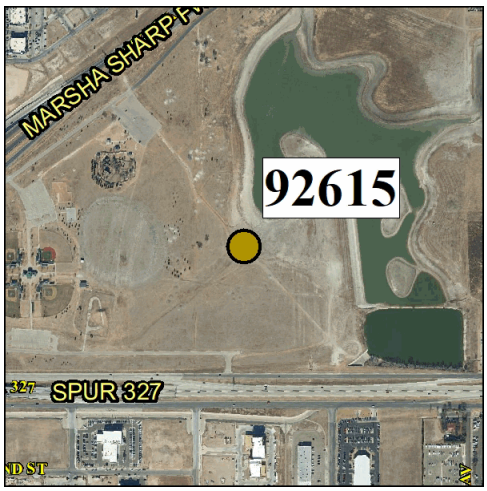
Project Name **McAlister Park Improvements** *Project Number* **92615**

Managing Department **Parks & Recreation**

Project Manager **Ronny Gallagher**

Project Classification **Infrastructure Improvements**

Project Status **Approved**



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 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 would be the construction of six covered basketball courts. The fourth phase would be the construction of a nearby splash pad. The fifth phase would be the construction of a boardwalk across the playa lake to tie the existing nature trail together. The final phase 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.

FY19-20 Engineering completed plans for Dog Park. Received an estimate for architectural services. Project on hold due to COVID-19 crisis.

$1,455,926 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	1,455,926	0	0	0	0	0	0	1,455,926
Total Project Appropriation	1,455,926	0	0	0	0	0	0	1,455,926

Project Name **McAlister Park Improvements** *Project Number* **92615**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2014 Tax Supported Revenue CO's	200,000	0	0	0	0	0	0	200,000
FY 2020 General Fund Cash	20,656	0	0	0	0	0	0	20,656
Private Donations	1,235,270	0	0	0	0	0	0	1,235,270
Total Funding Sources	1,455,926	0	0	0	0	0	0	1,455,926

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

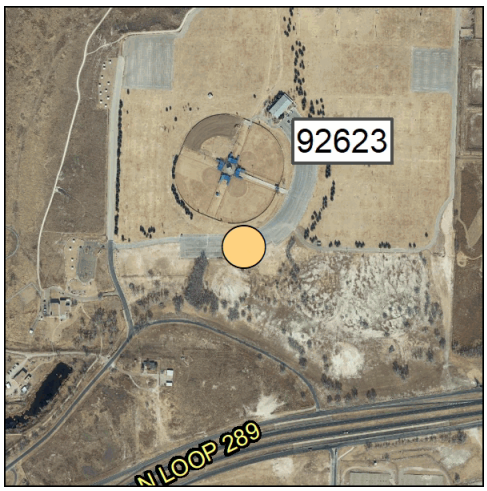
Project Name **Berl Huffman Parking Lot Lighting** *Project Number* **92623**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

Project Classification **Infrastructure Improvements**

Project Status **Approved**



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.

$45,863 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Furnishings, Fixtures, and Equipment	45,863	0	0	0	0	0	0	45,863
Total Project Appropriation	45,863	0	0	0	0	0	0	45,863

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 General Fund Cash	45,863	0	0	0	0	0	0	45,863
Total Funding Sources	45,863	0	0	0	0	0	0	45,863

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	4,500	5,000	5,500	6,000	6,500	0	27,500
Total Operating Budget Impact	4,500	5,000	5,500	6,000	6,500	0	27,500

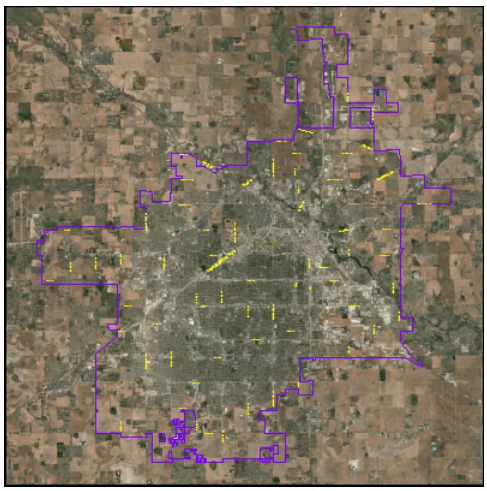
Project Name **Burgess Rushing Tennis Center Pickleball Courts** *Project Number* **92624**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

Project Classification **Infrastructure Improvements**

Project Status **Approved**



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.

FY19-20 Estimate from Architect for complete drawings. Engineering plans completed. Project placed on hold due to COVID-19 crisis.

$262,260 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	262,260	0	0	0	0	0	0	262,260
Total Project Appropriation	262,260	0	0	0	0	0	0	262,260

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 General Fund Cash	262,260	0	0	0	0	0	0	262,260
Total Funding Sources	262,260	0	0	0	0	0	0	262,260

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Groves Branch Library Renovations** *Project Number* **2014072**

Managing Department **Groves Library**

Project Manager **Wesley Everett**

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 it's 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 northwest Lubbock.

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
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
Total Project Appropriation	0	0	640,000	0	0	0	0	640,000

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	640,000	0	0	0	0	640,000
Total Funding Sources	0	0	640,000	0	0	0	0	640,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	400	400	450	0	1,250
Total Operating Budget Impact	0	0	400	400	450	0	1,250

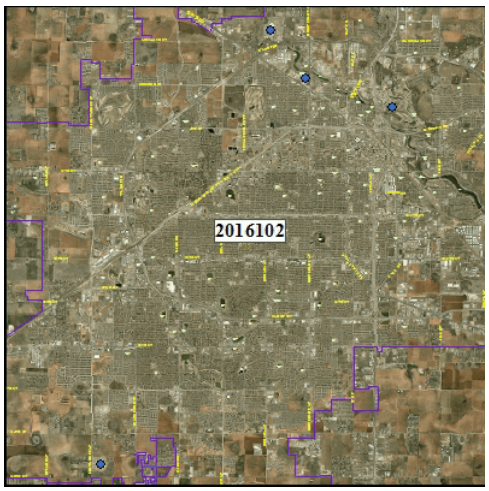
Project Name **Ball Field Playgrounds** *Project Number* **2016102**

Managing Department **Parks & Recreation**

Project Manager **Ronny Gallagher**

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.

		Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	0	0	0	383,800	0	383,800
Total Project Appropriation	0	0	0	0	0	383,800	0	383,800

		Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2025 General Fund Cash	0	0	0	0	0	383,800	0	383,800
Total Funding Sources	0	0	0	0	0	383,800	0	383,800

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Park Pavilions Phase II** *Project Number* **2016173**

Managing Department **Parks & Recreation**

Project Manager **Ronny Gallagher**

Project Classification **Replacement Facility**

Project Status **Requested**



Project Scope

Construct new or replace old, deteriorating open-air park pavilions for Booker T Washington 2020-2021, Carlisle and Guy Parks in 2021-22, McCullough and Washington Parks in 2022-23, Davies and Overton Parks in 2023-24, Rodgers Park and Buddy Holly Recreation Area in 2024-25, Carrillo Family Recreation Area & Mackenzie Park in 2025-26, and Neugebauer Park and Dunbar Historical Lake in 2026-27.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	274,000	284,700	209,900	233,100	291,600	1,293,300
Total Project Appropriation	0	0	274,000	284,700	209,900	233,100	291,600	1,293,300

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	274,000	0	0	0	0	274,000
FY 2023 General Fund Cash	0	0	0	284,700	0	0	0	284,700
FY 2024 General Fund Cash	0	0	0	0	209,900	0	0	209,900
FY 2025 General Fund Cash	0	0	0	0	0	233,100	0	233,100
FY 2026 General Fund Cash	0	0	0	0	0	0	291,600	291,600
Total Funding Sources	0	0	274,000	284,700	209,900	233,100	291,600	1,293,300

Project Name **Park Pavilions Phase II** *Project Number* **2016173**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	500	500	500	500	2,000
Total Operating Budget Impact	0	0	500	500	500	500	2,000

Project Name **Musco Lighting at Softball Fields** *Project Number* **2018047**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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 used by City Leagues and to host tournaments. The existing facilities are not as functional as newer facilities. Upgrading the lighting would be a step in bringing them up to par with the newer facilities.

		Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Signage, Lighting and Signals	0	0	488,300	850,200	0	0	0	1,338,500
Total Project Appropriation	0	0	488,300	850,200	0	0	0	1,338,500

		Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	488,300	0	0	0	0	488,300
FY 2023 General Fund Cash	0	0	0	850,200	0	0	0	850,200
Total Funding Sources	0	0	488,300	850,200	0	0	0	1,338,500

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	0	0	200	230	265	304	999
Total Operating Budget Impact	0	0	200	230	265	304	999

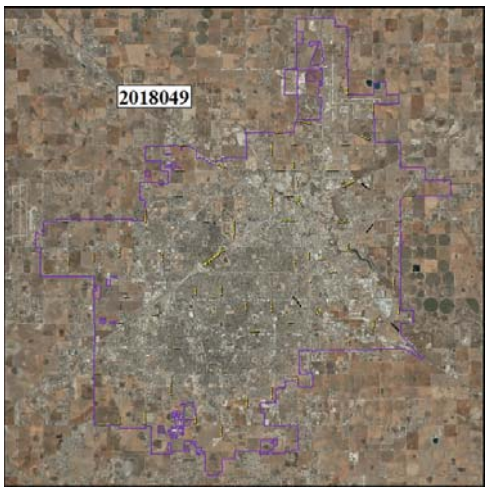
Project Name **Park Playgrounds Phase II** *Project Number* **2018049**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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: Carter, Butler, Crow parks in 2021-22, Lusk and Washington parks in 2022-23, Rodgers, Strong, and Stevens parks in 2023-24, Casey, Smith, and Higinbotham parks in 2024-25, Dupree and Mahon parks in 2025-26, North and South Mackenzie parks in 2027-28, and Wheelock, Carlisle, and Cooke parks in 2028-29.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Landscaping	0	0	624,100	583,200	885,300	97,500	691,300	2,881,400
Total Project Appropriation	0	0	624,100	583,200	885,300	97,500	691,300	2,881,400

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	624,100	0	0	0	0	624,100
FY 2023 General Fund Cash	0	0	0	583,200	0	0	0	583,200
FY 2024 General Fund Cash	0	0	0	0	885,300	0	0	885,300
FY 2025 General Fund Cash	0	0	0	0	0	97,500	0	97,500
FY 2026 General Fund Cash	0	0	0	0	0	0	691,300	691,300
Total Funding Sources	0	0	624,100	583,200	885,300	97,500	691,300	2,881,400

Project Name **Park Playgrounds Phase II** *Project Number* **2018049**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	7,000	8,000	9,000	0	24,000
Total Operating Budget Impact	0	0	7,000	8,000	9,000	0	24,000

Project Name **Future Splash Pad** *Project Number* **2018056**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

Project Classification **New Facility**

Project Status **Requested**



Project Scope

Construction of a new splash pad with interactive water features. The design also calls for new parking lots, a new bathroom facility, shade pavilions, a playground, numerous shade trees, and picnic areas with tables and benches. This would create a true destination area for a family to spend several hours at the new complex.

Project Justification

The creation of a destination outdoor water recreation venue for families. The City of Lubbock has not constructed a new outdoor water recreation venue for citizens in decades. Surveys done in the previous year showed Splash Pads as a top priority by citizens.

Project History

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	1,451,100	0	0	0	0	1,451,100
Design and Engineering	0	0	32,500	0	0	0	0	32,500
Total Project Appropriation	0	0	1,483,600	0	0	0	0	1,483,600

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 Tax Supported Revenue CO's	0	0	1,483,600	0	0	0	0	1,483,600
Total Funding Sources	0	0	1,483,600	0	0	0	0	1,483,600

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	0	59,007	60,777	62,601	182,385
Total Operating Budget Impact	0	0	0	59,007	60,777	62,601	182,385

Project Name **Indian Maiden Path** *Project Number* **2019070**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	38,520	0	0	0	0	38,520
Total Project Appropriation	0	0	38,520	0	0	0	0	38,520

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	38,520	0	0	0	0	38,520
Total Funding Sources	0	0	38,520	0	0	0	0	38,520

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	0	1,000	1,000	1,000	3,000
Total Operating Budget Impact	0	0	0	1,000	1,000	1,000	3,000

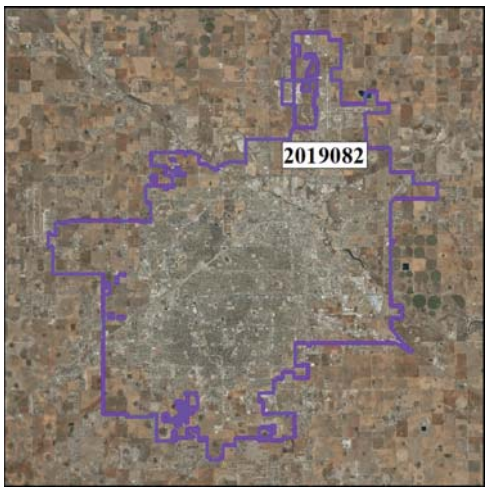
Project Name **Parks Master Plan** *Project Number* **2019082**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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 is very important. 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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Other Activities	0	212,000	0	0	0	0	0	212,000
Total Project Appropriation	0	212,000	0	0	0	0	0	212,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2021 General Fund Cash	0	212,000	0	0	0	0	0	212,000
Total Funding Sources	0	212,000	0	0	0	0	0	212,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Personnel Cost	0	5,000	2,500	0	0	0	7,500
Total Operating Budget Impact	0	5,000	2,500	0	0	0	7,500

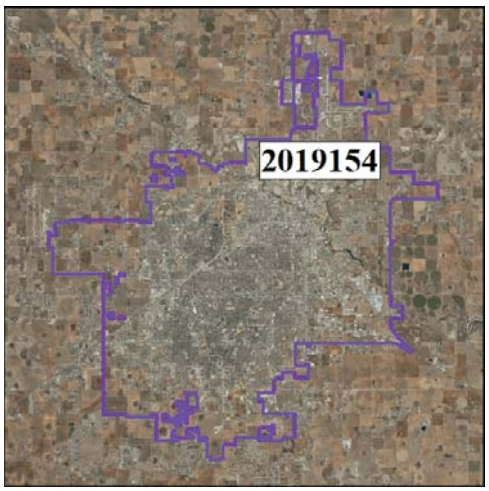
Project Name **Berl Huffman Traffic & Safety Improvements** *Project Number* **2019154**

Managing Department **Park Development**

Project Manager **Ronny Gallagher**

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Other Activities	0	0	116,223	0	0	0	0	116,223
Total Project Appropriation	0	0	116,223	0	0	0	0	116,223

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	116,223	0	0	0	0	116,223
Total Funding Sources	0	0	116,223	0	0	0	0	116,223

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Public Safety and Health Services — Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years					Total Appropriation
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
92367	Municipal Square Repairs	566,511	0	0	0	0	0	0	566,511
92433	Major Repairs at Fire Facilities Phase II	1,200,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
92551	Public Safety Improvements Project	60,000,000	0	0	0	0	0	0	60,000,000
92648	Zetron Fire Paging Replacement	800,000	0	0	0	0	0	0	800,000
2020089	Outdoor Warning Siren System	0	980,436	150,000	0	0	0	0	1,130,436
Total	**Public Safety and Health Services**	62,566,511	1,280,436	450,000	300,000	300,000	300,000	300,000	65,496,947

Public Safety and Health Services — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years					Total Funding
			FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
FY 2015 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2015 Tax Supported Revenue CO's	300,000	31,566	0	0	0	0	0	331,566
FY 2016 General Fund Cash	266,511	0	0	0	0	0	0	266,511
FY 2016 Tax Supported Revenue CO's	714,595	20,000	0	0	0	0	0	734,595
FY 2017 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2018 Tax Supported Revenue CO's	10,000,000	2,252	0	0	0	0	0	10,002,252
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	85,405	0	0	0	0	0	0	85,405
FY 2021 General Fund Cash	0	1,226,618	0	0	0	0	0	1,226,618
FY 2022 General Fund Cash	0	0	450,000	0	0	0	0	450,000
FY 2023 General Fund Cash	0	0	0	300,000	0	0	0	300,000
FY 2024 General Fund Cash	0	0	0	0	300,000	0	0	300,000
FY 2025 General Fund Cash	0	0	0	0	0	300,000	0	300,000
FY 2026 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
Total Public Safety and Health Services	62,566,511	1,280,436	450,000	300,000	300,000	300,000	300,000	65,496,947

Project Name **Municipal Square Repairs** *Project Number* **92367**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.

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.

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 2017-18, HVAC controls were replaced in several units as with age, these components fail and are difficult to replace.
FY 2018-19: Security replacement completed.
FY 2019-20: Maintenance as required.

$300,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
$388,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.
$210,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-O0135, October 1, 2016.
Reduced appropriation by $331,489 in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.

Project Name **Municipal Square Repairs** *Project Number* **92367**

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
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
Total Project Appropriation	566,511	0	0	0	0	0	0	566,511

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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
Total Funding Sources	566,511	0	0	0	0	0	0	566,511

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	1,000	1,000	1,000	1,000	1,000	0	5,000
Total Operating Budget Impact	1,000	1,000	1,000	1,000	1,000	0	5,000

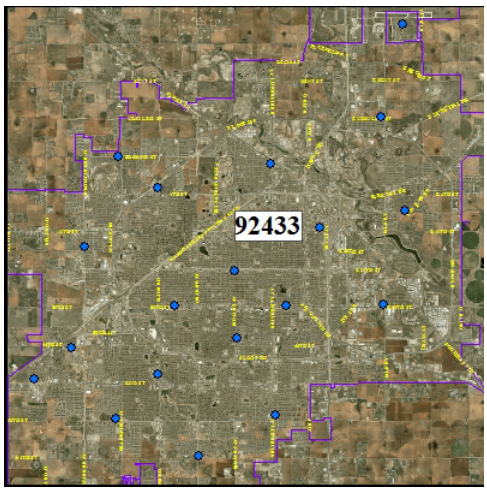
Project Name **Major Repairs at Fire Facilities Phase II** *Project Number* **92433**

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, but not limited to concrete repair/replacement, weatherproofing, exterior security upgrades and other related items.

FY 2020 - 2021: work will continue on unscheduled repairs, upgrade to plymovent system at multiple fire stations, renovations to ARFF training facility.

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.

FY 19-20 continued work with unscheduled repairs at various fire facilities. Pavement improvements at Fire Stations #5 and #10. Fire Station #11 compressor replacement, Flag poles installation at Fire Station #12,13, and 14. Roof Replacements at stations #5 and #15.

$300,000 was appropriated in the FY 2016-17 Budget, Ord. No. 2016-O0135, October , 2016.
$300,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.
$300,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$300,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	1,147,000	273,500	273,500	273,500	273,500	273,500	273,500	2,788,000
Design and Engineering	53,000	26,500	26,500	26,500	26,500	26,500	26,500	212,000
Total Project Appropriation	1,200,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000

Project Name **Major Repairs at Fire Facilities Phase II** *Project Number* **92433**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2015 Tax Supported Revenue CO's	300,000	31,566	0	0	0	0	0	331,566
FY 2016 Tax Supported Revenue CO's	0	20,000	0	0	0	0	0	20,000
FY 2017 General Fund Cash	300,000	0	0	0	0	0	0	300,000
FY 2018 Tax Supported Revenue CO's	0	2,252	0	0	0	0	0	2,252
FY 2019 General Fund Cash	281,953	0	0	0	0	0	0	281,953
FY 2021 General Fund Cash	0	246,182	0	0	0	0	0	246,182
FY 2022 General Fund Cash	0	0	300,000	0	0	0	0	300,000
FY 2023 General Fund Cash	0	0	0	300,000	0	0	0	300,000
FY 2024 General Fund Cash	0	0	0	0	300,000	0	0	300,000
FY 2025 General Fund Cash	0	0	0	0	0	300,000	0	300,000
FY 2026 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
Total Funding Sources	1,200,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	500	500	500	500	500	0	2,500
Total Operating Budget Impact	500	500	500	500	500	0	2,500

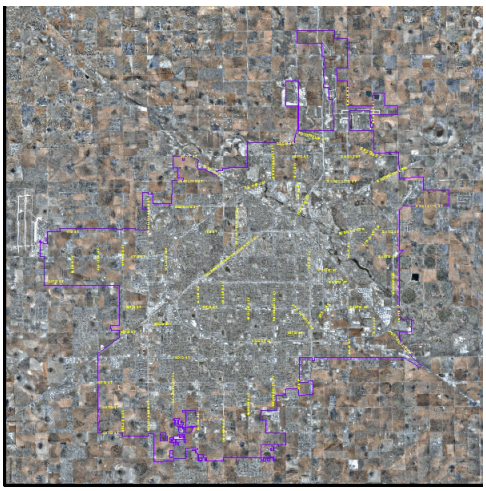
Project Name **Public Safety Improvements Project** *Project Number* **92551**

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.

FY2020-21: Complete construction on PDES, PDNS, PDSS, MC and MPG. Schedule groundbreakings and begin construction on PDHQ 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

FY 2017-18: Consultants to be chosen for PD Substations and Evidence Warehouse/Crime Lab.

FY 2018-19: Archaeology survey for East Substation and Crime Lab/Warehouse completed. Procured A/E contracts for PD Substations, PD Headquarters (PDHQ) and Municipal Courts (MC). Procured Construction Manager at Risk (CMAR) for PD Substations. Various studies/surveys for PDHQ and Evidence Warehouse/Crime Lab (EWCL) completed. Various engineering contracts for Evidence Warehouse/Crime Lab completed. 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. & N. Genoa Ave. Procured and completed a Municipal Parking Study for all City departments and entities moving to downtown Citizens Center.

FY 2019-20: Building & site designs for PD East Substation (PDES) at 19th & MLK Blvd.; PD North Substation (PDNS) at Erskine St. & N. Genoa Ave.; PD South Substation (PDSS) at 140th St. & Indiana Ave.; Municipal Courts (MC) at 1214 14th St.; and Municipal Parking Garage (MPG) at 15th St. & Ave. L completed. Procured Construction Manager at Risk (CMAR) contract for the Municipal Courts Facility. Continue and complete building & site designs for PD Headquarters (PDHQ) at 1502 Ave. K and Evidence Warehouse/Crime Lab (EWCL) at 401 N. Ash Ave. Prepare RFP's to procure separate Construction Manager at Risk (CMAR) contracts for PDHQ and EWCL. Groundbreaking and construction commenced on PDES, PDNS, PDSS, MPG and MC.

$10.0 million was appropriated in FY 2017-18 Budget Amendment No. 9, Ord. No. 2018-O0031, March 8, 2018.
$50.0 million was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
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
Total Project Appropriation	60,000,000	0	0	0	0	0	0	60,000,000

Project Name **Public Safety Improvements Project** *Project Number* **92551**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2018 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
Total Funding Sources	60,000,000	0	0	0	0	0	0	60,000,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	0	223,300	542,500	765,800	765,800	765,800	3,063,200
Total Operating Budget Impact	0	223,300	542,500	765,800	765,800	765,800	3,063,200

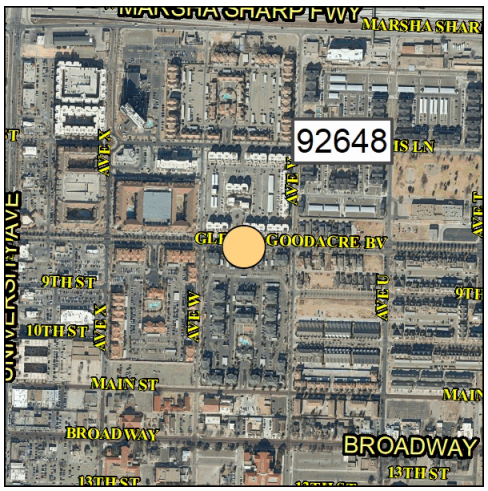
Project Name **Zetron Fire Paging Replacement** *Project Number* **92648**

Managing Department **Radio Shop**

Project Manager **James Brown**

Project Classification **Replacement Infrastructure**

Project Status **Approved**



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

$800,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

		Unappropriated Planning Years						
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	800,000	0	0	0	0	0	0	800,000
Total Project Appropriation	800,000	0	0	0	0	0	0	800,000

		Unappropriated Planning Years						
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2016 Tax Supported Revenue CO's	714,595	0	0	0	0	0	0	714,595
FY 2020 General Fund Cash	85,405	0	0	0	0	0	0	85,405
Total Funding Sources	800,000	0	0	0	0	0	0	800,000

	Unappropriated Planning Years						
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

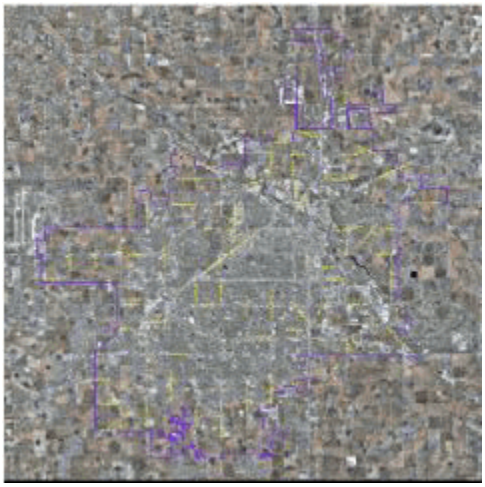
Project Name **Outdoor Warning Siren System** *Project Number* **2020089**

Managing Department **Emergency Management**

Project Manager **Joe Moudy**

Project Classification **Infrastructure Improvements**

Project Status **Requested**



Project Scope

Purchase, install, test and maintain a citywide outdoor warning siren system to be maintained and used by Public Safety Officials for tornado warnings regarding tornadic activity that constitutes an imminent threat to people in Lubbock, TX.

FY 2021-22: Acquisition of a bucket truck in order to help facilitate maintenance needs.

Project Justification

Tornado sirens can immediately command attention. Tornado sirens are included as part of a multi-layered approach consistent with guidance outlined by Federal Emergency Management guidelines, National Fire Protection Association, lessons learned, and the recommendations of the 2013 Lubbock Emergency Warning Task Force. The City should have the ability to activate all or parts of the siren network. Every aspect of the system (activation, controllers and sirens) should be engineered with back-up power in the event that primary power is lost. The system should be compliant with the Federal Emergency Management Agency's Integrated Public Alert and Warning System technology.

Project History

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	980,436	0	0	0	0	0	980,436
Other Activities	0	0	150,000	0	0	0	0	150,000
Total Project Appropriation	0	980,436	150,000	0	0	0	0	1,130,436

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2021 General Fund Cash	0	980,436	0	0	0	0	0	980,436
FY 2022 General Fund Cash	0	0	150,000	0	0	0	0	150,000
Total Funding Sources	0	980,436	150,000	0	0	0	0	1,130,436

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	0	0	100,718	100,718	100,718	100,718	402,872
Total Operating Budget Impact	0	0	100,718	100,718	100,718	100,718	402,872

Public Works

Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years					Total Appropriation
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
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	900,000	8,100,000	0	0	0	9,050,000
8637	Abernathy Landfill - Gate House Renovations	170,000	0	7,400	0	0	0	0	177,400
8647	Outer Route (Loop 88) Segments 1 & 2	309,700	300,000	0	0	0	0	0	609,700
8650	Trafic Signal Improvements 7th St. and Indiana	54,725	0	0	0	0	0	0	54,725
8651	SH 114 and FM 179 Traffic Control	48,466	0	0	0	0	0	0	48,466
8652	Upgrade Traffic Signal at 4th Street & Indiana Ave	13,188	0	0	0	0	0	0	13,188
8653	Traffic Signal at 4th Street & Knoxville Avenue	106,652	0	0	0	0	0	0	106,652
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	8,800,000	0	0	0	0	8,800,000
92435	Street Maintenance Program	36,099,485	0	0	0	0	0	0	36,099,485
92512	Traffic Signal Construction	850,000	0	250,000	350,000	350,000	350,000	350,000	2,500,000
92516	Transportation Improvements/Unimproved Roads	1,200,000	800,000	400,000	400,000	400,000	400,000	400,000	4,000,000
92555	Landfill 69 Shop Renovation	269,132	0	11,000	0	0	0	0	280,132
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	375,000	0	0	0	0	875,000
92569	Backup Power at Signalized Intersections	200,000	0	100,000	100,000	100,000	100,000	0	600,000
92570	American Disability Act Ramp and Sidewalk Project	375,000	150,000	250,000	250,000	250,000	250,000	250,000	1,775,000
92649	Upland Avenue from 82nd Street to 98th Street	750,000	0	0	2,450,000	0	0	0	3,200,000
92650	34th Street - Upland Avenue to Milwaukee Avenue	0	0	0	750,000	4,000,000	0	0	4,750,000
92651	Wausau Avenue from MSF to 82nd St.	550,000	0	0	0	0	0	0	550,000
92652	Solid Waste Vehicle Replacement FY 2019-20	2,985,000	0	0	0	0	0	0	2,985,000
92669	114th Street - Slide Road to Quaker Avenue	1,000,000	7,500,000	0	0	0	0	0	8,500,000
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	2,000,000	7,300,000	0	9,300,000
2015063	Closure of Cell VI at 69 Landfill	0	0	0	1,000,000	0	0	0	1,000,000
2017050	114th Street - Quaker Avenue to Indiana Avenue	0	0	7,000,000	0	0	0	0	7,000,000
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
2019101	Iola Avenue From 122nd St. to FM 1585	0	0	50,000	900,000	0	0	0	950,000
2019110	Canyon Lakes Connectivity	0	0	74,811	74,811	74,811	0	0	224,433
2020062	Street Maintenance 2021	0	10,000,000	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000	75,000,000

Public Works

Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years					Total Appropriation
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
2020064	Transfer Station	0	180,000	375,000	9,095,000	0	0	0	9,650,000
2020080	Downtown On Street Parking Conversion	0	75,000	0	0	0	0	0	75,000
2020081	Fiber Optic Expansion Continuation	0	0	50,000	50,000	50,000	50,000	50,000	250,000
2020082	Downtown One Way to Two Way Street Conversion	0	400,000	400,000	0	0	0	0	800,000
Total	**Public Works**	47,269,078	19,405,000	35,975,711	35,967,932	20,384,811	22,450,000	16,050,000	197,502,532

Public Works — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years					Total Funding
			FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
Developer Participation	356,187	0	0	0	0	0	0	356,187
FY 2009 General Obligation Bonds	46,662	0	0	0	0	0	0	46,662
FY 2009 Tax Supported Revenue CO's	400,000	0	0	0	0	0	0	400,000
FY 2011 General Obligation Bonds	400,000	0	0	0	0	0	0	400,000
FY 2011 Tax Supported Revenue CO's	120,269	0	0	0	0	0	0	120,269
FY 2013 General Obligation Bonds	2,012,007	0	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	1,942,452	0	0	0	0	0	0	1,942,452
FY 2016 Solid Waste Revenue CO's	2,970,358	0	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	4,779,743	0	0	0	0	0	0	4,779,743
FY 2017 General Fund Cash	2,604,608	0	0	0	0	0	0	2,604,608
FY 2017 Solid Waste Cash	693,000	0	0	0	0	0	0	693,000
FY 2017 Tax Supported Revenue CO's	200,000	96,030	0	0	0	0	0	296,030
FY 2018 General Fund Cash	7,090,408	0	0	0	0	0	0	7,090,408
FY 2019 General Fund Cash	8,972,534	0	0	0	0	0	0	8,972,534
FY 2020 General Fund Cash	11,190,601	0	0	0	0	0	0	11,190,601
FY 2021 General Fund Cash	0	11,905,000	0	0	0	0	0	11,905,000
FY 2021 Tax Supported Revenue CO's	0	7,403,970	0	0	0	0	0	7,403,970
FY 2022 General Fund Cash	0	0	15,075,711	0	0	0	0	15,075,711
FY 2022 Tax Supported Revenue CO's	0	0	20,900,000	0	0	0	0	20,900,000
FY 2023 General Fund Cash	0	0	0	18,772,932	0	0	0	18,772,932
FY 2023 Tax Supported Revenue CO's	0	0	0	17,195,000	0	0	0	17,195,000
FY 2024 General Fund Cash	0	0	0	0	14,384,811	0	0	14,384,811
FY 2024 Tax Supported Revenue CO's	0	0	0	0	6,000,000	0	0	6,000,000
FY 2025 General Fund Cash	0	0	0	0	0	15,150,000	0	15,150,000
FY 2025 Tax Supported Revenue CO's	0	0	0	0	0	7,300,000	0	7,300,000
FY 2026 General Fund Cash	0	0	0	0	0	0	16,050,000	16,050,000
General Capital Project Fund	71,020	0	0	0	0	0	0	71,020
Lubbock County Proceeds	685,627	0	0	0	0	0	0	685,627
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	12,992	0	0	0	0	0	0	12,992
Texas Tech University Funding	66,514	0	0	0	0	0	0	66,514
Texas Tech University Health Sciences Center Fundi	53,326	0	0	0	0	0	0	53,326
TxDOT Participation	48,466	0	0	0	0	0	0	48,466

UMC Funding	54,725	0	0	0	0	0	0	54,725
Total Public Works	47,269,078	19,405,000	35,975,711	35,967,932	20,384,811	22,450,000	16,050,000	197,502,532

Project Name **Fleet/Solid Waste Complex Exterior Renovations** *Project Number* **8632**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.

FY 21-22 Design weatherproofing for exterior.

Project Justification

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.

Project History

FY 2017-18 Developed plans for Parts Renovations. Environmental abatement/cleanup of Parts Area completed.

FY 2018-19 Completed the renovations of the offices and vacant spaces in parts area.

FY 2019-20 Exterior weatherproofing scope developed.

$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-O0109, October 1, 2018.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
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
Total Project Appropriation	343,000	0	176,750	288,121	0	0	0	807,871

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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 2022 General Fund Cash	0	0	176,750	0	0	0	0	176,750
FY 2023 General Fund Cash	0	0	0	288,121	0	0	0	288,121
Total Funding Sources	343,000	0	176,750	288,121	0	0	0	807,871

Project Name **Fleet/Solid Waste Complex Exterior Renovations** *Project Number* **8632**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	500	500	500	500	500	500	3,000
Total Operating Budget Impact	500	500	500	500	500	500	3,000

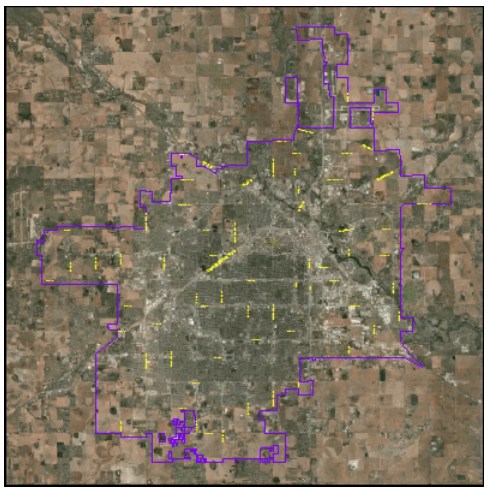
Project Name **West Side Public Works Service Center** *Project Number* **8636**

Managing Department **Solid Waste Disposal**

Project Manager **Brenda Haney**

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. Funding in future years is for land purchases.

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. The 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 allies, five blocks long. A transfer station 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 allies serving customers rather than transporting waste to the landfill. There is also a great need to move other public works operations closer to service areas. Currently almost all Public Works Operations 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. This project would provide a substantial saving in fuel, vehicle, and equipment maintenance budgets and it would be 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-O0109, October 1, 2018.

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Land Acquisition	50,000	0	900,000	8,100,000	0	0	0	9,050,000
Total Project Appropriation	50,000	0	900,000	8,100,000	0	0	0	9,050,000

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 General Fund Cash	50,000	0	0	0	0	0	0	50,000
FY 2022 General Fund Cash	0	0	900,000	0	0	0	0	900,000
FY 2023 Tax Supported Revenue CO's	0	0	0	8,100,000	0	0	0	8,100,000
Total Funding Sources	50,000	0	900,000	8,100,000	0	0	0	9,050,000

Project Name **West Side Public Works Service Center** *Project Number* **8636**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

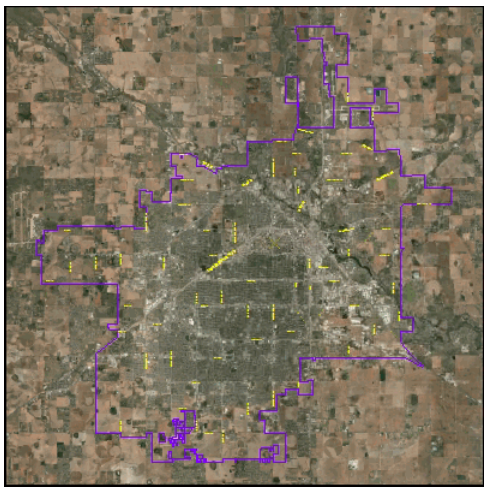
Project Name **Abernathy Landfill - Gate House Renovations** *Project Number* **8637**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.
FY 2019-20: Plans and specifications complete to weatherproof facility. Ready to bid.

$120,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$50,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	160,000	0	6,400	0	0	0	0	166,400
Design and Engineering	10,000	0	1,000	0	0	0	0	11,000
Total Project Appropriation	170,000	0	7,400	0	0	0	0	177,400

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 General Fund Cash	55,748	0	0	0	0	0	0	55,748
FY 2020 General Fund Cash	50,000	0	0	0	0	0	0	50,000
FY 2022 General Fund Cash	0	0	7,400	0	0	0	0	7,400
Public Works Capital Project Fund	64,252	0	0	0	0	0	0	64,252
Total Funding Sources	170,000	0	7,400	0	0	0	0	177,400

Project Name **Abernathy Landfill - Gate House Renovations** *Project Number* **8637**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	750	750	750	750	750	750	4,500
Total Operating Budget Impact	750	750	750	750	750	750	4,500

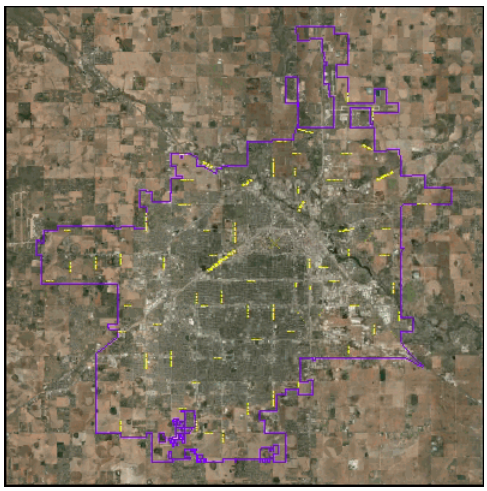
Project Name **Outer Route (Loop 88) Segments 1 & 2** *Project Number* **8647**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

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 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.

$309,700 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Design and Engineering	309,700	300,000	0	0	0	0	0	609,700
Total Project Appropriation	309,700	300,000	0	0	0	0	0	609,700

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 General Fund Cash	309,700	0	0	0	0	0	0	309,700
FY 2021 General Fund Cash	0	300,000	0	0	0	0	0	300,000
Total Funding Sources	309,700	300,000	0	0	0	0	0	609,700

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

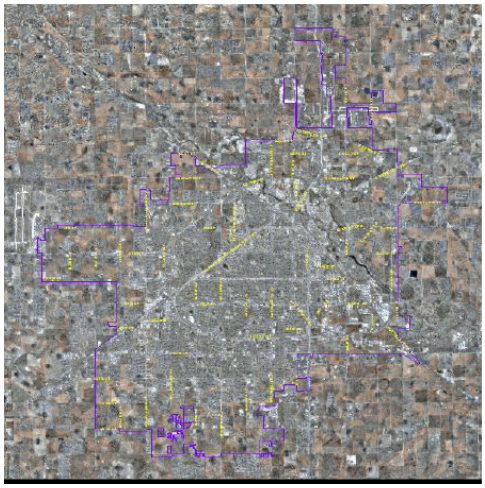
Project Name **Trafic Signal Improvements 7th St. and Indiana** *Project Number* **8650**

Managing Department **Traffic Operations**

Project Manager **Sharmon Owens**

Project Classification **Replacement Infrastructure**

Project Status **Approved**



Project Scope

Design and install a traffic signal at the intersection of 7th Street and Indiana Avenue

Project Justification

The purpose of this project is to provide for all functions and services required for the design and installation of a traffic signal at the intersection of 7th Street and Indiana Avenue. The City will purchase and install the traffic signal equipment, and UMC will reimburse all costs associated with the purchase and installation.

Project History

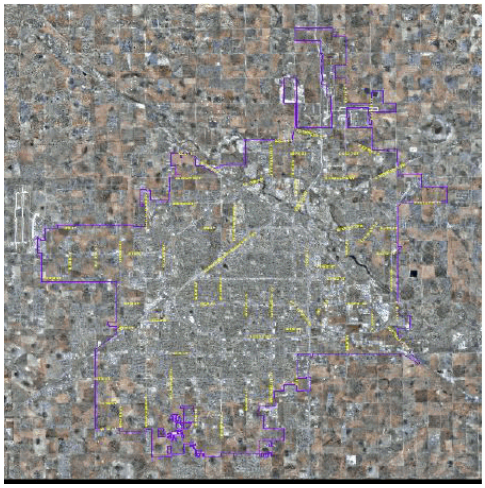
$54,725 was appropriated in FY 2019-20 Budget Amendment No. 8, Ord. No. 2019-O0163, December 3, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	54,725	0	0	0	0	0	0	54,725
Total Project Appropriation	54,725	0	0	0	0	0	0	54,725

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
UMC Funding	54,725	0	0	0	0	0	0	54,725
Total Funding Sources	54,725	0	0	0	0	0	0	54,725

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **SH 114 and FM 179 Traffic Control** *Project Number* **8651**



Managing Department **Traffic Operations**

Project Manager **Sharmon Owens**

Project Classification **Infrastructure Improvements**

Project Status **Approved**

Project Scope
Furnish and install traffic signal equipment at the intersection of SH 114 and FM 179

Project Justification
This project will provide for labor and equipment expenses incurred by the City as TxDOT upgrades the traffic signal at SH 114 & FM 179. All costs incurred by the City through the course of this project will be reimbursed by TxDOT.

Project History
$48,466 was appropriated in the FY 2019-20 per Budget Amendment No. 9, Ord. No. 2019-O0169, 12/17/2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	48,466	0	0	0	0	0	0	48,466
Total Project Appropriation	48,466	0	0	0	0	0	0	48,466

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
TxDOT Participation	48,466	0	0	0	0	0	0	48,466
Total Funding Sources	48,466	0	0	0	0	0	0	48,466

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

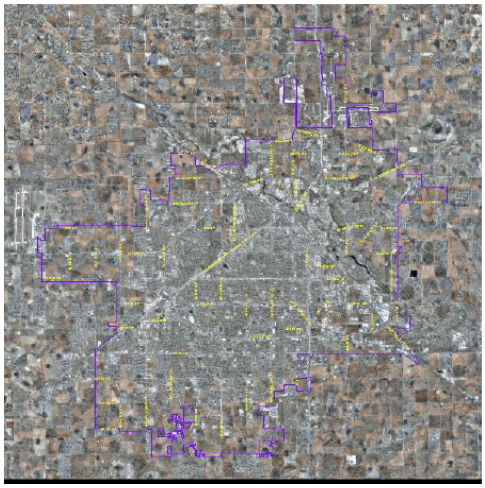
Project Name **Upgrade Traffic Signal at 4th Street & Indiana Ave** *Project Number* **8652**

Managing Department **Traffic Operations**

Project Manager **Sharmon Owens**

Project Classification **Upgrade/Major Maintenance**

Project Status **Approved**



Project Scope

Furnish and install equipment necessary to upgrade the traffic signal at 4th Street & Indiana to handle dual turn lanes for northbound

Project Justification

The purpose of this project is to provide for all equipment and labor necessary to upgrade modify the traffic signal at 4th Street & Indiana to a northbound dual left turn lane configuration. The City will purchase and install the traffic signal equipment, and Texas Tech will reimburse all costs associated with the purchase and installation. Note that this project does not include modifications to the existing median or work on the roadway itself. These changes will be completed by Texas Tech.

Project History

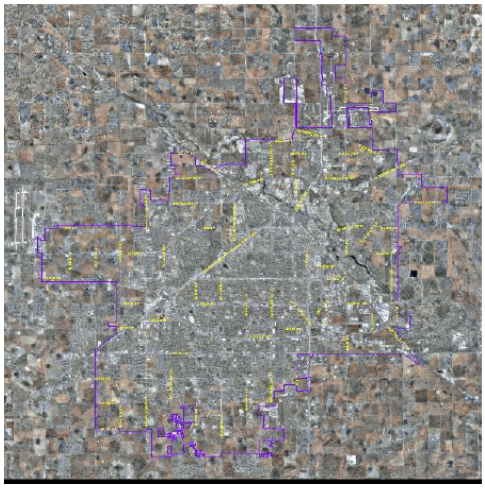
$13,188 was appropriated in FY 2019-20, Budget Amendment No. 11, Ord. No. 2020-O0001, May 12, 2020.

		Unappropriated Planning Years						
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	13,188	0	0	0	0	0	0	13,188
Total Project Appropriation	13,188	0	0	0	0	0	0	13,188

		Unappropriated Planning Years						
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Texas Tech University Funding	13,188	0	0	0	0	0	0	13,188
Total Funding Sources	13,188	0	0	0	0	0	0	13,188

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Traffic Signal at 4th Street & Knoxville Avenue** *Project Number* **8653**



Managing Department **Traffic Operations**

Project Manager **Sharmon Owens**

Project Classification **Upgrade/Major Maintenance**

Project Status **Approved**

Project Scope

Design and install a traffic signal at the intersection of 4th Street and Knoxville Avenue

Project Justification

The purpose of this project is to provide for all functions and services required for the design and installation of a traffic signal at the intersection of 4th Street and Knoxville Avenue. The City will purchase and install the traffic signal equipment. Texas Tech University and Texas Tech University Health Sciences Center will each reimburse $53,326 to the City.

Project History

$106,652 was appropriated in FY 2019-20, Budget Amendment No. 21, Ord. No. 2020-O0058, May 12, 2020.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	106,652	0	0	0	0	0	0	106,652
Total Project Appropriation	106,652	0	0	0	0	0	0	106,652

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Texas Tech University Funding	53,326	0	0	0	0	0	0	53,326
Texas Tech University Health Sciences Center Fundi	53,326	0	0	0	0	0	0	53,326
Total Funding Sources	106,652	0	0	0	0	0	0	106,652

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

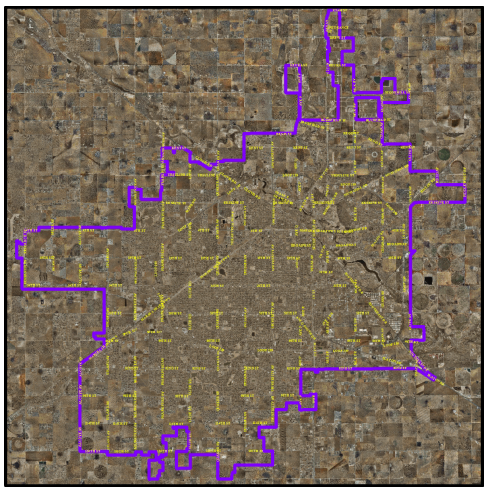
Project Name **Communications System Expansion** *Project Number* **92349**

Managing Department **Traffic Operations**

Project Manager **David Bragg**

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 Name **Communications System Expansion** *Project Number* **92349**

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.

FY 2019-20 funding was utilized to install fiber optic cable downtown from Municipal Square to Citizens Tower, the Maggie Trejo Community Center, Fire Station #5 (East Broadway), Fire Station #13 (Erskine), Cemetery, Police Special Operations Building, Radio Shop, and Esrkine Street from Frankford Avenue to Slide Road, Frankford from Erskine Street to W. Loop 289. The project was also utilized to upgrade school zone systems City-wide.

$350,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-O0087, October 1, 2013.
$350,000 was appropriated in the FY 2014-15 Budget, Ord. No. 2014-O0122, October 1, 2014.
$350,000 was appropriated in the FY 2015-16 Budget, Ord. No. 2015-O0094, October 1, 2015.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	1,050,000	0	0	0	0	0	0	1,050,000
Total Project Appropriation	1,050,000	0	0	0	0	0	0	1,050,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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
Total Funding Sources	1,050,000	0	0	0	0	0	0	1,050,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **34th Street - Quaker Avenue to Slide Road** *Project Number* **92420**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **Replacement Infrastructure**

Project Status **Approved**



Project Scope

Reconstruct 34th Street from Quaker Avenue to Slide Road in its existing state as a modified principal arterial. This project will not provide any additional lane capacity, but will rebuild an existing street that has exceeded its useful design life. The design has been completed for this project.

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-O0094, October 1, 2015.
Reduced appropriation by $750,000 per Budget Amendment No. 14, Ord. No. 2016-O0023, February 25, 2016.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	0	0	8,800,000	0	0	0	0	8,800,000
Total Project Appropriation	0	0	8,800,000	0	0	0	0	8,800,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 Tax Supported Revenue CO's	0	0	8,800,000	0	0	0	0	8,800,000
Total Funding Sources	0	0	8,800,000	0	0	0	0	8,800,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

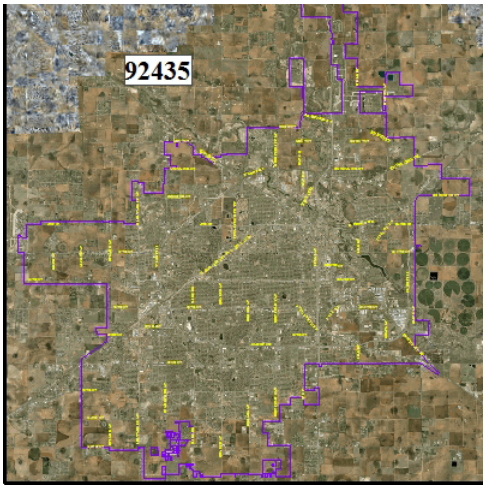
Project Name **Street Maintenance Program** *Project Number* **92435**

Managing Department **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.
$1,041,814 was appropriated in Budget Amendment No. 23, Ord. No. 2019-O0108, August 27, 2019.
$10.0 million was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.
$384,351 was appropriated in FY 2019-20, BCR# 1920-5, March 10, 2020.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	36,099,485	0	0	0	0	0	0	36,099,485
Total Project Appropriation	36,099,485	0	0	0	0	0	0	36,099,485

Project Name **Street Maintenance Program** *Project Number* **92435**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Developer Participation	356,187	0	0	0	0	0	0	356,187
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	4,779,743	0	0	0	0	0	0	4,779,743
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	10,000,000	0	0	0	0	0	0	10,000,000
FY 2021 General Fund Cash	0	0	0	0	0	0	0	0
FY 2022 General Fund Cash	0	0	0	0	0	0	0	0
FY 2023 General Fund Cash	0	0	0	0	0	0	0	0
FY 2024 General Fund Cash	0	0	0	0	0	0	0	0
FY 2025 General Fund Cash	0	0	0	0	0	0	0	0
Lubbock County Proceeds	685,627	0	0	0	0	0	0	685,627
School District Cash Donation	230,868	0	0	0	0	0	0	230,868
Total Funding Sources	36,099,485	0	0	0	0	0	0	36,099,485

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	65,000	85,000	100,000	115,000	0	0	365,000
Total Operating Budget Impact	65,000	85,000	100,000	115,000	0	0	365,000

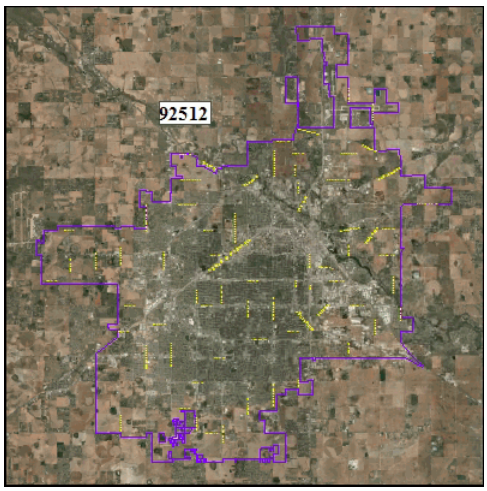
Project Name **Traffic Signal Construction** *Project Number* **92512**

Managing Department **Traffic Operations**

Project Manager **David Bragg**

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.

FY 2019-20 funding was used to construct new traffic signals at 34th Street and Iola Avenue, 50th Street and Milwaukee Avenue, and 91st Street and University Avenue. Additionally, funding was utilized to upgrade traffic signals at 50th Street and Avenue L, 50th Street and Avenue U, 50th Street and Indiana Avenue, and 98th Street and Quaker Avenue.

$300,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.
$350,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.
$200,000 was appropriated in FY 2019-20, BCR# 1920-01, October 14, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	850,000	0	250,000	350,000	350,000	350,000	350,000	2,500,000
Total Project Appropriation	850,000	0	250,000	350,000	350,000	350,000	350,000	2,500,000

Project Name **Traffic Signal Construction** *Project Number* **92512**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2017 Tax Supported Revenue CO's	200,000	0	0	0	0	0	0	200,000
FY 2018 General Fund Cash	228,980	0	0	0	0	0	0	228,980
FY 2020 General Fund Cash	350,000	0	0	0	0	0	0	350,000
FY 2021 General Fund Cash	0	0	0	0	0	0	0	0
FY 2022 General Fund Cash	0	0	250,000	0	0	0	0	250,000
FY 2023 General Fund Cash	0	0	0	350,000	0	0	0	350,000
FY 2024 General Fund Cash	0	0	0	0	350,000	0	0	350,000
FY 2025 General Fund Cash	0	0	0	0	0	350,000	0	350,000
FY 2026 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
Total Funding Sources	850,000	0	250,000	350,000	350,000	350,000	350,000	2,500,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

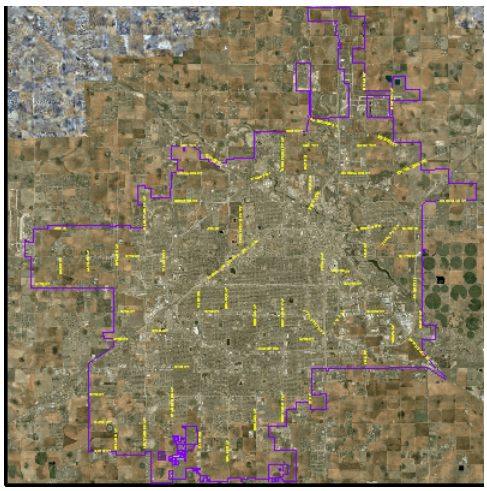
Project Name **Transportation Improvements/Unimproved Roads** *Project Number* **92516**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **Infrastructure Improvements**

Project Status **Approved**



Project Scope

This project will fund the paving and improvement 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

Phase 1 including North Avenue P, Avenue N, Wabash and North Guava has been completed. Phase 2 in-house design has been completed and includes Ute Avenue, 16th and 17th Streets, Beech, Avenue F, 124th Street and Salem Avenue. Construction for Phase 2 began in March 2020 and is anticipated to be completed in early 2021. Phase 3 in-house preliminary design has begun and includes 74th, 76th, and 81st Streets between Ash Avenue and Cedar Avenue.

$400,000 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.
$400,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$400,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	1,200,000	800,000	400,000	400,000	400,000	400,000	400,000	4,000,000
Total Project Appropriation	1,200,000	800,000	400,000	400,000	400,000	400,000	400,000	4,000,000

Project Name **Transportation Improvements/Unimproved Roads** *Project Number* **92516**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2009 Tax Supported Revenue CO's	400,000	0	0	0	0	0	0	400,000
FY 2013 General Obligation Bonds	400,000	0	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	800,000	0	0	0	0	0	800,000
FY 2022 General Fund Cash	0	0	400,000	0	0	0	0	400,000
FY 2023 General Fund Cash	0	0	0	400,000	0	0	0	400,000
FY 2024 General Fund Cash	0	0	0	0	400,000	0	0	400,000
FY 2025 General Fund Cash	0	0	0	0	0	400,000	0	400,000
FY 2026 General Fund Cash	0	0	0	0	0	0	400,000	400,000
Total Funding Sources	1,200,000	800,000	400,000	400,000	400,000	400,000	400,000	4,000,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Landfill 69 Shop Renovation** *Project Number* **92555**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.

This project has been delayed due to COVID-19.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	269,132	0	11,000	0	0	0	0	280,132
Total Project Appropriation	269,132	0	11,000	0	0	0	0	280,132

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2015 Solid Waste Cash	269,132	0	0	0	0	0	0	269,132
FY 2022 General Fund Cash	0	0	11,000	0	0	0	0	11,000
Total Funding Sources	269,132	0	11,000	0	0	0	0	280,132

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	0	0	0	0	0	0
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Landfill 69 Gas Collection System Replacement** *Project Number* **92557**

Managing Department **Solid Waste Disposal**

Project Manager **Brenda Haney**

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.

The gas collection system is currently being evaluated to define the exact locations of gas lines that need to be repaired or replaced. Additionally, work will be conducted on the existing gas flare to ensure that it is properly operating.

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.

The proper removal and flaring of methane gas is also essential in reducing groundwater contamination at the site.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	344,730	0	0	0	0	0	0	344,730
Total Project Appropriation	344,730	0	0	0	0	0	0	344,730

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2016 7-Year Solid Waste Revenue CO's	344,730	0	0	0	0	0	0	344,730
Total Funding Sources	344,730	0	0	0	0	0	0	344,730

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Landfill 69 Groundwater Remediation** *Project Number* **92558**

Managing Department **Solid Waste Disposal**

Project Manager **Brenda Haney**

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. The consultant has suggested an alternative treatment option of air sparging that will be analyzed for effectiveness through a pilot project.

Materials have been purchased and partially installed for the pilot project. The rest of the installation is in progress. The pilot project will be implemented and evaluated for effectiveness. The engineers will review the data and prepare the required reports for the TCEQ. If the pilot is successful and approved by the TCEQ, the project will be implemented on a full scale.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	0	0	375,000	0	0	0	0	375,000
Other Activities	500,000	0	0	0	0	0	0	500,000
Total Project Appropriation	500,000	0	375,000	0	0	0	0	875,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2017 Solid Waste Cash	500,000	0	0	0	0	0	0	500,000
FY 2022 General Fund Cash	0	0	375,000	0	0	0	0	375,000
Total Funding Sources	500,000	0	375,000	0	0	0	0	875,000

Project Name **Landfill 69 Groundwater Remediation** *Project Number* **92558**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

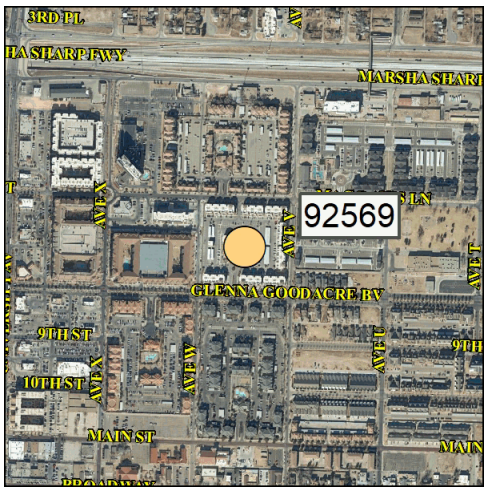
Project Name **Backup Power at Signalized Intersections** *Project Number* **92569**

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.

Uninterruptable 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 22 battery backup systems were installed at traffic signals City-wide.

FY 2019-20 No battery backup systems have been installed to date. Traffic Operations plans to install an additional 22 battery backup systems before the end of the fiscal year.

$100,000 was appropriated in the FY 2018-19 Budget, Ord. No. 2018-O0109, October 1, 2018.
$100,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Signage, Lighting and Signals	200,000	0	100,000	100,000	100,000	100,000	0	600,000
Total Project Appropriation	200,000	0	100,000	100,000	100,000	100,000	0	600,000

Project Name **Backup Power at Signalized Intersections** *Project Number* **92569**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
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	100,000	0	0	0	0	0	0	100,000
FY 2022 General Fund Cash	0	0	100,000	0	0	0	0	100,000
FY 2023 General Fund Cash	0	0	0	100,000	0	0	0	100,000
FY 2024 General Fund Cash	0	0	0	0	100,000	0	0	100,000
FY 2025 General Fund Cash	0	0	0	0	0	100,000	0	100,000
Total Funding Sources	200,000	0	100,000	100,000	100,000	100,000	0	600,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Consumable Supplies	0	0	20,000	20,000	20,000	20,000	80,000
Total Operating Budget Impact	0	0	20,000	20,000	20,000	20,000	80,000

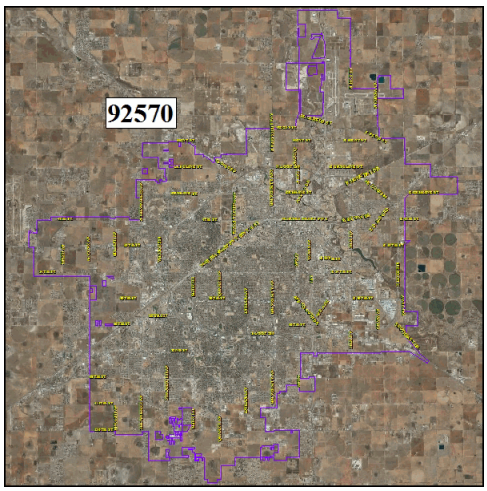
Project Name **American Disability Act Ramp and Sidewalk Project** *Project Number* **92570**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

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-O0109, October 1, 2018.
$125,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

Hired Speedcrete, Inc. contractor through RFP process to better respond to ADA ramp requests. Have completed several projects.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	325,000	135,000	225,000	225,000	225,000	225,000	225,000	1,585,000
Design and Engineering	50,000	15,000	25,000	25,000	25,000	25,000	25,000	190,000
Total Project Appropriation	375,000	150,000	250,000	250,000	250,000	250,000	250,000	1,775,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 General Fund Cash	250,000	0	0	0	0	0	0	250,000
FY 2020 General Fund Cash	125,000	0	0	0	0	0	0	125,000
FY 2021 General Fund Cash	0	150,000	0	0	0	0	0	150,000
FY 2022 General Fund Cash	0	0	250,000	0	0	0	0	250,000
FY 2023 General Fund Cash	0	0	0	250,000	0	0	0	250,000
FY 2024 General Fund Cash	0	0	0	0	250,000	0	0	250,000
FY 2025 General Fund Cash	0	0	0	0	0	250,000	0	250,000
FY 2026 General Fund Cash	0	0	0	0	0	0	250,000	250,000
Total Funding Sources	375,000	150,000	250,000	250,000	250,000	250,000	250,000	1,775,000

Project Name **American Disability Act Ramp and Sidewalk Project** *Project Number* **92570**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Upland Avenue from 82nd Street to 98th Street** *Project Number* **92649**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **New Roadways**

Project Status **Approved**



Project Scope

This roadway is designated in the 2018 Master Thoroughfare Plan to become a modified principal arterial. This roadway is currently two lane strip paved. Development and growth in this area has resulted in this roadway exceeding the current capacity of the two lane structure.

Project Justification

The City of Lubbock continues to strive to meet the transportation needs of the Citizens of Lubbock. The City must continue to anticipate the infrastructure needs for a growing population in order to provide a safe and efficient transportation system. Due to continued development in the area of Upland Avenue, this roadway has become congested and the road structure is requiring constant maintenance in order to safely serve the traveling public. The recent construction of the Marsha Sharp Freeway and Upland Avenue intersection by the Texas Department of Transportation has only increased the need for these proposed improvements.

This project will have MPO participation for construction.

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.

$750,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	0	0	0	2,450,000	0	0	0	2,450,000
Design and Engineering	750,000	0	0	0	0	0	0	750,000
Total Project Appropriation	750,000	0	0	2,450,000	0	0	0	3,200,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2013 General Obligation Bonds	750,000	0	0	0	0	0	0	750,000
FY 2021 General Fund Cash	0	0	0	0	0	0	0	0
FY 2023 General Fund Cash	0	0	0	2,450,000	0	0	0	2,450,000
Total Funding Sources	750,000	0	0	2,450,000	0	0	0	3,200,000

Project Name **Upland Avenue from 82nd Street to 98th Street** *Project Number* **92649**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

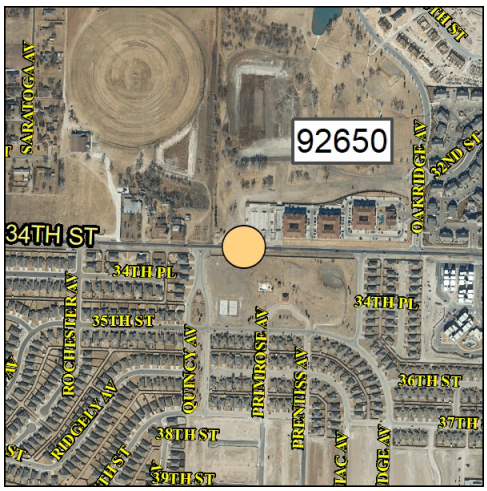
Project Name **34th Street - Upland Avenue to Milwaukee Avenue** *Project Number* **92650**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **New Roadways**

Project Status **Approved**



Project Scope

This roadway is designated in the 2018 Master Thoroughfare Plan to become a modified principal arterial. Improvements will also be made to the pedestrian elements as well as the street lighting and the drainage. The project will provide a 3-lane section for 34th Street between Upland and Milwaukee Avenues.

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 effective 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 Public Works Department performed an overlay on this street in the last 3 years in order to provide some extra time to rebuild and widen this roadway.

Project History

$600,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.
Reduced appropriation by $600,000 in FY 2019-20, Budget Amendment No. 16, Ord. No. 2020-O0040, March 24, 2020.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	0	0	0	0	4,000,000	0	0	4,000,000
Design and Engineering	0	0	0	750,000	0	0	0	750,000
Total Project Appropriation	0	0	0	750,000	4,000,000	0	0	4,750,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2013 General Obligation Bonds	0	0	0	0	0	0	0	0
FY 2021 Tax Supported Revenue CO's	0	0	0	0	0	0	0	0
FY 2023 General Fund Cash	0	0	0	750,000	0	0	0	750,000
FY 2024 Tax Supported Revenue CO's	0	0	0	0	4,000,000	0	0	4,000,000
Total Funding Sources	0	0	0	750,000	4,000,000	0	0	4,750,000

Project Name **34th Street - Upland Avenue to Milwaukee Avenue** *Project Number* **92650**

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

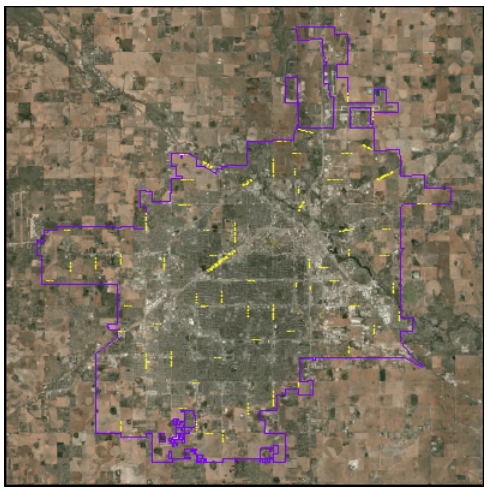
Project Name **Wausau Avenue from MSF to 82nd St.** *Project Number* **92651**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **New Roadways**

Project Status **Approved**



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

$550,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	500,000	0	0	0	0	0	0	500,000
Design and Engineering	50,000	0	0	0	0	0	0	50,000
Total Project Appropriation	550,000	0	0	0	0	0	0	550,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2011 Tax Supported Revenue CO's	33,742	0	0	0	0	0	0	33,742
FY 2013 General Obligation Bonds	262,007	0	0	0	0	0	0	262,007
FY 2020 General Fund Cash	241,259	0	0	0	0	0	0	241,259
Street Capital Project Fund	12,992	0	0	0	0	0	0	12,992
Total Funding Sources	550,000	0	0	0	0	0	0	550,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

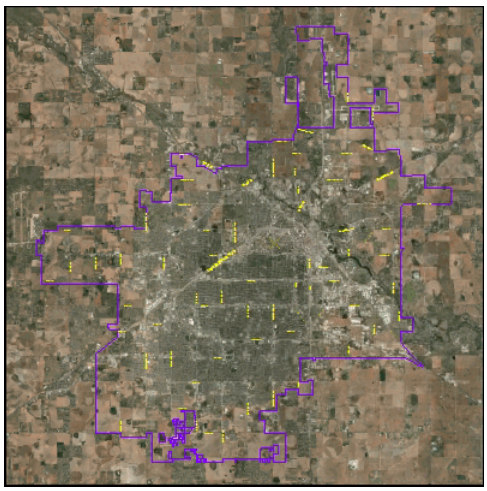
Project Name **Solid Waste Vehicle Replacement FY 2019-20** *Project Number* **92652**

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 Solid Waste.

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
$2,985,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	2,985,000	0	0	0	0	0	0	2,985,000
Total Project Appropriation	2,985,000	0	0	0	0	0	0	2,985,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2016 Solid Waste Revenue CO's	2,970,358	0	0	0	0	0	0	2,970,358
FY 2020 General Fund Cash	14,642	0	0	0	0	0	0	14,642
Total Funding Sources	2,985,000	0	0	0	0	0	0	2,985,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

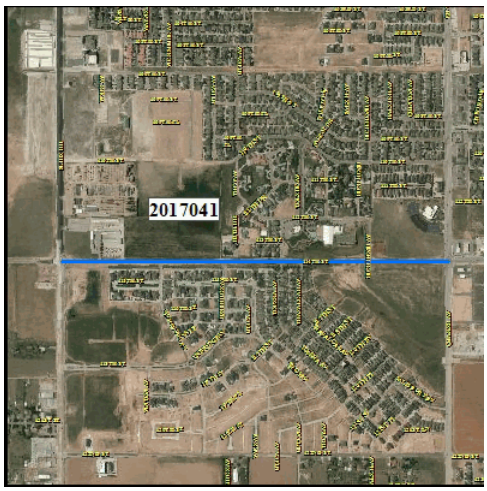
Project Name **114th Street - Slide Road to Quaker Avenue** *Project Number* **92669**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **New Roadways**

Project Status **Approved**



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

$1,000,000 was appropriated in FY 2019-20, Budget Amendment No. 16, Ord. No. 2020-O0040, March 24, 2020.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	0	7,500,000	0	0	0	0	0	7,500,000
Design and Engineering	1,000,000	0	0	0	0	0	0	1,000,000
Total Project Appropriation	1,000,000	7,500,000	0	0	0	0	0	8,500,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2011 General Obligation Bonds	400,000	0	0	0	0	0	0	400,000
FY 2013 General Obligation Bonds	600,000	0	0	0	0	0	0	600,000
FY 2017 Tax Supported Revenue CO's	0	96,030	0	0	0	0	0	96,030
FY 2021 Tax Supported Revenue CO's	0	7,403,970	0	0	0	0	0	7,403,970
Total Funding Sources	1,000,000	7,500,000	0	0	0	0	0	8,500,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **34th Street - Avenue Q to Interstate 27** *Project Number* **2014093**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

Project Classification **Replacement Infrastructure**

Project Status **Requested**



Project Scope

Reconstruct 34th Street from Avenue Q to Interstate 27 in its existing state as a modified principal arterial. This project will not provide any additional lane capacity, but will rebuild an existing street that has exceeded its useful design life. The design has been completed for this project.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
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
Total Project Appropriation	0	0	5,100,000	0	0	0	0	5,100,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 Tax Supported Revenue CO's	0	0	5,100,000	0	0	0	0	5,100,000
Total Funding Sources	0	0	5,100,000	0	0	0	0	5,100,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Milwaukee Avenue - Erskine Street to 4th Street** *Project Number* **2014095**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	0	0	0	7,300,000	0	7,300,000
Design and Engineering	0	0	0	0	2,000,000	0	0	2,000,000
Total Project Appropriation	0	0	0	0	2,000,000	7,300,000	0	9,300,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2024 Tax Supported Revenue CO's	0	0	0	0	2,000,000	0	0	2,000,000
FY 2025 Tax Supported Revenue CO's	0	0	0	0	0	7,300,000	0	7,300,000
Total Funding Sources	0	0	0	0	2,000,000	7,300,000	0	9,300,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Closure of Cell VI at 69 Landfill** *Project Number* **2015063**

Managing Department **Solid Waste Disposal**

Project Manager **Brenda Haney**

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.

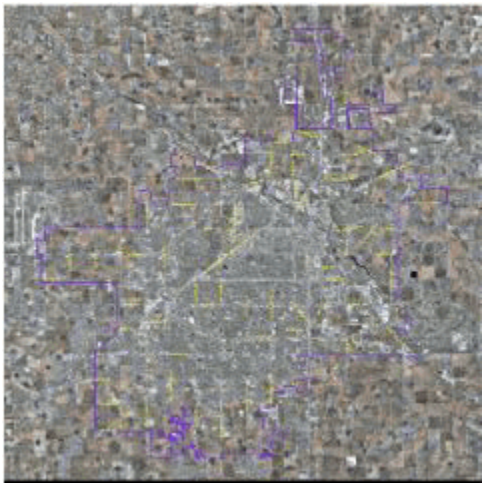
Project History

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	0	1,000,000	0	0	0	1,000,000
Total Project Appropriation	0	0	0	1,000,000	0	0	0	1,000,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2023 General Fund Cash	0	0	0	1,000,000	0	0	0	1,000,000
Total Funding Sources	0	0	0	1,000,000	0	0	0	1,000,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **114th Street - Quaker Avenue to Indiana Avenue** *Project Number* **2017050**



Managing Department **Engineering**

Project Manager **Josh Kristinek**

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 effective 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 MPO has approved this project to be included in its updated 10-year plan. Construction funding participation is scheduled to begin in TXDOT FY 2022.

Project History

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	7,000,000	0	0	0	0	7,000,000
Total Project Appropriation	0	0	7,000,000	0	0	0	0	7,000,000

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 Tax Supported Revenue CO's	0	0	7,000,000	0	0	0	0	7,000,000
Total Funding Sources	0	0	7,000,000	0	0	0	0	7,000,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

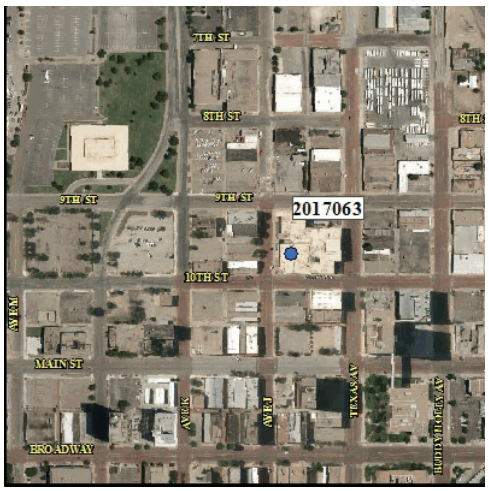
Project Name **Traffic Operations Facility Renovations** *Project Number* **2017063**

Managing Department **Facilities Management**

Project Manager **Wesley Everett**

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
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
Total Project Appropriation	0	0	495,750	0	0	0	0	495,750

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	495,750	0	0	0	0	495,750
Total Funding Sources	0	0	495,750	0	0	0	0	495,750

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Maintenance Savings Estimated	0	300	400	400	500	0	1,600
Total Operating Budget Impact	0	300	400	400	500	0	1,600

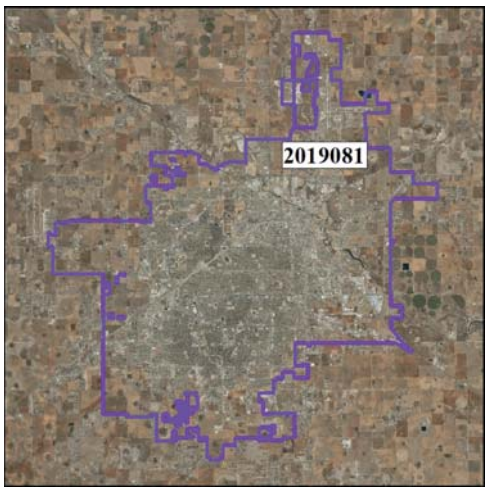
Project Name **Pedestrian and Cyclist Enhancements** *Project Number* **2019081**

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).

This project should only be funded if the related Parks and Recreation project is also funded.

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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	160,000	160,000	160,000	0	0	480,000
Total Project Appropriation	0	0	160,000	160,000	160,000	0	0	480,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	160,000	0	0	0	0	160,000
FY 2023 General Fund Cash	0	0	0	160,000	0	0	0	160,000
FY 2024 General Fund Cash	0	0	0	0	160,000	0	0	160,000
Total Funding Sources	0	0	160,000	160,000	160,000	0	0	480,000

Project Name **Pedestrian and Cyclist Enhancements** *Project Number* **2019081**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

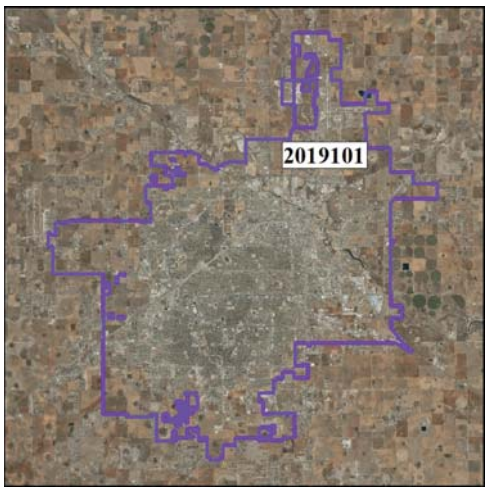
Project Name **Iola Avenue From 122nd St. to FM 1585** *Project Number* **2019101**

Managing Department **Engineering**

Project Manager **Josh Kristinek**

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.

This is also in anticipation of a future Lubbock Cooper school to be constructed in this area.

Project History

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	0	900,000	0	0	0	900,000
Design and Engineering	0	0	50,000	0	0	0	0	50,000
Total Project Appropriation	0	0	50,000	900,000	0	0	0	950,000

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	50,000	0	0	0	0	50,000
FY 2023 General Fund Cash	0	0	0	900,000	0	0	0	900,000
Total Funding Sources	0	0	50,000	900,000	0	0	0	950,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

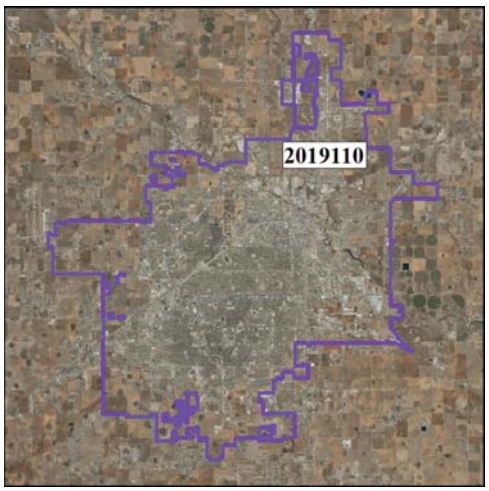
Project Name **Canyon Lakes Connectivity** *Project Number* **2019110**

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 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.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	74,811	74,811	74,811	0	0	224,433
Total Project Appropriation	0	0	74,811	74,811	74,811	0	0	224,433

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	74,811	0	0	0	0	74,811
FY 2023 General Fund Cash	0	0	0	74,811	0	0	0	74,811
FY 2024 General Fund Cash	0	0	0	0	74,811	0	0	74,811
Total Funding Sources	0	0	74,811	74,811	74,811	0	0	224,433

Project Name **Canyon Lakes Connectivity** *Project Number* **2019110**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

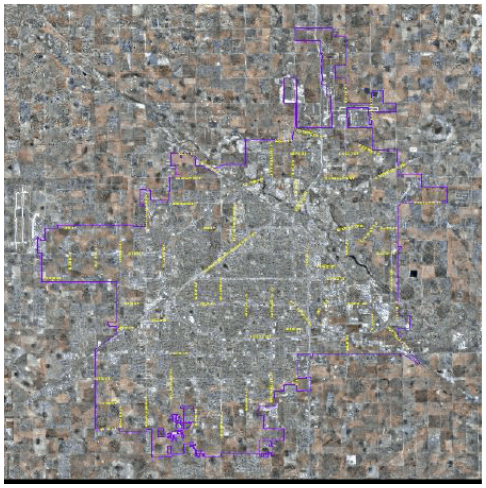
Project Name **Street Maintenance 2021** *Project Number* **2020062**

Managing Department **Streets**

Project Manager **Mike Gilliland**

Project Classification **Upgrade/Major Maintenance**

Project Status **Requested**



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

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	10,000,000	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000	75,000,000
Total Project Appropriation	0	10,000,000	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000	75,000,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2021 General Fund Cash	0	10,000,000	0	0	0	0	0	10,000,000
FY 2022 General Fund Cash	0	0	11,000,000	0	0	0	0	11,000,000
FY 2023 General Fund Cash	0	0	0	12,000,000	0	0	0	12,000,000
FY 2024 General Fund Cash	0	0	0	0	13,000,000	0	0	13,000,000
FY 2025 General Fund Cash	0	0	0	0	0	14,000,000	0	14,000,000
FY 2026 General Fund Cash	0	0	0	0	0	0	15,000,000	15,000,000
Total Funding Sources	0	10,000,000	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000	75,000,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

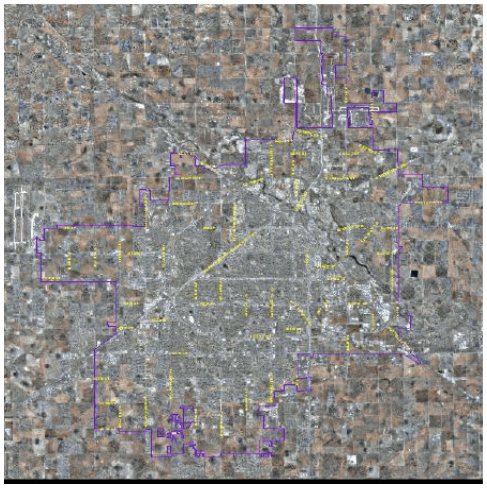
Project Name **Transfer Station** *Project Number* **2020064**

Managing Department **Solid Waste Disposal**

Project Manager **Brenda Haney**

Project Classification **New Facility**

Project Status **Requested**



Project Scope

The Solid Waste Department has completed the initial evaluation of the value and cost savings of a transfer station. This study identified the general area to site a transfer station that would provide the greatest increase in route efficiency and therefore provide the greatest return on investment. This project provides for the remaining phases of the transfer station/public works service center project including siting, permitting, design and construction.

The next phase of the project is to perform a detailed analysis of potential sites for the new facility and then evaluate each of them. This will conclude with a recommended site for purchase. Following purchase of the land, the engineers will perform a initial design and permitting work to secure the transfer station permit from the TCEQ. Once the permit is received, construction plans and specifications will be prepared and the construction will commence. It is expected to take about 3-5 years to complete the entire process depending on permitting time and any difficulties acquiring land.

Project Justification

Currently, solid waste collection vehicles leave the collection route and travel to the West Texas Regional Disposal Facility in Abernathy to dispose of the waste. Each trip to the landfill can take up to 1 1/2 hours and each collection vehicle is making between 2 and 4 trips per day to the landfill. The analysis of the economic feasibility of a transfer station has been completed and it is evident that there are potential savings and operational efficiencies gained.

Project History

Appropriation Detail	Appropriation to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	0	8,250,000	0	0	0	8,250,000
Design and Engineering	0	180,000	375,000	845,000	0	0	0	1,400,000
Total Project Appropriation	0	180,000	375,000	9,095,000	0	0	0	9,650,000

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2021 General Fund Cash	0	180,000	0	0	0	0	0	180,000
FY 2022 General Fund Cash	0	0	375,000	0	0	0	0	375,000
FY 2023 Tax Supported Revenue CO's	0	0	0	9,095,000	0	0	0	9,095,000
Total Funding Sources	0	180,000	375,000	9,095,000	0	0	0	9,650,000

Project Name **Transfer Station** *Project Number* **2020064**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

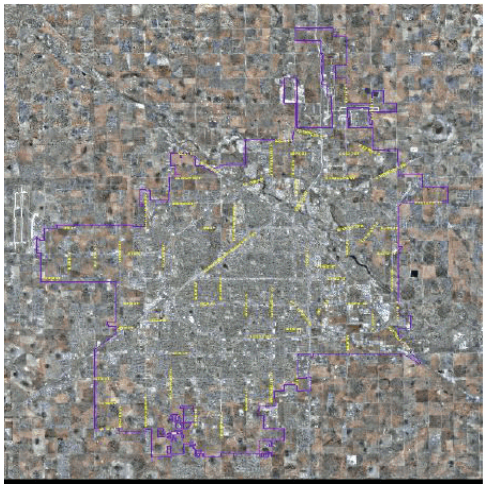
Project Name **Downtown On Street Parking Conversion** *Project Number* **2020080**

Managing Department **Traffic Operations**

Project Manager **David Bragg**

Project Classification **Infrastructure Improvements**

Project Status **Requested**



Project Scope

As growth continues throughout all parts of Downtown Lubbock, there is a need to convert all existing angle, on-street parking spaces to parallel spaces. In 2017, Traffic Operations converted angle on-street parking spaces on 13th Street adjacent to City Hall to parallel spots with great success. The conversion made it easier for vehicles parked to see vehicles travelling down 13th Street, therefore making it safer for parked vehicles to exit their spot. Due to the success of this area, Traffic Operations would like to bring parking spot design consistency to all of Downtown. The project will convert about 1,400 angle parking spots to around 800 parallel parking spots on streets throughout Downtown Lubbock.

Project Justification

In order to accomplish this project, existing parking striping and adjacent median marking will need to be removed by contractor(s), new markings will be added by Traffic Operations to identify parking spots, existing parking signage will need to be altered in some places by Traffic Operations, and markings for handicap parking spots will be applied by Traffic Operations in some locations.

This project will require that parking spots will be unusable while existing markings are removed. This process is fast (minutes for each spot) and should not negatively affect access to buildings in Downtown. The portions of the project to be completed by Traffic Operations are expected to last 3-4 weeks while the expected amount of contractor work for striping removal is expected to be an additional 3-4 weeks.

Project History

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	75,000	0	0	0	0	0	75,000
Total Project Appropriation	0	75,000	0	0	0	0	0	75,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2021 General Fund Cash	0	75,000	0	0	0	0	0	75,000
Total Funding Sources	0	75,000	0	0	0	0	0	75,000

Project Name **Downtown On Street Parking Conversion** *Project Number* **2020080**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

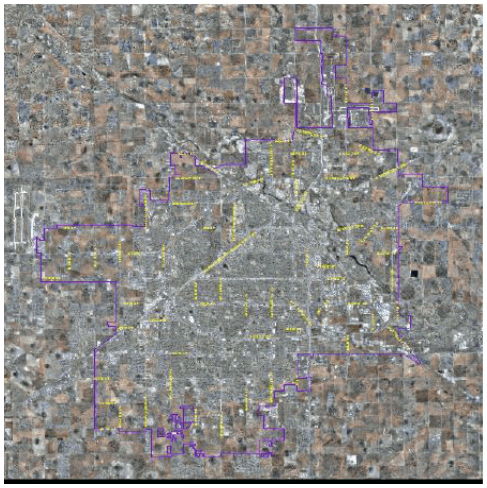
Project Name **Fiber Optic Expansion Continuation** *Project Number* **2020081**

Managing Department **Self Insurance**

Project Manager **David Bragg**

Project Classification **Upgrade/Major Maintenance**

Project Status **Requested**



Project Scope

This project is to continue expanding the City's fiber optic communications utilizing funds remaining in CIP 92349 -Communications System Expansion for FY 2020-21. Currently Traffic Operations' fiber optic crew utilizes CIP 92349 for this purpose. This project would be a continuation of that project. Although the Traffic Operations has installed fiber optic cable to numerous City facilities and traffic signals all over town, the need still exists to expand this infrastructure to facilities not yet reached. Fiber optic communication not only increases speeds for these facilities but also improves reliability.

Project Justification

Today's City workforce requires stable, high speed network connectivity in order to accomplish daily tasks, monitor equipment, as well as talk on the phone. As fiber optic lines are installed, it not only increases the productivity and possibilities of the City's workforce, but also helps emergency crews at remote sites, and improves experience of citizens utilizing community computers at libraries and community centers city-wide.

Project History

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	0	50,000	50,000	50,000	50,000	50,000	250,000
Total Project Appropriation	0	0	50,000	50,000	50,000	50,000	50,000	250,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2022 General Fund Cash	0	0	50,000	0	0	0	0	50,000
FY 2023 General Fund Cash	0	0	0	50,000	0	0	0	50,000
FY 2024 General Fund Cash	0	0	0	0	50,000	0	0	50,000
FY 2025 General Fund Cash	0	0	0	0	0	50,000	0	50,000
FY 2026 General Fund Cash	0	0	0	0	0	0	50,000	50,000
Total Funding Sources	0	0	50,000	50,000	50,000	50,000	50,000	250,000

Project Name **Fiber Optic Expansion Continuation** *Project Number* **2020081**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

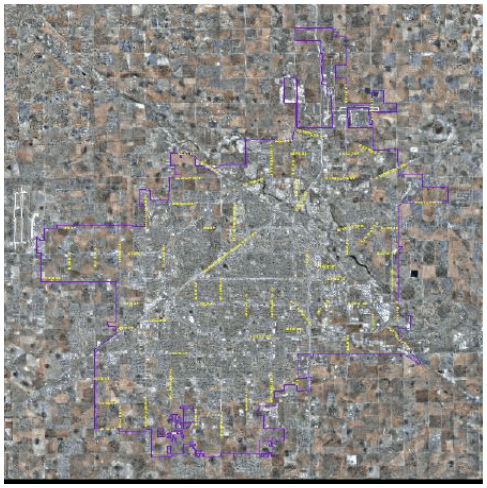
Project Name **Downtown One Way to Two Way Street Conversion** *Project Number* **2020082**

Managing Department **Traffic Operations**

Project Manager **David Bragg**

Project Classification **Upgrade/Major Maintenance**

Project Status **Requested**



Project Scope

This project will convert Avenue K, Avenue L, and Avenue M in the downtown area from one way to two way streets. In order to accomplish the conversion of all one way streets in Downtown Lubbock, the following tasks will need to be completed: eliminate existing markings, remove one way and do not enter signage, install new lane markings upgrade 7 traffic signals on Broadway Street and Main Street, modify the shape of some existing medians, as well as coordinate the upgrade of four traffic signals on 19th Street with the Texas Department of Transportation. In order to accomplish these goals small closures will be necessary throughout the entirety of the project but access will still be maintained to all adjacent buildings. This project will take around six months to complete due to the traffic signal work.

Project Justification

As growth continues throughout all parts of Downtown Lubbock, the Traffic Operations Department has determined that the conversion of existing one way streets within the limits of Downtown Lubbock is necessary for a variety of reasons. Currently Avenue K and Avenue L are one way in Downtown from 8th Street to 19th Street, and Avenue M is one way from 10th Street to Broadway Street.

Converting each of these streets to two way traffic will help Downtown Lubbock be less confusing and intimidating to drivers that don't frequent the area, thereby making it more inviting for all visitors. Often driver confusion translates into unsafe behavior as drivers go the wrong direction on the existing one way streets. This creates hazardous situations for both vehicular and pedestrian traffic. By enhancing the safety and ease of driving in Downtown Lubbock the project will address three City Council Priorities: Public Safety, Growth and Development, as well as Economic Development and Redevelopment.

Project History

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Appropriation
Construction	0	400,000	400,000	0	0	0	0	800,000
Total Project Appropriation	0	400,000	400,000	0	0	0	0	800,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2021 General Fund Cash	0	400,000	0	0	0	0	0	400,000
FY 2022 General Fund Cash	0	0	400,000	0	0	0	0	400,000
Total Funding Sources	0	400,000	400,000	0	0	0	0	800,000

Project Name **Downtown One Way to Two Way Street Conversion** *Project Number* **2020082**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	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, 2020, the tax rate for debt service is $0.120433 per $100 assessed valuation, or $189.59 annually on an average home valued at $157,422.

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:

	City
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:

	City
Standard & Poor's	AA+
Fitch Ratings	AA+

Debt Service Fund Overview

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:

	City
Standard & Poor's	AA-
Fitch Ratings	AA-

The bond ratings from Moody's and S&P (July 2018) and Fitch (April 2020) for LP&L are as follows:

	LP&L
Moody's	A1
Standard & Poor's	AA-
Fitch Ratings	A+

In 2019, 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:

	LP&L
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.

During FY 2019-20, Standard & Poor's and Fitch Ratings affirmed the City's financial bond ratings. Rating reports state that the City's ratings reflect the following:

- Strong economy, with access to a broad and diverse metropolitan statistical area (MSA) and a local stabilizing institutional influence
- Role as a regional economic center, anchored by health care, higher education, and a rapidly growing commercial sector.
- Very strong management, with strong financial policies and practices.
- Adequate budgetary performance, with balanced operating results in the general fund and an operating surplus at the total governmental fund level in fiscal 2019.
- Very strong budgetary flexibility, with an available fund balance in fiscal 2019 of 25% of operating expenditures.
- High fixed cost in relationship to total expenditures.

Debt Service Fund Overview

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
3/22/2019		AA+ Stable	
10/1/2019			AA+ Stable
10/4/2019		AA+ Stable	
5/1/2020		AA+ Stable	
5/4/2020			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- Stable
3/22/2019		AA- Stable	
10/1/2019			AA- Stable
10/4/2019		AA- Stable	
5/1/2020		AA- Stable	
5/4/2020			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
4/21/2020			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

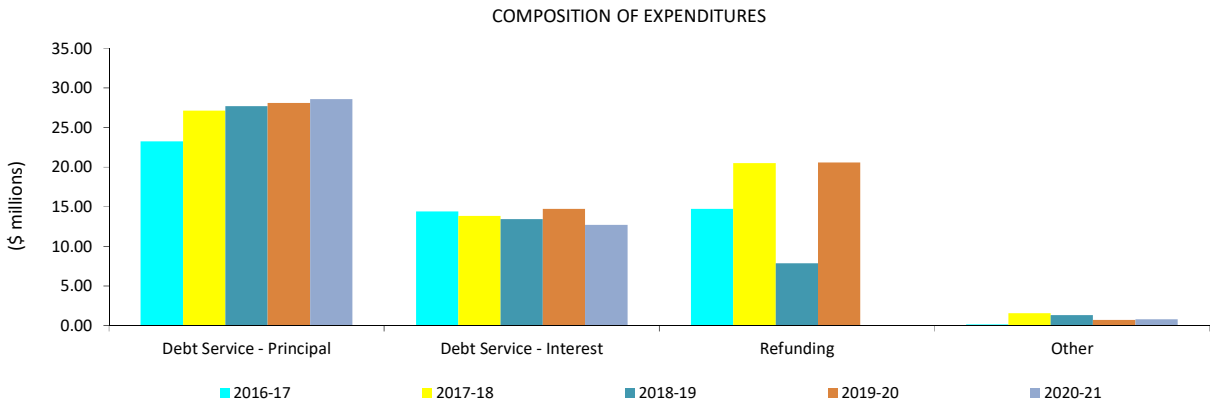
The Debt Service Fund is used to account for general long-term debt principal and interest for debt issues and other long-term debts for which a tax has been dedicated. The City budgets for debt service in thirteen funds: General Debt Service, Water/Wastewater, Storm Water, North Overton Tax Increment 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 2020-21 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	$61,806,315
General Debt Service	24,699,725
Lubbock Power & Light	17,695,538
Storm Water	12,328,398
Gateway	8,847,226
North Overton TIF	3,132,547
Solid Waste	2,102,013
Airport	4,306,502
Internal Services	2,171,991
Central Business District TIF	961,675
Civic Centers	440,306
Hotel Occupancy Tax	89,875
Cemetery	52,750

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

Debt Service Fund



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Reforcast
Ad valorem tax collections	$ 20,052,046	19,641,530	22,379,199	22,511,041	21,537,891	(4.3)
Delinquent Taxes	269,906	162,482	294,258	222,949	242,215	8.6
Unallocated GO Bond Interest - TIF	-	-	-	-	-	-
Unallocated GO Bond Interest - Gateway	-	-	-	-	-	-
Unallocated GO Bond Interest - Tax Backed	-	-	-	-	-	-
Interest Earnings on Debt Service Cash	55,267	85,728	403,553	415,460	332,369	(20.0)
HUD 108 Loan Program	-	-	-	-	-	-
Transfer from Solid Waste	-	2,420,614	2,242,810	2,196,914	2,102,013	(4.3)
Transfer from Overton TIF	3,190,249	3,149,667	3,187,466	3,171,626	3,132,547	(1.2)
Transfer from CBD TIF	649,401	963,455	964,160	975,323	961,675	(1.4)
Transfer from Hotel Tax Fund	93,688	83,750	91,000	88,000	89,875	2.1
Transfer from Gateway	8,314,581	8,232,548	8,548,331	8,400,761	8,847,226	5.3
Transfer from LP&L - Citizens Tower	-	2,478,673	1,140,198	1,139,270	1,140,119	0.1
Transfer from Water - Citizens Tower	-	318,644	146,580	146,458	146,567	0.1
Transfer from Stormwater (Street Maintenance)	5,308,446	5,309,594	4,237,032	3,174,598	2,116,722	(33.3)
Transfer from General Fund (Street Maintenance)	-	-	-	-	-	-
Refunding	14,879,691	20,661,536	7,936,222	20,795,000	-	(100.0)
Build America Bond Subsidy	427,246	306,422	-	-	-	-
Miscellaneous Recoveries	513,064	1,045,816	2,490,296	-	-	-
Total Revenue Sources	53,753,586	64,860,459	54,061,105	63,237,400	40,649,220	(35.7)
Use of Excess Reserves	-	-	-	1,322,532	1,904,870	
TOTAL FUNDING SOURCES	$ 53,753,586	64,860,459	54,061,105	64,559,932	42,554,090	(34.1)

EXPENDITURES						
Debt Service - Principal - Tax Notes: General Fund	$ -	1,307,219	1,076,813	-	-	-
Debt Service - Principal - SIB Loan	-	-	-	325,000	450,715	38.7
Debt Service - Principal	23,257,138	27,167,778	27,705,281	28,087,962	28,604,261	1.8
Debt Service - Interest - Tax Notes: General Fund		74,570	55,968	-	-	-
Debt Service - Interest - SIB Loan	-	-	-	168,226	180,891	7.5
Debt Service - Interest	14,411,212	13,843,770	13,415,288	14,720,913	12,713,916	(13.6)
Fiscal Agent Fees	9,738	13,038	98,742	14,000	14,000	-
Refunding	14,745,470	20,510,547	7,856,803	20,600,990	-	(100.0)
Bond Sale Charges	135,449	150,990	79,419	194,010	150,000	(22.7)
Transfer to Civic Centers	527,557	528,565	459,087	448,831	440,306	(1.9)
TOTAL EXPENDITURES	$ 53,086,564	63,596,476	50,747,401	64,559,932	42,554,090	(34.1)

FUND BALANCE						
Beginning Fund Balance	$ 2,717,936	3,384,958	4,648,940	7,962,644	6,640,112	(16.6)
Change in Fund Balance	667,022	1,263,983	3,313,704	(1,322,532)	(1,904,870)	44.0
ENDING FUND BALANCE	$ 3,384,958	4,648,940	7,962,644	6,640,112	4,735,242	(28.7)

Debt Service Fund

RATIO OF NET GENERAL BONDED DEBT TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA

Fiscal Year Ending	Population[1]	Net Assessed Value (Thousands)	Gross Bonded Debt[2]	Debt Payable from Other Fund Revenue	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value
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	264,385	18,655,937	980,145,000	670,082,735	310,062,265	1.66%
2020	N/A	19,476,298	834,675,000	540,851,235	293,823,765	1.51%

DEBT SERVICE FOR WHICH TAX IS LEVIED

Series	Purpose of Issue	FY 2019-20 Debt Service
2010	Certificates of Obligation	$ 1,270,883
2010C	Certificates of Obligation	2,545,980
2011	Certificates of Obligation	7,154,500
2011	General Obligation	681,725
2011	Refunding Bonds	1,201,525
2012	Certificates of Obligation	3,943,900
2012	General Obligation	870,425
2012	Refunding Bonds	492,438
2013	Certificates of Obligation	4,227,750
2013	General Obligation	4,270,438
2013	Refunding Bonds	4,896,115
2014	Certificates of Obligation	4,502,750
2014	Refunding Bonds	6,245,000
2015	Certificates of Obligation	8,324,875
2015	Refunding Bonds	14,648,625
2015	Refunding Bonds, Taxable	1,847,475
2016	Certificates of Obligation	8,565,575
2016	Refunding Bonds	2,923,025
2016A	Refunding Bonds	4,545,494
2017	Certificates of Obligation	1,750,000
2017A	Certificates of Obligation	2,135,125
2018	Certificates of Obligation	2,077,575
2018	Certificates of Obligation, Taxable	1,051,025
2018	Refunding Bonds	10,497,000
2019	Certificates of Obligation	4,999,325
2019	Refunding Bonds	1,370,313
2019A	Refunding Bonds, Taxable	1,822,187
2020	Certificates of Obligation	521,433
2018	SIB Loan	631,606
2017	Tax Note	1,766,711
2018	Tax Note	2,159,250
2019	Tax Note	1,694,824
2020	Tax Note	1,812,717
TOTAL TAX SUPPORTED BONDS[4]		$ 117,447,585

[1] Source: Census.gov

[2] Includes all long-term general obligation debt principal.

[3] Projected.

Debt Service Fund

OUTSTANDING DEBT SERVICE PAYMENT - PRINCIPAL & INTEREST								
Fiscal Year Ending	General Obligation Bonds		Tax Notes		Revenue and Contract Revenue Bonds		Total Principal	Total Interest
	Principal	Interest	Principal	Interest	Principal	Interest		
2021	78,545,715	31,468,369	6,940,000	493,501	15,582,391	13,038,386	101,068,106	45,000,256
2022	71,838,051	28,208,069	6,350,000	353,803	20,830,556	12,020,222	99,018,607	40,582,093
2023	70,840,725	25,163,676	5,550,000	230,123	22,619,810	11,211,101	99,010,535	36,604,901
2024	70,248,745	22,113,088	4,350,000	138,702	22,829,026	10,322,336	97,427,771	32,574,126
2025	69,837,122	19,051,815	2,230,000	73,231	21,330,102	9,417,569	93,397,224	28,542,615
2026	65,330,864	16,127,720	1,140,000	34,070	23,632,842	8,568,992	90,103,706	24,730,782
2027	59,539,983	13,485,321	655,000	14,709	23,519,678	7,673,727	83,714,661	21,173,757
2028	56,444,489	11,067,742			23,277,425	6,790,912	79,721,914	17,858,653
2029	48,714,391	8,918,299			18,458,138	5,964,924	67,172,529	14,883,223
2030	46,784,701	7,040,664			18,863,068	5,343,889	65,647,769	12,384,553
2031	33,345,431	5,536,206			17,835,182	4,707,968	51,180,613	10,244,174
2032	28,321,590	4,412,225			11,885,000	4,192,642	40,206,590	8,604,868
2033	26,073,193	3,391,567			10,665,000	3,790,878	36,738,193	7,182,445
2034	23,255,000	2,450,131			11,050,000	3,394,758	34,305,000	5,844,889
2035	21,520,000	1,639,540			8,200,000	3,019,013	29,720,000	4,658,553
2036	15,090,000	1,036,774			7,600,000	2,689,490	22,690,000	3,726,264
2037	9,415,000	646,617			7,550,000	2,417,269	16,965,000	3,063,886
2038	6,485,000	363,209			7,820,000	2,143,704	14,305,000	2,506,913
2039	5,315,000	126,900			7,130,000	1,823,556	12,445,000	1,950,456
2040	515,000	10,300			5,985,000	1,552,450	6,500,000	1,562,750
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
	$ 807,460,000	202,258,232	27,215,000	1,338,140	334,578,217	126,286,171	1,169,253,217	329,882,542

Internal Service 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 2020-21 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 $31.7 million, with $20.4 million in General Fund. The charges are itemized as seen below:

Charge	Total	% General Fund	% All Other Funds
Information Technology	$ 11,054,612	66.2	33.8
Fleet Maintenance	5,345,358	77.2	22.8
Property Insurance	3,862,192	22.6	77.4
Workers Compensation	2,394,162	79.9	20.1
Radio Shop	2,134,608	78.1	21.9
Liability Insurance	2,666,180	65.5	34.6
Fleet Administration	2,524,261	65.1	34.9
Telephone	1,509,641	60.3	39.7
Postage	163,949	93.7	6.3
Mail Handling	73,715	49.6	50.6
Total	$ 31,728,678		

Funding Source Summary by Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet	2,210,540	6,221,391	6,704,664	6,387,365	8,004,921	25.3
Health Benefits	34,101,078	30,718,372	30,961,423	31,735,913	33,391,639	5.2
Information Technology	8,829,046	10,304,490	10,614,809	10,814,766	10,254,003	(5.2)
Telecommunications	1,992,638	1,980,848	1,761,943	1,583,212	1,509,641	(4.6)
GIS & Data Services	756,310	746,893	873,159	889,507	873,759	(1.8)
Radio Shop	2,547,953	2,360,982	2,704,360	2,354,807	2,424,288	3.0
Investment Pool	151,879	215,331	155,975	174,607	175,851	0.7
Print Shop/Warehouse	538,435	633,781	646,429	690,592	662,625	(4.0)
Risk Management	8,293,253	6,382,275	6,974,490	8,071,915	10,169,351	26.0
TOTAL INTERNAL SERVICE FUNDS	59,421,132	59,564,364	61,397,251	62,702,683	67,466,077	7.6

Appropriation Summary by Fund

	Actual	Actual	Actual	Forecast	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet	1,655,921	5,992,198	6,704,664	6,387,365	8,004,921	25.3
Health Benefits	34,101,078	29,968,063	30,961,423	31,590,682	33,313,507	5.5
Information Technology	8,829,046	8,516,189	10,573,756	10,814,766	10,254,003	(5.2)
Telecommunications	1,992,638	1,908,994	1,761,943	1,583,070	1,509,641	(4.6)
GIS & Data Services	702,004	709,014	733,416	886,766	873,758	(1.5)
Radio Shop	2,354,236	2,221,073	2,208,135	2,278,071	2,354,421	3.4
Investment Pool	131,719	167,108	155,975	174,607	175,851	0.7
Print Shop/Warehouse	538,435	633,781	646,429	690,592	662,625	(4.0)
Risk Management	8,293,253	6,382,275	6,017,621	8,071,915	10,169,351	26.0
TOTAL INTERNAL SERVICE FUNDS	58,598,330	56,498,696	59,763,363	62,477,832	67,318,077	7.7

Position History by Fund

	Actual	Actual	Actual	Forecast	Budget	Change
INTERNAL SERVICE FUNDS	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet	17	19	20	24	24	-
Health Benefits	4	4	4	4	4	-
Information Technology	28	28	29	29	30	1
Telecommunications	2	2	2	3	3	-
GIS & Data Services	9	10	11	11	11	-
Radio Shop	8	8	8	8	8	-
Investment Pool	1	1	-	-	-	-
Print Shop/Warehouse	6	6	6	6	6	-
Risk Management	8	9	9	6	6	-
TOTAL INTERNAL SERVICE FUNDS	83	87	89	91	92	1

Fleet Services Overview

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

Goals and Objectives
- Fleet Operations acts as the primary repair and preventive maintenance facility for heavy duty vehicles, equipment, tire service and minor repairs on light duty vehicles while maintaining a City-wide operational readiness rate of over 90 percent.
- Maintain a vehicle replacement program that evaluates all vehicles to determine replacement eligibility, decreases the overall size of the fleet by re-utilizing vehicles, moving vehicles to auction promptly that are past their useful life, reassigning high mileage vehicles for lower mileage use, and purchasing new vehicles for optimum efficiency.

Accomplishments for FY 2019-20
- Completed the purchase of all new vehicles and equipment for FY 2019-20 in August 2020.
- Extended operating hours and added a second shift to reduce downtime on vehicles and equipment.
- Clarified and updated contracts to include new vendors, resulting in decreased downtime and expanded coverage.
- Conducted a vehicle and equipment audit to ensure proper inventory records and fuel billing.
- Conducted a home storage audit to ensure City vehicle policies are being followed and enforced.
- Increased tire repairs, replacements and balancing services in house, resulting in an average monthly savings of $3,500.

Objectives for FY 2020-21
- Further clarify contracts for outside vendor repairs which will result in less downtime and further cost savings.
- Expand repairs on light duty vehicles in-house to reduce downtime and provide further cost savings.
- Continue to expand the in-house services we provide for further cost savings.
- Expand tire services to include 24 hour mobile repairs/replacements.
- Complete a City wide vehicle/equipment inventory audit to ensure all assets are documented properly.
- Complete a City wide home storage/take home vehicle audit to ensure all policies and procedures are being followed.

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 2020-21, the cost for all replacement and new vehicles total $6.8 million. Of that amount, $5.5 million is cash funded and $1.3 million is funded with tax notes.

Total vehicle purchases in the General Fund are approximately $3.1 million:

o Alley Maintenance	$540,000
o Animal Services	32,000
o Building Safety	104,000
o Codes Administration	84,000
o Engineering Services	28,000
o Environmental Health	26,000
o Inmate Cleanup	34,000
o Municipal Court	46,000

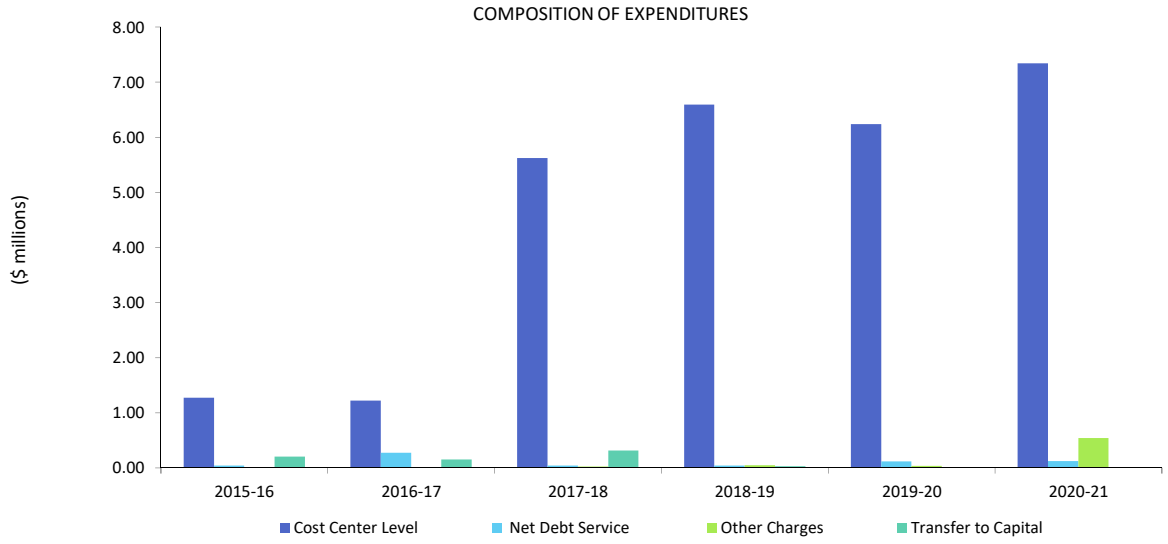
Fleet Services Overview

o Parks	12,500
o Police	1,062,500
o Residential Collection	750,000
o Solid Waste Disposal	326,000

The total amount of recommended replacement vehicles in the City's Enterprise, Special Revenue, and Internal Service Funds totals approximately $3.7 million.

o Airport	$58,000
o LP&L	2,667,500
o Storm Water	310,000
o Water/Wastewater	672,000

Internal Service Fund - Fleet Services



	Actual	Actual	Actual	Forecast	Budget	Change
STAFFING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Fleet Maintenance	17	19	20	24	24	-
TOTAL STAFFING	17	19	20	24	24	-

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Projected
Service Metrics						
City of Lubbock Vehicles in Fleet Inventory (not including Citibus & LP&L)	1,930	1,844	1,852	2,400	2,450	2
Fleet Inventory Replaced	51	34	45	73	75	3
Percent of Inventory Replaced	2.6%	1.8%	2.4%	3.0%	3.1%	0.6
New Vehicles purchased	4	37	20	17	10	(41)
Total Vehicles & Equipment purchased	55	71	65	89	85	(4)
Total percentage of fleet inventory purchased	2.8%	3.9%	3.5%	3.7%	3.5%	(6.4)
Number of Contracts Maintained	43	42	42	60	60	-
City Vehicle Auctions held	4	3	3	2	4	100
City Auction Goal	3	3	3	3	4	33
Revenue from City Auctions	756,388	469,261	150,000	42,925	100,000	133
Preventative Maintenance (PM) Service Goal	-	600	600	500	500	-
Number of PM's performed (Class 4-9)	550	524	417	480	500	4
Performance Metrics						
PM's completed within 24 hours	-	85.0%	60.0%	80.0%	80.0%	-
Work orders completed within 24 hours	-	75.0%	57.0%	64.0%	85.0%	32.8
PM vs. corrective maintenance	-	30.0%	11.0%	9.0%	10.0%	11.1
Technician productivity	-	65.0%	70.0%	75.0%	75.0%	-
Fleet availability	-	95.0%	95.0%	94.0%	95.0%	1.1
Rework rate	-	1.0%	1.0%	1.0%	1.0%	-
Quality inspections of work performed	-	85.0%	85.0%	85.0%	85.0%	-

Internal Service Fund - Fleet Services

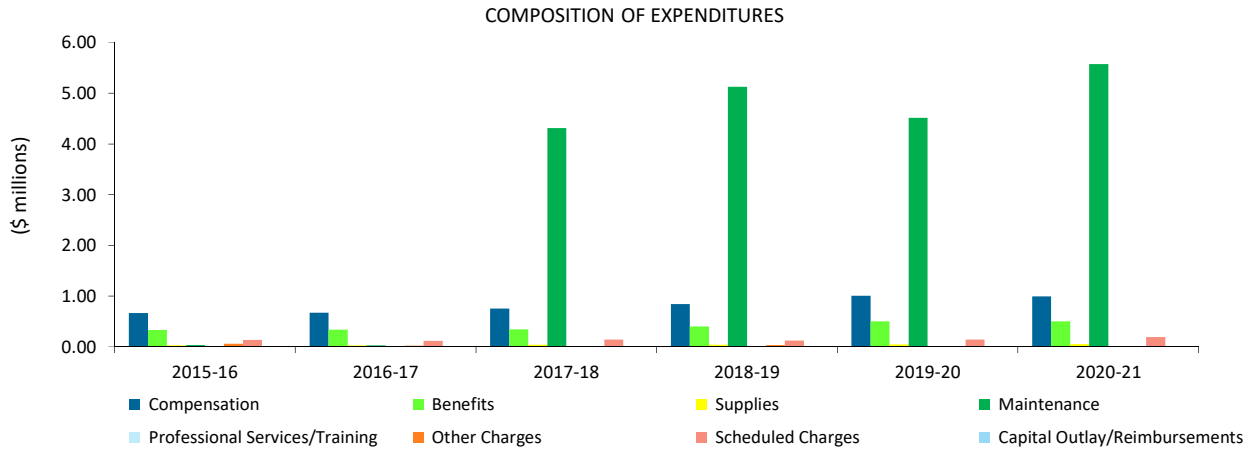
FULL-TIME POSITIONS	
Asst Dir Fleet Operations	1
Auction and Warranty Coordinator	1
Bookkeeper	1
Contract Compliance Specialist	1
Director of Telecom/Fleet Services	1
Equipment Technician	8
Equipment Technician Asst	1
Fleet Maintenance Supervisor	1
Fuel and Parts Inventory Coord	1
Lead Administrative Asst	1
Lead Equipment Technician	3
Management Analyst	1
Parts Assistant	1
Service Advisor	1
Support and Acquisition Coordinator	1
TOTAL FULL-TIME POSITIONS	24

Fleet Services - Fund Overview

	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 6,360	22,923	49,572	-	25,311	-
Other	426	1,548	26	-	-	-
Junk Sales	24,735	3,926	626	-	-	-
Fleet Vehicle Sales	642,226	799,449	36,439	-		
Maintenance Charges	-	3,938,017	4,110,230	4,496,307	5,433,389	20.8
Administrative Charges	1,536,792	1,455,528	1,537,360	1,873,874	2,523,516	34.7
Sales - Diesel Bobtail Loads	651,259	679,078	661,592	-	-	-
Sales - Diesel Transport Loads	1,485,101	1,469,145	1,531,908	2,382,730	2,056,509	(13.7)
Sales - Unleaded Bobtail Loads	132,551	167,608	177,643	-	-	-
Sales - Unleaded Transport Loads	1,667,151	1,760,487	1,919,091	2,285,692	2,028,044	(11.3)
Cost of Goods Sold - Diesel Bobtail Loads	(651,259)	(679,078)	(661,592)	-	-	-
Cost of Goods Sold - Diesel Transport Loads	(1,485,101)	(1,469,145)	(1,531,908)	(2,382,730)	(2,056,509)	(13.7)
Cost of Goods Sold - Unleaded Bobtail Loads	(132,551)	(167,608)	(177,643)	-	-	-
Cost of Goods Sold - Unleaded Transport Loads	(1,667,151)	(1,760,487)	(1,919,091)	(2,285,692)	(2,028,044)	(11.3)
Total Revenue Sources	2,210,540	6,221,391	5,734,253	6,370,181	7,982,216	25.3
Use of Excess Reserves	-	-	970,411	17,184	22,705	32.1
TOTAL FUNDING SOURCES	$ 2,210,540	6,221,391	6,704,664	6,387,365	8,004,921	25.3

	Actual	Actual	Actual	Forecast	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 674,686	756,121	845,122	1,010,686	996,102	(1.4)
Benefits	341,582	343,627	404,495	503,128	501,170	(0.4)
Supplies	28,499	44,076	44,734	46,669	53,067	13.7
Maintenance	29,792	4,313,714	5,127,982	4,516,629	5,579,165	23.5
Professional Services/Training	5,095	12,213	10,128	14,920	14,920	-
Other Charges	20,734	4,772	36,653	1,800	6,300	250.0
Scheduled Charges	120,798	143,813	121,766	142,310	191,337	34.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL DEPARTMENT LEVEL EXPENSES	$ 1,221,186	5,618,334	6,590,880	6,236,142	7,342,061	17.7
FUND LEVEL EXPENSES						
Net Debt Service	$ 272,799	38,924	38,913	118,283	123,416	4.3
Transfer to Vehicle Replacement Fund	-	-	11,548	14,953	19,200	28.4
Vehicle/Equipment Debt	8,936	18,069	5,251	17,987	520,243	2,792.3
Transfer to Fleet Capital Project Fund	153,000	313,568	30,000	-	-	-
Miscellaneous	-	3,302	28,072	-	-	-
TOTAL FUND LEVEL EXPENSES	$ 434,735	373,864	113,784	151,223	662,860	338.3
TOTAL EXPENSES	$ 1,655,921	5,992,198	6,704,664	6,387,365	8,004,921	25.3

Fleet Services - Department Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 674,686	756,121	845,122	1,010,686	996,102	(1.4)
Benefits	341,582	343,627	404,495	503,128	501,170	(0.4)
Supplies	28,499	44,076	44,734	46,669	53,067	13.7
Maintenance	29,792	4,313,714	5,127,982	4,516,629	5,579,165	23.5
Professional Services/Training	5,095	12,213	10,128	14,920	14,920	-
Other Charges	20,734	4,772	36,653	1,800	6,300	250.0
Scheduled Charges	120,798	143,813	121,766	142,310	191,337	34.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 1,221,186	5,618,334	6,590,880	6,236,142	7,342,061	17.7

Health Benefits Overview

Mission and Purpose
Health Benefits provides a cost effective and efficient health benefits program to City employees, retirees, and their eligible dependents. These plans are provided to competitively recruit and retain quality employees, while maintaining sound fiduciary policies for the Health Plan.

Overview
The Health Benefits team provides the following services to its members:

- Assists full-time employees and retirees with enrollment, and provides educational programs concerning the City's health and benefits program.
- Educates terminating employees concerning the Consolidated Omnibus Budget Reconciliation Act (COBRA), their pension plan options, and their voluntary product options.
- Provides educational seminars concerning the importance of the 457 Deferred Compensation Plans and assists with enrollment in, and changes to the plans.
- Acts as advocates for members needing assistance to understand determinations made by benefit providers.

The Benefits package includes a variety of offerings for employees and eligible dependents. The package contains an EPO health plan, a dental plan, basic, supplemental and dependent life insurances, accidental death and dismemberment coverage, accident insurance, long term disability, a vision plan, and flexible spending and dependent care accounts. Employees retiring prior to age 65 are eligible to retain the health plan, dental plan, and reduced amounts of life insurance. The City also offers 457(b) deferred compensation plans to its employees.

Medicare eligible retirees and their spouses are provided a City funded Health Reimbursement Account (HRA) in the amount of $1,800 annually per participant. Medicare primary retirees can maintain a reduced amount of life coverage if they were enrolled in the life plans at the time of retirement. The transfer of Medicare primary retirees and spouses to the HRA plan in 2018 reduced the City's Other Post Employment Benefit (OPEB) liability.

The health plan level of benefits includes an individual and family deductible of $1,000/$2,000 and maximum out-of-pocket limits of $4,000/8,000. Primary Care Physician copayments are $50 per visit. Specialty Physician copayments are $75 per visit. Federally mandated wellness benefits are paid at 100 percent in an effort to identify chronic illnesses before they become catastrophic. Prescription drug copayments are $5 for generic drugs, $35 for preferred drugs, $60 for non-preferred drugs, and a 20% copay for specialty drugs up to a $300 maximum. The prescription plan also includes a mail order service. Services for out-of-network providers and pharmacies are not covered under the health plan.

The FY 2020-21 per full time employee departmental cost allocation is proposed to increase to $832.12 for the health plan with no proposed change to the dental plan. The FY 2019-20 per full-time employee departmental cost allocation was $800.97 for the health plan and $25.05 for the dental plan. Employee and retiree health plan premiums will not increase for FY 2020-21.

The UMC Physicians free clinic usage is projected to remain constant. Providing the free clinics encourages a healthy City workforce. Offering the clinics at a zero copay provides an affordable way for plan members to develop a primary care physician relationship in an attempt to circumvent future chronic health issues.

Preventive care, per the Affordable Care Act (ACA) regulations, is covered at 100 percent. Health and Human Services (HHS) has mandated 15 covered preventive services for adults, 22 covered preventive services for women, including prenatal care, and 26 covered preventive services for children. Examples of specialized preventive services include certain cancer screenings and counseling for depression, smoking, weight loss, and alcohol use. ACA also mandates a member's right to participate in an approved clinical trial. The 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

Health Benefits Overview

in an approved clinical trial. ACA mandates that the out-of-pocket maximums may not exceed the combination of a plan's deductible, copayments, and coinsurance. The City's out-of-pocket limits for plan year 2021 may remain at $4,000/8,000. The City will continue to comply with ACA mandates.

ACA regulations require that employers pay an annual Patient Centered Outcomes Research Institute (PCORI) Fee. The fee is a flat rate per the average covered lives enrolled in the health plan per plan year. The PCORI fee will be paid in 2020 for 2019 in the amount of $2.54 per employee, approximately $13,833. Per federal regulations, the PCORI fee cannot be paid out of the health plan assets, it will be paid out of the General Fund. The fee will increase annually and is required to be paid through 2029.

Detailed record-keeping is essential in order to avoid federal audits, including audits by the Internal Revenue Service and Health and Human Services. The City's health plan is not governed by ERISA (Employee Retirement Income Security Act) and is not subject to the Department of Labor audits.

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. The Benefits Manager will continue to monitor legislation and the affect it will have on the City.

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.

It is important for the staff of the Human Resources Benefits Department to continue to work with Information Technology (IT), to secure a Human Resource Information System (HRIS) to include Employee Self-Service (ESS) and online enrollment options. 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, employee self-service, online enrollment options, and payroll processing.

Goals and Objectives

- Explore cost containment alternatives for the benefit plans by annually reviewing plan design.
- Be innovative in 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.
- Audit 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 the selection/development of an Employee Self-Service and online enrollment modules.
- Provide outstanding customer service to employees and retirees.

Accomplishments for FY 2019-20

- Digitized terminated employee benefit files into Laserfiche.
- Completed a RFP process for voluntary life and accident plans resulting in reduced costs for employer paid life insurance and a 5 year rate guarantee.
- Implemented the annual enrollment process with an online tutorial and fillable PDF forms.

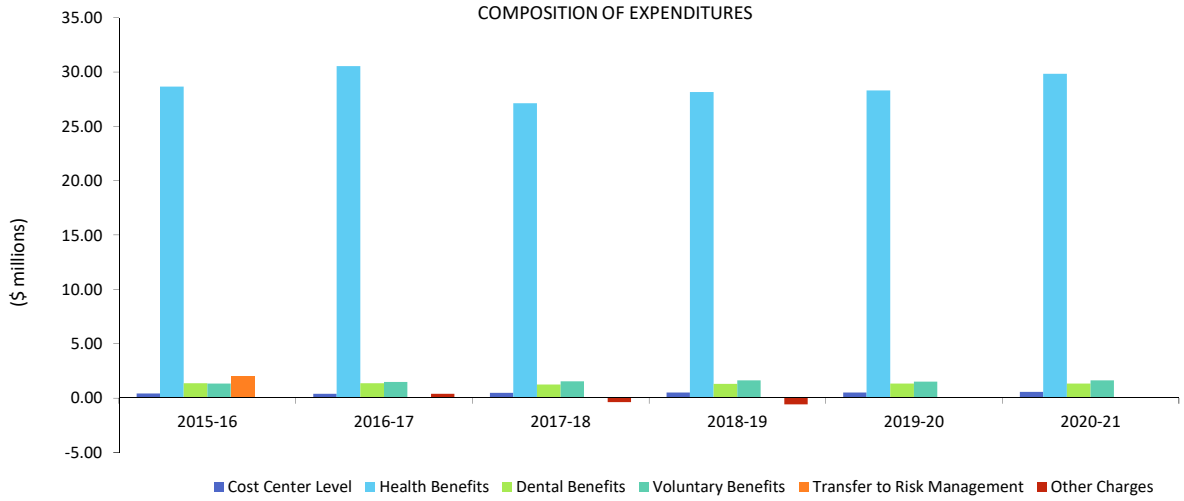
Health Benefits Overview

- Participated in the implementation process for the Kronos leave keeping system.
- Hosted six Medicare Supplement educational meetings for retirees and active employees nearing retirement.
- Hosted a TMRS, IRS, and 457 informational meeting to assist employees in preparing for retirement and held four mid-career TMRS/457 informational meetings.
- Conducted internal audits of vendor-managed plans.
- Implemented federal guidelines under the 2020 Coronavirus Aid, Relief, and Economic Security Act (CARES ACT) affecting the health plan and 457 Deferred Compensation plans.
- Changed the level of benefits on the medical plan to cover COVID-19 testing and antibody testing at 100 percent of allowed amount.
- Implemented 457 plan guidelines to allow for in-service distributions for participants affected by COVID-19 and developed a Citywide broadcast to inform plan participants of the modification.

Objectives for FY 2020-2021

- Explore additional cost containment alternatives for health benefit plans.
- Advertise a Request for Proposal for the 457 Deferred Compensation Plans.
- Implement a Leave Management system.
- Implement an enhanced Employee Orientation Process and Annual Enrollment process.

Internal Service Fund - Health Benefits



STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Self-Insurance Health Admin	4	4	4	4	4	-
TOTAL STAFFING	4	4	4	4	4	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Health and welfare awareness programs	10	11	11	12	12	-
Retirements	62	84	97	92	95	3.3
Exit interviews	76	126	32	110	110	-
Annual enrollment meetings one-on-one	-	537	875	850	800	(5.9)
Employee walk-in consultations	-	1,455	1,268	1,200	1,200	-
Phone consultations	-	2,243	814	1,000	1,800	80.0
Performance Metrics						
Retirements processed before the end of the month (Goal 98%)	-	100.0%	100.0%	100.0%	100.0%	-
Exit interviews complete before employee leaves City (Goal 95%)*	-	100.0%	95.0%	95.0%	95.0%	-
Annual Enrollment expected participation of 85% with the goal of reaching at least 95% of employees	-	97.0%	98.0%	95.0%	95.0%	-
Problems/questions resolved within 3 days (Goal 92%)	-	95.0%	92.0%	92.0%	95.0%	3.3

*Tracking for Exit interview percentage was being calculated differently.
FY 2018-19 is being calculated against terminations less requirements.

FULL-TIME POSITIONS	
Benefits and Wellness Manager	1
Insurance Specialist	3
TOTAL FULL-TIME POSITIONS	4

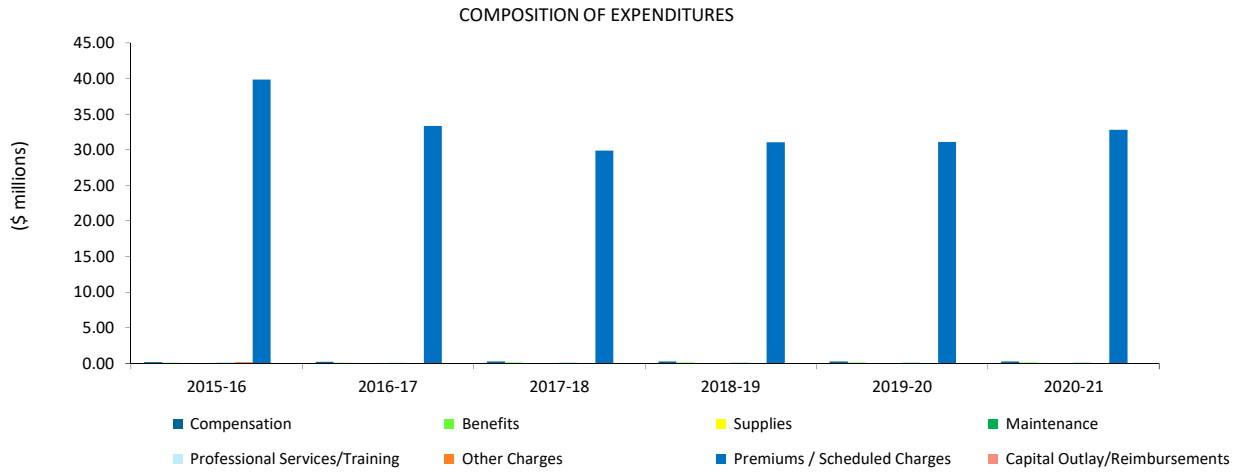
Health Benefits - Fund Overview

Self Insurance - Health Admin.	Actual	Actual	Actual	Forecast	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 188,209	254,648	264,117	259,592	248,634	(4.2)
Benefits	80,060	105,027	102,411	105,020	105,958	0.9
Supplies	9,300	6,529	7,447	7,044	4,941	(29.9)
Professional Services/Training	85,316	85,955	94,800	100,925	102,175	1.2
Other Charges	288	428	233	207	1,300	529.4
Premiums / Scheduled Charges	22,414	24,524	36,274	22,796	92,885	307.5
TOTAL EXPENSES	$ 385,587	477,111	505,283	495,583	555,893	12.2
Health Benefits						
FUNDING SOURCES						
Interest Earnings	$ 70,025	123,715	366,438	157,000	70,000	(55.4)
Medicare Part D	360,868	141,466	9,454	30,000	15,000	(50.0)
Medical Premiums - Employees	4,720,281	5,147,253	5,281,356	5,679,875	6,137,331	8.1
Medical Premiums - City	22,165,343	19,894,560	19,921,750	21,001,399	21,751,141	3.6
Medical Premiums - Retirees	3,265,187	2,305,758	1,885,782	1,956,337	2,290,401	17.1
Basic Life - City Contribution	12,873	12,971	13,060	13,260	18,609	40.3
Retiree/COBRA Payments	35,787	35,583	58,379	30,000	35,390	18.0
Miscellaneous	(1,930)	17,306	14,435	-	-	-
TOTAL FUNDING SOURCES	$ 30,628,434	27,678,611	27,550,654	28,867,871	30,317,872	5.0
EXPENSES						
Employee Assistance Program	$ 42,062	50,883	58,150	58,385	66,983	14.7
Supplies	-	96	-	-	-	-
Administration - TPA	286,767	490,799	117,906	142,727	(11,486)	(108.0)
Reinsurance	986,431	210,830	378,741	406,491	425,510	4.7
Basic Life	12,849	13,470	14,065	13,260	12,763	(3.7)
Medical Claims	28,349,325	25,442,556	26,706,197	26,553,103	28,214,897	6.3
Health Clinic	851,635	891,038	863,727	1,110,000	1,110,000	-
Reinsurance Tax	-	-	-	-	-	-
Miscellaneous Expense	-	-	46	-	-	-
TOTAL EXPENSES	$ 30,529,069	27,099,672	28,138,832	28,283,965	29,818,667	5.4
Dental Benefits						
FUNDING SOURCES						
Dental Premium - Employee	$ 315,230	526,838	601,027	614,147	640,532	4.3
Dental Premium - City	1,147,419	866,238	850,261	648,094	680,258	5.0
Retiree Dental - (includes COBRA)	236,470	156,117	124,417	113,487	138,997	22.5
TOTAL FUNDING SOURCES	$ 1,699,118	1,549,194	1,575,704	1,375,728	1,459,787	6.1
EXPENSES						
Administration - TPA	$ 105,552	89,200	101,920	97,887	98,189	0.3
Claims	1,255,026	1,153,087	1,199,702	1,220,932	1,220,932	-
TOTAL EXPENSES	$ 1,360,578	1,242,287	1,301,622	1,318,819	1,319,121	0.0

Health Benefits - Fund Overview

Voluntary Benefits	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Accident Insurance	$ -	-	-	-	-	-
Cancer Insurance	31,128	28,385	25,324	26,353	23,955	(9.1)
Critical Illness Insurance	-	-	-	-	-	-
Dependent/Child Life Insurance	93,983	92,481	90,631	90,045	89,930	(0.1)
Long Term Disability 180 Day	-	-	-	35,881	39,015	8.7
Long Term Disability 90 Day	231,627	239,420	250,893	215,103	226,952	5.5
Optional Life Insurance	542,730	571,235	592,931	549,641	622,310	13.2
Personal Accident	72,875	75,824	77,630	77,656	119,375	53.7
Philadelphia Life	6,068	5,228	4,560	4,412	3,260	(26.1)
Pre-paid Legal Insurance	38,268	36,904	32,055	32,888	28,450	(13.5)
Retiree Life	254,625	264,537	271,591	278,820	270,538	(3.0)
Vision Insurance	178,070	176,552	179,751	181,515	190,195	4.8
TOTAL FUNDING SOURCES	$ 1,449,372	1,490,567	1,525,366	1,492,314	1,613,980	8.2
EXPENSES						
Accident Insurance	$ -	-	-	-	-	-
Cancer Insurance	31,128	28,385	25,324	26,353	23,955	(9.1)
Critical Illness Insurance	-	-	-	-	-	-
Dependent/Child Life Insurance	91,183	96,125	97,591	90,045	89,930	(0.1)
Long Term Disability 180 Day	30,258	35,267	35,547	35,881	39,015	8.7
Long Term Disability 90 Day	200,945	213,299	234,404	215,103	226,952	5.5
Optional Life Insurance	548,800	597,621	643,551	549,641	628,156	14.3
Personal Accident	72,577	78,610	83,540	77,656	119,375	53.7
Philadelphia Life	6,186	5,443	4,899	4,412	3,260	(26.1)
Pre-paid Legal Insurance	38,268	36,904	32,063	32,888	28,450	(13.5)
Retiree Life	254,625	264,050	271,104	278,820	270,538	(3.0)
Vision Insurance	178,070	176,531	179,755	181,515	190,195	4.8
TOTAL EXPENSES	$ 1,452,039	1,532,234	1,607,778	1,492,314	1,619,826	8.5
TOTAL COST CENTER EXPENSES	$ 33,727,273	30,351,304	31,553,515	31,590,682	33,313,507	5.5
FUND LEVEL EXPENSES						
Transfer to Info Technology Fund	$ 303,020	-	-	-	-	-
Transfer to Risk Management	-	-	-	-	-	-
Administration - TPA	16,332	1,911	9,450	-	-	-
Miscellaneous Expense	6,413	376,304	(302,766)	-	-	-
Reimbursement-Claims Liability	48,040	(761,457)	(298,776)	-	-	-
TOTAL FUND LEVEL EXPENSES	$ 373,806	(383,242)	(592,092)	-	-	-
Total Revenue Sources	$ 33,776,924	30,718,372	30,651,724	31,735,913	33,391,639	5.2
Use of Excess Reserves	324,154	-	309,699	-	-	-
TOTAL FUNDINGS SOURCES	$ 34,101,078	30,718,372	30,961,423	31,735,913	33,391,639	5.2
GRAND TOTAL EXPENSES	$ 34,101,078	29,968,063	30,961,423	31,590,682	33,313,507	5.5

Health Benefits - Department Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 188,209	254,648	264,117	259,592	248,634	(4.2)
Benefits	80,060	105,027	102,411	105,020	105,958	0.9
Supplies	9,300	6,625	7,447	7,044	4,941	(29.9)
Professional Services/Training	127,378	136,838	152,950	159,310	169,158	6.2
Other Charges	288	428	233	207	1,300	529.4
Premiums / Scheduled Charges	33,322,038	29,847,738	31,026,356	31,059,510	32,783,516	5.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 33,727,273	30,351,304	31,553,515	31,590,682	33,313,507	5.5

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Self-Insurance Health Admin	$ 385,587	477,111	505,283	495,583	555,893	12.2
Self Insurance-Voluntary Products	1,452,039	1,532,234	1,607,778	1,492,314	1,619,826	8.5
Self Insurance-Health Benefits	30,529,069	27,099,672	28,138,832	28,283,966	29,818,667	5.4
Self Insurance-Dental Benefits	1,360,578	1,242,287	1,301,622	1,318,819	1,319,121	0.0
TOTAL EXPENDITURES BY DEPARTMENT	$ 33,727,273	30,351,304	31,553,515	31,590,682	33,313,507	5.5

Health Benefits - Department Expenditures

Self-Insurance Health Admin	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 188,209	254,648	264,117	259,592	248,634	(4.2)
Benefits	80,060	105,027	102,411	105,020	105,958	0.9
Supplies	9,300	6,529	7,447	7,044	4,941	(29.9)
Professional Services/Training	85,316	85,955	94,800	100,925	102,175	1.2
Other Charges	288	428	233	207	1,300	529.4
Premiums / Scheduled Charges	22,414	24,524	36,274	22,796	92,885	307.5
TOTAL SELF-INSURANCE HEALTH ADMIN	$ 385,587	477,111	505,283	495,583	555,893	12.2

Self Insurance-Voluntary Products						
EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	$ 1,452,039	1,532,234	1,607,778	1,492,314	1,619,826	8.5
TOTAL SELF INSURANCE-VOLUNTARY PRODUCTS	$ 1,452,039	1,532,234	1,607,778	1,492,314	1,619,826	8.5

Self Insurance-Health Benefits						
EXPENDITURES BY CATEGORY						
Supplies	$ -	96	-	-	-	-
Professional Services/Training	42,062	50,883	58,150	58,385	66,983	14.7
Other Charges	-	-	-	-	-	-
Premiums / Scheduled Charges	30,487,007	27,048,693	28,080,682	28,225,581	29,751,684	5.4
TOTAL SELF INSURANCE-HEALTH BENEFITS	$ 30,529,069	27,099,672	28,138,832	28,283,966	29,818,667	5.4

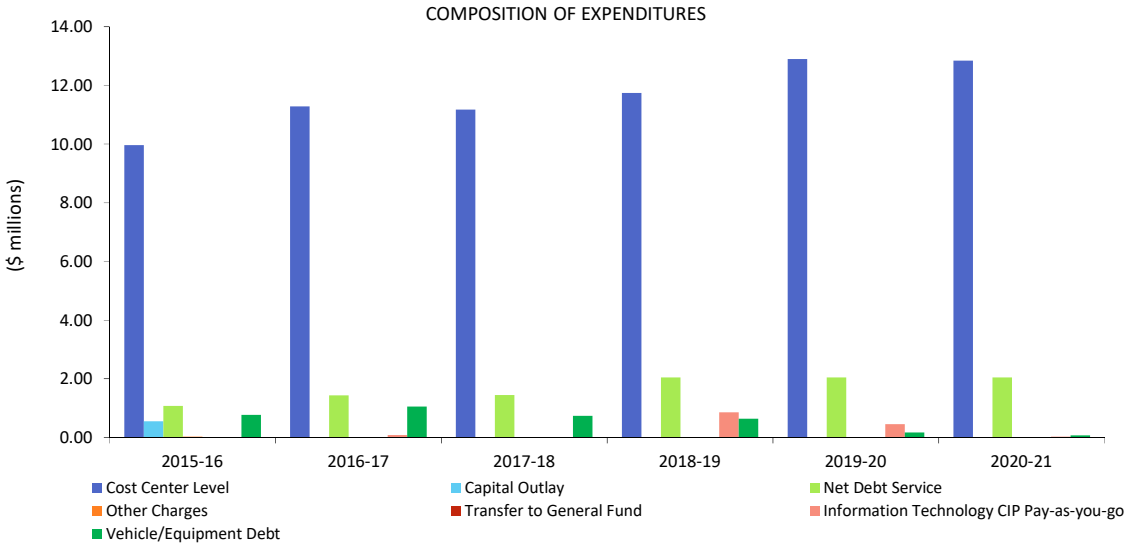
Self Insurance-Dental Benefits						
EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	$ 1,360,578	1,242,287	1,301,622	1,318,819	1,319,121	0.0
TOTAL SELF INSURANCE-DENTAL BENEFITS	$ 1,360,578	1,242,287	1,301,622	1,318,819	1,319,121	0.0

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

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Active Employees - Health					
Employee Only	-	20.00	20.00	21.50	21.50
Employee and Spouse	296.23	331.04	331.04	355.87	355.87
Employee and Children	228.05	259.45	259.45	278.91	278.91
Employee and Family	412.54	453.17	453.17	487.16	487.16
Retirees - Health					
Pre-65 Only	362.10	380.21	380.21	408.73	408.73
Pre-65 and Spouse	688.42	722.84	722.84	777.05	777.05
Pre-65 and Children	607.54	637.92	637.92	685.76	685.76
Pre-65 and Family	826.55	867.88	867.88	932.97	932.97
Post-65 Only	196.25	196.25	196.25	210.97	210.97
Post-65 and Spouse	403.19	403.19	403.19	433.43	433.43
Post-65 and Children	419.85	419.85	419.85	619.69	619.69
Post-65 and Family	586.59	586.59	586.59	896.73	896.73
Active Employees - Dental					
Employee Only	-	11.25	11.25	11.25	11.25
Employee and Spouse	15.07	27.07	27.07	27.07	27.07
Employee and Children	12.03	23.88	23.88	23.88	23.88
Employee and Family	26.51	39.03	39.03	39.03	39.03
Retirees - Dental					
Pre-65 Only	22.20	23.31	23.31	23.31	23.31
Pre-65 and Spouse	37.27	39.13	39.13	39.13	39.13
Pre-65 and Children	34.23	35.94	35.94	35.94	35.94
Pre-65 and Family	48.71	51.15	51.15	51.15	51.15


City of
Lubbock
TEXAS

Internal Service Fund - Information Technology



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 88,400	165,754	494,902	-	-	-
Sale of Equipment	-	-	-	-	-	-
Department Sales Labor & Parts	316,507	266,566	376,059	-	-	-
Radio Maintenance Scheduled Charge	2,214,147	1,987,740	2,021,355	2,354,807	2,424,288	3.0
COGS - Radio Parts	(54,569)	(33,714)	(55,987)	-	-	-
Other Revenue	673	11,281	539	-	-	-
General Data Processing Scheduled Charge	8,267,719	10,268,120	10,482,486	10,372,475	10,184,158	(1.8)
Telephone Scheduled Charge	1,939,509	1,980,848	1,484,212	1,583,212	1,509,641	(4.6)
Public Information Scheduled Charge	-	-	-	-	-	-
GIS & Database Service Scheduled Charge	756,071	746,618	872,974	889,507	873,759	(1.8)
Total Revenue Sources	13,528,456	15,393,213	15,676,540	15,200,001	14,991,846	(1.4)
Use of Excess Reserves	349,469	-	-	362,671	-	(100.0)
TOTAL FUNDING SOURCES	$ 13,877,924	15,393,213	15,676,540	15,562,672	14,991,846	(3.7)

	Actual	Actual	Actual	Forecast	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 2,812,852	2,488,054	2,704,034	3,128,173	3,122,633	(0.2)
Benefits	1,150,642	1,036,063	1,078,635	1,276,399	1,317,337	3.2
Supplies	31,059	40,253	32,842	40,350	36,893	(8.6)
Maintenance	3,953,171	4,116,718	4,086,719	5,077,461	5,573,975	9.8
Professional Services/Training	160,373	288,923	238,909	315,715	228,615	(27.6)
Other Charges	2,784,075	2,664,286	2,643,741	1,998,809	1,682,900	(15.8)
Communication / Scheduled Charges	148,269	126,446	154,125	144,787	137,643	(4.9)
Capital Outlay/Reimbursements	239,204	405,135	794,676	915,000	740,000	(19.1)
TOTAL DEPARTMENT LEVEL EXPENSES	$ 11,279,645	11,165,879	11,733,681	12,896,694	12,839,996	(0.4)

FUND LEVEL EXPENSES						
Capital Outlay	$ 10,003	-	-	-	-	-
Net Debt Service	1,438,750	1,441,750	2,042,289	2,049,700	2,048,575	(0.1)
Other Charges	2,967	8,949	383	-	-	-
Information Technology CIP	87,500	-	859,480	450,000	30,000	(93.3)
Vehicle/Equipment Debt	1,059,059	738,694	641,418	166,279	73,252	(55.9)
TOTAL FUND LEVEL EXPENSES	$ 2,598,280	2,189,392	3,543,570	2,665,979	2,151,827	(19.3)
TOTAL EXPENSES	$ 13,877,924	13,355,270	15,277,251	15,562,672	14,991,823	(3.7)

Internal Service Fund - Information Technology

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Information Technology	$ 7,818,569	7,790,959	8,483,366	9,599,569	9,550,537	(0.5)
Communications	1,992,638	1,908,994	1,761,943	1,583,070	1,509,641	(4.6)
GIS & Data Services	702,004	709,014	733,416	886,766	873,758	(1.5)
Radio Shop	766,433	756,912	754,955	827,289	906,060	9.5
TOTAL EXPENDITURES BY DEPARTMENT	$ 11,279,645	11,165,879	11,733,681	12,896,694	12,839,996	(0.4)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Information Technology	28	28	29	29	30	1
Communications	2	2	2	3	3	-
GIS & Data Services	9	10	11	11	11	-
Radio Shop	8	8	8	8	8	-
TOTAL STAFFING	47	48	50	51	52	1

Information Technology Overview

Mission and Purpose

To be the technology leader in the local government community, while exceeding the service expectations of our customers (citizens, businesses, visitors, and employees) through the innovative use of technology.

Goals and Objectives

- Provide exceptional customer service to our citizens and customers.
- Develop and maintain a secure and reliable digital infrastructure upon which to efficiently conduct city business operations today and in the future.
- Build partnerships with city departments to improve business processes by thoroughly understanding business needs by planning, implementing, and managing the best information technology solutions available.

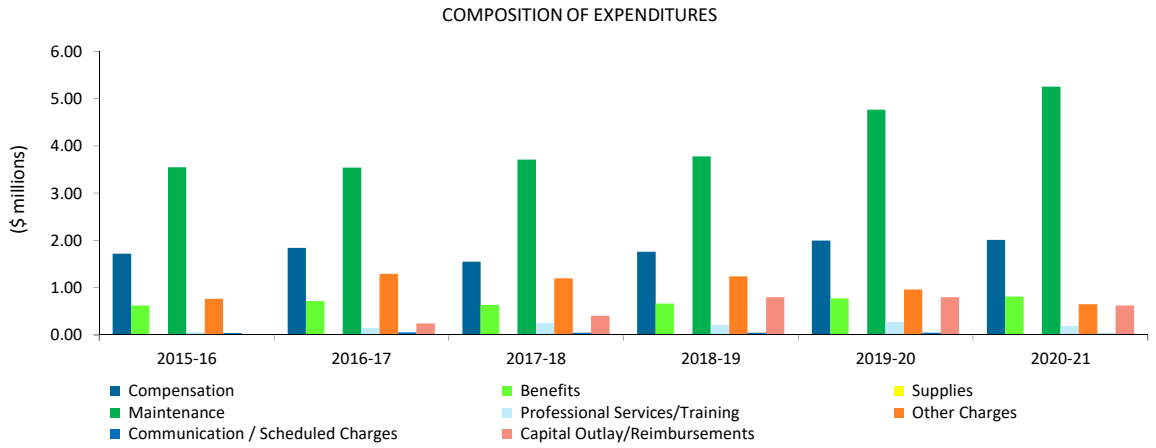
Accomplishments for FY 2019-20

- Implemented the KnowBe4 cyber security awareness and training platform in compliance with HB 3834.
- Began providing monthly cyber security tips and updates to our user community in an effort to elevate awareness of cyber security threats.
- Completed replacement of all end of life Windows 7 desktops, laptops and tablets.
- Successfully eliminated a backlog of approximately 200 desktop replacements.
- Updated and expanded the access control and security camera systems for the Civic Center.
- Relocated the department from the 10th Street location to four separate locations throughout the City.
- Assisted multiple departments in their efforts to move into temporary facilities prior to the opening of Citizen's Tower.
- Designed and implemented a new data center, voice and data networks to support the new Citizen's Tower location.
- Began the implementation of change management methodologies including the establishment of defined maintenance windows.
- Initiated the process of evaluating needs and requirements for the potential replacement of the existing Public Safety CAD and RMS systems.
- Began implementation of Office 365 cloud-based services.

Objectives for FY 2020-21

- Continued focus on providing high quality customer services and process improvements for our citizens and internal customers.
- Develop and begin implementation of a five-year strategic plan that establishes the technological vision and strategy for the City.
- Provide professional development opportunities for staff ensuring department is up to date with the latest technical developments.
- Continue to support the ongoing technological needs of all City of Lubbock departments.
- Support safe and informed usage of the internet and all City systems through ongoing cyber security training for all employees.
- Provide ongoing updates and improvements to Storage Area Networks (SAN).
- Provide fast, safe, reliable and redundant internet service to the City of Lubbock to support its increasing Cloud presence.
- Continue working with Communications and Traffic Engineering to provide provisioning both fiber and wireless links to City facilities to reduce the reliance on unreliable cable modems.
- Continue the implementation of Office 365 cloud-based services.
- Continue the on-going replacement of infrastructure, desktops, storage and servers.

Information Technology - Department Overview



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 16,671	36,370	131,969	-	-	-
Sale of Equipment	-	-	-	-	-	-
General Data Processing Scheduled Charge	8,267,719	10,268,120	10,482,486	10,372,475	10,184,158	(1.8)
Other Revenue	294	-	354	-	-	-
Total Revenue Sources	8,284,684	10,304,490	10,614,809	10,372,475	10,184,158	(1.8)
Use of Excess Reserves	544,363	-	-	442,291	69,845	(84.2)
TOTAL FUNDING SOURCES	$ 8,829,046	10,304,490	10,614,809	10,814,766	10,254,003	(5.2)

	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 1,835,314	1,547,998	1,756,239	1,990,957	2,009,263	0.9
Benefits	713,797	634,765	657,824	766,647	808,838	5.5
Supplies	12,404	13,105	9,651	13,609	10,921	(19.8)
Maintenance	3,534,172	3,705,253	3,773,772	4,763,035	5,250,513	10.2
Professional Services/Training	141,497	247,488	213,521	273,415	184,815	(32.4)
Other Charges	1,290,059	1,195,971	1,236,469	955,859	644,750	(32.5)
Communication / Scheduled Charges	52,122	41,243	41,213	41,048	21,437	(47.8)
Capital Outlay/Reimbursements	239,204	405,135	794,676	795,000	620,000	(22.0)
TOTAL EXPENDITURES BY CATEGORY	$ 7,818,569	7,790,959	8,483,366	9,599,569	9,550,537	(0.5)

FUND LEVEL EXPENSES						
Capital Outlay	$ 10,003	-	-	-	-	-
Net Debt Service	-	-	601,989	605,825	605,075	(0.1)
Other Charges	2,964	8,826	383	-	-	-
Transfer to Information Technology CIP	87,500	-	859,480	450,000	30,000	(93.3)
Vehicle/Equipment Debt	910,009	716,404	628,538	159,371	68,391	(57.1)
TOTAL FUND LEVEL EXPENSES	$ 1,010,477	725,230	2,090,390	1,215,196	703,466	(42.1)
TOTAL EXPENSES	$ 8,829,046	8,516,189	10,573,756	10,814,766	10,254,003	(5.2)

	Actual	Actual	Actual	Forecast	Budget	Change
STAFFING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Information Technology	28	28	29	29	30	1
TOTAL STAFFING	28	28	29	29	30	1

Information Technology - Department Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Service Metrics						
Number of help desk problems closed in 4 hours or less elapsed time	88.0%	85.0%	84.0%	83.0%	90.0%	8.4
Number of unplanned infrastructure events creating downtime for multiple users during prime time operations per year	3	10	10 or <	11	10 or <	-
Number of hacker exploits, virus or malware incidents requiring reload of OS on server or end user device per year	-	-	5 or <	1	5 or <	-
Performance Metrics						
Percentage of IT department budget allocated to software and hardware maintenance	61.0%	47.0%	47.0%	52.0%	50.0%	(3.8)
Service Desk Incident costs						
Total incidents (all tickets)	-	-	-	9,040	8,700	(3.8)
Cost per incident	-	-	-	$ 12.2	$ 12.2	-
Cost per Citizen	-	-	-	$ 1.9	$ 1.8	-
Network and Systems (all systems but ERP, Land, and GIS)						
Total systems and networks (hardware/software)	-	-	-	595	595	-
Cost per system	-	-	-	$ 7,615.7	$ 7,615.7	-
Cost per Citizen	-	-	-	$ 17.4	$ 17.4	-
Projects and Development						
Total Apps and Projects	-	-	-	39	42	7.7
Cost per App or Project	-	-	-	$ 6,960.0	$ 7,164.0	2.9
Cost per Citizen	-	-	-	$ 1.2	$ 1.2	-
Enterprise Systems - ERP, Land and GIS						
Total systems	-	-	-	3	3	-
Cost per system	-	-	-	$ 306,581.8	$ 306,581.8	-
Cost per Citizen	-	-	-	$ 3.5	$ 3.5	-
Cyber Security						
Incident defined as spam, virus, or intrusion prevention						
Total incidents	-	-	-	3,220,824	7,955,248	147.0
Cost per incident	-	-	-	$ 0.0	$ 0.0	-
Cost per Citizen	-	-	-	$ 1.2	$ 1.2	-
Estimated cost for Public Safety employee						
Cost per employee	-	-	-	$ 2,830.0	$ 2,964.9	4.8
Cost per Citizen	-	-	-	$ 12.5	$ 12.7	1.5
Estimated cost for Non-Public Safety employee						
Cost per employee	-	-	-	$ 2,030.0	$ 1,957.8	(3.6)
Cost per Citizen	-	-	-	$ 8.4	$ 8.2	(2.6)

FULL-TIME POSITIONS			
Administrative Asst	1	IT Manager	3
Applications Analyst	1	LAN Support Specialist	1
Asst Dir Info Technology	1	Lead Programmer Analyst	1
End User Support Specialist	4	Lead Software Developer	1
End User Support Tech	4	Sr Programmer Analyst	2
Info Security/Compliance Anyst	1	System Administrator	4
Info Technology Director	1	System Manager	1
IT Automation Specialist	1	Systems Analyst	2
IT Contract Compliance Spec	1	TOTAL FULL-TIME POSITIONS	30


City of
Lubbock
TEXAS

GIS and Data Services Overview

Mission and Purpose

Provide quality Geographic Information System (GIS) services by maintaining and creating spatial data and delivering that information to other departments and citizens through a variety of methods.

Overview

- Feature specialized GIS applications for the public on the City website's Transparency page and publicize them through social media.
- Create and maintain internal mapping and applications that meet the needs of City departments, including field applications and integrations with other software.
- Create and maintain accurate, up-to-date base map, parcel, engineering, right-of-way, storm water billing, utility billing, asset management, 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 plan review 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 2019-20

- Created public Performance Metric Dashboards for citizens to view on the City website Transparency page.
- Developed internal dashboards using Esri Operations Dashboard to track service and performance measures for all departments, and a methodology to upload data monthly.
- Compared, reconciled and updated city parcel data and utility billing premise information to create a single City address system of record in GIS.
- Established procedures for creating and maintaining premise points and service points for all utility billing accounts in the new CIS, and for transferring permit, water tap and inspection data from EnerGov to CIS.
- Coordinated emergency effort to make EnerGov permits, plans and license applications available through Citizen Self Service CSS.
- Coordinated EnerGov implementation for electronic plan review, small cell wireless permits, site plan and development plan reviews, engineering inspections and other permits, plans, inspection, and permit types across the organization.
- Developed a Damage Assessment workflow, maps and forms that can be used by field inspectors to conduct initial damage assessments immediately following an incident or natural disaster.
- Implemented Esri Insights and developed monthly Code Case Statistics and PZC and ZBA Action Summary pages for the City website.
- Automated monthly uploads of data from Lubbock Central Appraisal District into City GIS parcels.
- Implemented workflows to allow data exchange between the ESRI GIS database and the Cartegraph asset management database in support of the asset management software implementation.
- Built the water geometric network in GIS for support of asset management data maintenance.
- Provided GIS data support for See Click Fix implementation for 311 activities.
- Utilized GIS technology to provide new GIS based information for the public to complement that already provided. Examples on the city's website include: Find My Council District, Child Safety Zones, Registered Legal Non-Conforming Apartments Lookup, 1970 Lubbock Tornado Story Map, Traffic Cameras in Lubbock, and City of Lubbock Imagery Viewer.

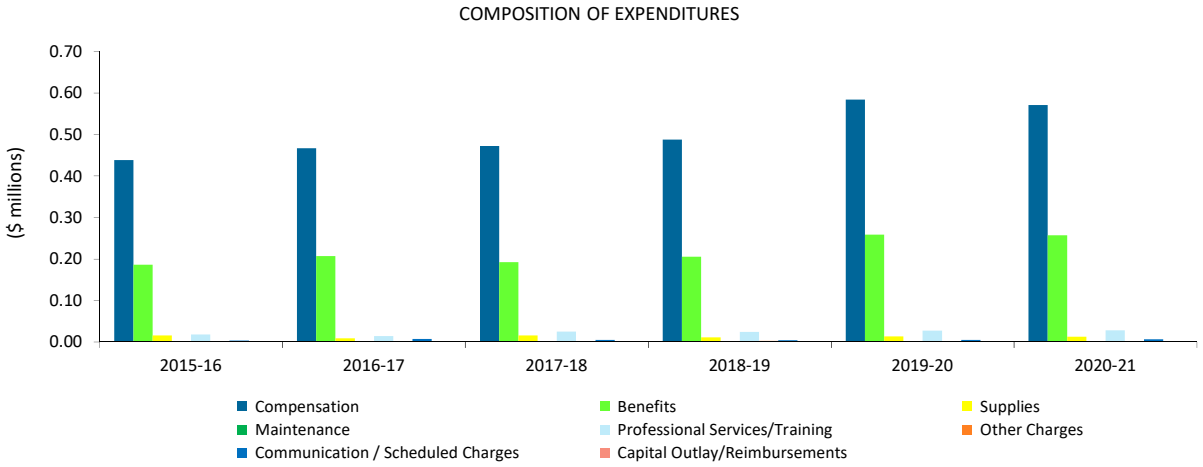
GIS and Data Services Overview

- 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.
- Created web map for Public Works to coordinate fire hydrant repair with the Fire Department.
- Continued support for mosquito surveillance and treatment activities including mobile data collection, workforce assignments, area coverage, and mapping the results for Vector Control.
- Continued routine GIS data and map updates generated by the development processes of platting, zoning, building permits and engineering plans, including base map, parcel and address creation, engineering infrastructure data creation, and CAD data creation for the Police and Fire departments.
- Made 2019 digital orthophotography available for external and internal users.
- Provided demographic support to LMPO, Economic Development, and other City departments.

Objectives for FY 2020-21

- Continue to respond quickly to changing needs for GIS maps, data and applications for other city departments.
- Coordinate the 2020-21 Digital Orthophotography and LiDAR project including the creation of new contour maps.
- Deploy additional Esri GIS solutions for City departments as requested, including: Neighborhood Planning maps and application, Economic Development maps and application, other initiatives that implement the Comprehensive Plan, Capital Projects maps and dashboards, and support for EOC response activities.
- 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.
- Continue to improve and refine GIS databases and feature data sets.

GIS & Data Services - Department Overview



FUNDING SOURCES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
GIS & Database Services Scheduled Charge	$ 756,071	746,618	872,974	889,507	873,759	(1.8)
Other Revenue	239	275	185	-	-	-
Total Revenue Sources	756,310	746,893	873,159	889,507	873,759	(1.8)
Use of Excess Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	$ 756,310	746,893	873,159	889,507	873,759	(1.8)

EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 466,161	472,140	487,525	584,106	570,569	(2.3)
Benefits	206,976	191,642	205,252	258,353	256,837	(0.6)
Supplies	8,588	15,658	10,749	12,995	12,541	(3.5)
Maintenance	-	-	-	-	-	-
Professional Services/Training	13,523	24,726	23,835	26,650	27,650	3.8
Other Charges	142	130	2,009	150	150	-
Communication / Scheduled Charges	6,613	4,717	4,046	4,512	6,011	33.2
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 702,004	709,014	733,416	886,766	873,758	(1.5)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
GIS & Data Services	9	10	11	11	11	-
TOTAL STAFFING	9	10	11	11	11	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Percent Address Change Requests processed in 72 hours (Goal 90%)	60.0%	83.0%	88.2%	90.0%	90.0%	-
Percent Recorded Plats added to Base Map within 72 hours (Goal 90%)	-	98.0%	96.1%	90.0%	90.0%	-
Percent Water Plans added within 2 weeks of receipt (Goal 90%)	-	81.0%	97.5%	90.0%	90.0%	-
Percent Sewer Plans added within 2 weeks of receipt (Goal 90%)	-	84.4%	99.1%	90.0%	90.0%	-
After GIS Go Live May 2020: Percent New Premises sent to utility billing within 24 hours of address assignment	-	-	-	90.0%	90.0%	-

FULL-TIME POSITIONS	
Director of GIS and Data Services	1
GIS Coordinator	2
GIS Data Analyst	6
GIS Database Administrator	1
GIS Manager	1
TOTAL FULL-TIME POSITIONS	11


City of
Lubbock
TEXAS

Telecommunications Overview

Mission and Purpose

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.

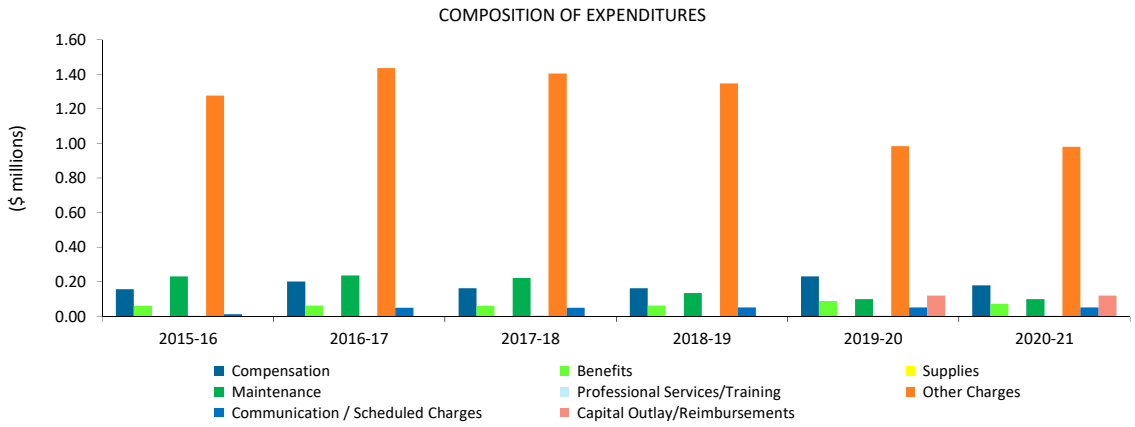
Accomplishments for FY 2019-20

- Maintained telecommunications systems.
- Finished move to Citizens Tower for telecommunications.
- Started Utilities Customer Service department's new Interactive Voice Response system (IVR) expected go live August to October 2020.
- Finished installing telephones on new system for Police Administration, 311 Call Center, City Hall, Lubbock Power and Light Administration office, Parks and Recreation, Animal Shelter, Traffic Department, Lubbock Power and Light Municipal Hill, Water Department Municipal Hill, Fleet, Warehouse, Brandon Station, Massengale Plant, Municipal Court, South Water Treatment Plant, North West Water Reclamation Plant, Mahon Library and Citibus.
- Finished installing new Telstrat Recording system to work with new Cisco System.
- Setup COVID-19 Hotline and phones.

Objectives for FY 2020-21

- Maintain telecommunication system.
- Install new telephones in Special Operations, Police Academy, Maggie Trejo Super Center, Fire Stations, Cooke Plant, Groves Library, Patterson Library, Brandon Station, and Silent Wing Museum.
- Replace network drops in several departments to install new phones.
- Look for new ways to communicate between departments and customers.

Telecommunications - Department Overview



FUNDING SOURCES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Telecommunications Scheduled Charge	$ 1,939,509	1,980,848	1,484,212	1,583,212	1,509,641	(4.6)
Other Revenue	-	-	-	-	-	-
Total Revenue Sources	1,939,509	1,980,848	1,484,212	1,583,212	1,509,641	(4.6)
Use of Excess Reserves	53,129	-	277,731	-	-	-
TOTAL FUNDING SOURCES	$ 1,992,638	1,980,848	1,761,943	1,583,212	1,509,641	(4.6)

EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 202,085	162,239	163,388	231,218	179,309	(22.5)
Benefits	62,875	61,393	62,697	88,837	71,589	(19.4)
Supplies	891	1,397	514	1,420	1,341	(5.6)
Maintenance	237,229	222,352	135,854	100,000	100,000	-
Professional Services/Training	3,052	7,205	248	5,000	5,000	-
Other Charges	1,437,261	1,405,428	1,348,080	985,300	980,500	(0.5)
Communication / Scheduled Charges	49,244	48,980	51,162	51,295	51,902	1.2
Capital Outlay/Reimbursements	-	-	-	120,000	120,000	-
TOTAL EXPENDITURES BY CATEGORY	$ 1,992,638	1,908,994	1,761,943	1,583,070	1,509,641	(4.6)

STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Telecommunications	2	2	2	3	3	-
TOTAL STAFFING	2	2	2	3	3	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Projected
Performance Metrics						
Moves Add and Changes Request Closed in 5 business days	60.0%	82.0%	82.0%	90.0%	92.0%	2.2
Requested installs completed within 5 business days	68.0%	80.0%	80.0%	90.0%	91.0%	1.1
Requested repairs completed within 24 hours	78.0%	86.0%	86.0%	90.0%	91.0%	1.1
System Repairs within 24 hours	81.0%	93.0%	93.0%	93.0%	93.0%	-

FULL-TIME POSITIONS	
Communications Manager	1
Telecommunication Technician	2
TOTAL FULL-TIME POSITIONS	3

Radio Shop Overview

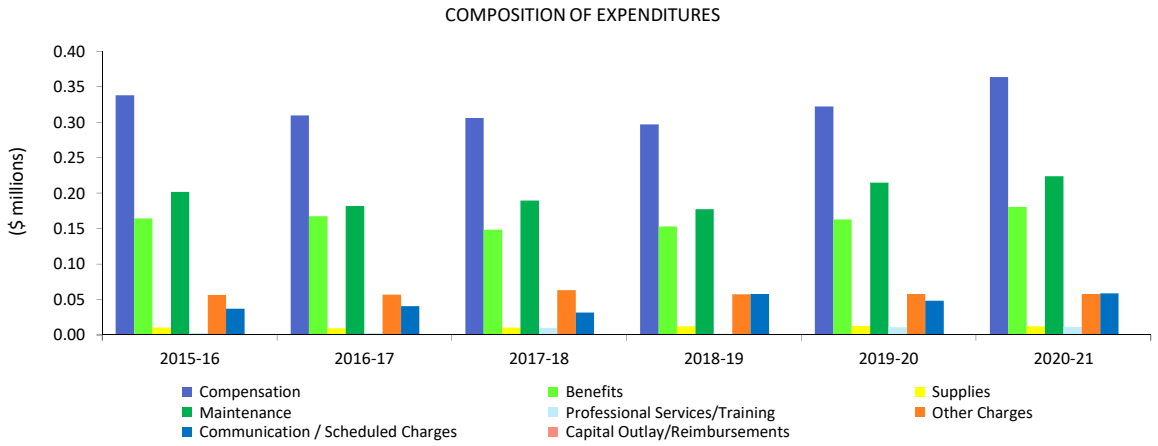
Mission and Purpose
Provide secure, reliable, and responsive enterprise level technology, communications, and business solutions for the City departments, and the surrounding entities in Lubbock County.

Goals and Objectives
- Maintain inoperable and compliant radio systems and communication sites for the City departments, Lubbock County, and the support agencies operating in the County.
- Maintain and install all emergency equipment, including lighting, computers, radios, video, sirens, controllers, and docking stations.
- Evaluate all radio needs, software packages, and hardware for effective use by the City departments.
- Maintain end-user communications equipment to aid in avoiding major outages and down time.

Accomplishments for FY 2019-20
- Installed radios in vehicles for several departments.
- Installed LED emergency lighting in various Public Works department vehicles.
- Completed the installation of a new tower and antenna system at the Emergency Operations Center.
- Finished the reprogramming of all radios on the system to comply with the statewide Logical Identification (LID) plan.
- Finished programming on Site Priority, Link Layer Authentication, and up to date flash codes.
- Installed tablet docks in multiple City vehicles.
- Replaced the uninterruptible power supply (UPS) at the North tower site on Municipal drive.
- Completed capital project for the 800 MHz radio system.
- Installed new microwave system for the 800 MHz system, Muleshoe well fields, and the new Water Reclamation plant.
- Installed new grounding systems at Sunrise and Sunset tower sites, bringing the sites up to current industry standards for lightning protection.
- Installed new fiber optic cable run at the Sunset Tower site to provide fiber access to the City's network system.
- Assisted the County in the installation of the new County Fire radio paging system.

Objectives for FY 2020-21
- Upgrade flash codes in the radios. This is an ongoing task, new flash codes are sent out two times per year.
- Install equipment in the new City Public Works vehicles.
- Up-fit of new Police vehicles.
- Upgrade emergency lighting on several LP&L trucks.
- Replace High Intensity Strobe Lighting system on the Sunrise tower with a new, medium intensity LED system. The current high intensity strobe lighting system is 15 years old, and quite expensive to maintain. The FAA has changed the lighting requirements for some support structures and two of the City owned towers qualify to change from high intensity strobe, to medium intensity LED lighting.
- Replace batteries at Sunrise and Sunset tower site with UPS.

Radio Shop - Department Overview



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 71,729	129,383	362,933	-	-	-
Sale of Equipment	-	-	-	-	-	-
Department Sales Labor & Parts	316,507	266,566	376,059	-	-	-
Radio Maintenance Scheduled Charge	2,214,147	1,987,740	2,021,355	2,354,807	2,424,288	3.0
COGS - Radio Parts	(54,569)	(33,714)	(55,987)	-	-	-
Other Revenue	140	11,006	-	-	-	-
Total Revenue Sources	2,547,953	2,360,982	2,704,360	2,354,807	2,424,288	3.0
Use of Excess Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	$ 2,547,953	2,360,982	2,704,360	2,354,807	2,424,288	3.0

	Actual	Actual	Actual	Forecast	Budget	Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 309,292	305,676	296,882	321,892	363,492	12.9
Benefits	166,993	148,263	152,861	162,562	180,073	10.8
Supplies	9,175	10,092	11,928	12,326	12,090	(1.9)
Maintenance	181,770	189,113	177,092	214,427	223,462	4.2
Professional Services/Training	2,301	9,503	1,305	10,650	11,150	4.7
Other Charges	56,612	62,758	57,182	57,500	57,500	-
Communication / Scheduled Charges	40,289	31,506	57,705	47,932	58,293	21.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	$ 766,433	756,912	754,955	827,289	906,060	9.5

FUND LEVEL EXPENSES						
Net Debt Service	$ 1,438,750	1,441,750	1,440,300	1,443,875	1,443,500	(0.0)
Other Charges	3	122	1	-	-	-
Vehicle/Equipment Debt	149,050	22,290	12,879	6,907	4,861	(29.6)
TOTAL FUND LEVEL EXPENSES	$ 1,587,803	1,464,162	1,453,180	1,450,782	1,448,361	(0.2)
TOTAL EXPENSES	$ 2,354,236	2,221,073	2,208,135	2,278,071	2,354,421	3.4

	Actual	Actual	Actual	Forecast	Budget	Change
STAFFING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Radio Shop	8	8	8	8	8	-
TOTAL STAFFING	8	8	8	8	8	-

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Projected
Performance Metrics						
Shop Repairs (i.e., Installed Equipment by Radio Shop) within 2 hours	88.0%	97.0%	95.0%	96.0%	97.0%	1.0
Bench Repairs within 4 hours	87.0%	96.0%	96.0%	96.0%	96.0%	-
Shop Vehicles within 3 days	85.0%	95.0%	95.0%	96.0%	97.0%	1.0
Radio System Repair within 24 hours	72.0%	92.0%	90.0%	92.0%	93.0%	1.1

Radio Shop - Department Overview

FULL-TIME POSITIONS	
Acquisition & Technical Coordinator	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	8


City of
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TEXAS

Investment Pool Overview

Mission and Purpose

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.

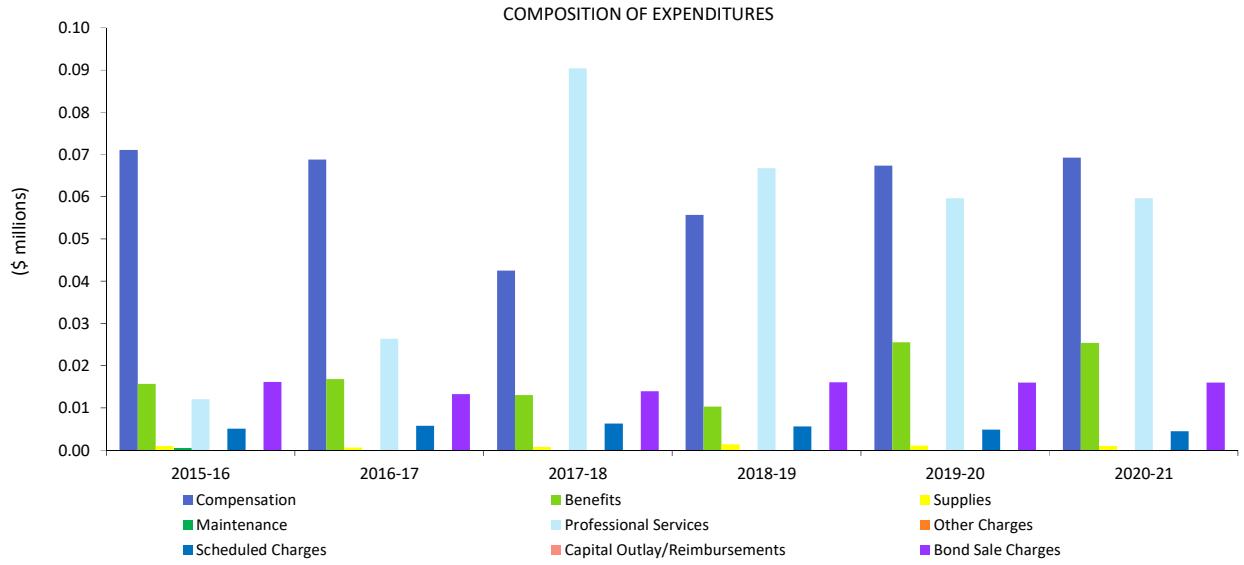
Accomplishments for FY 2019-20

- 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.
- Currently achieving an overall portfolio return of approximately 50 basis points over our current benchmark through the use of effective investment strategies and portfolio allocation.

Objectives for FY 2020-21

- 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 and investment policy to align to the rate environment in which the City expects to operate.
- 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.

Internal Service Fund - Investment Pool



STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Investment Pool	1	1	-	-	-	-
TOTAL STAFFING	1	1	-	-	-	-

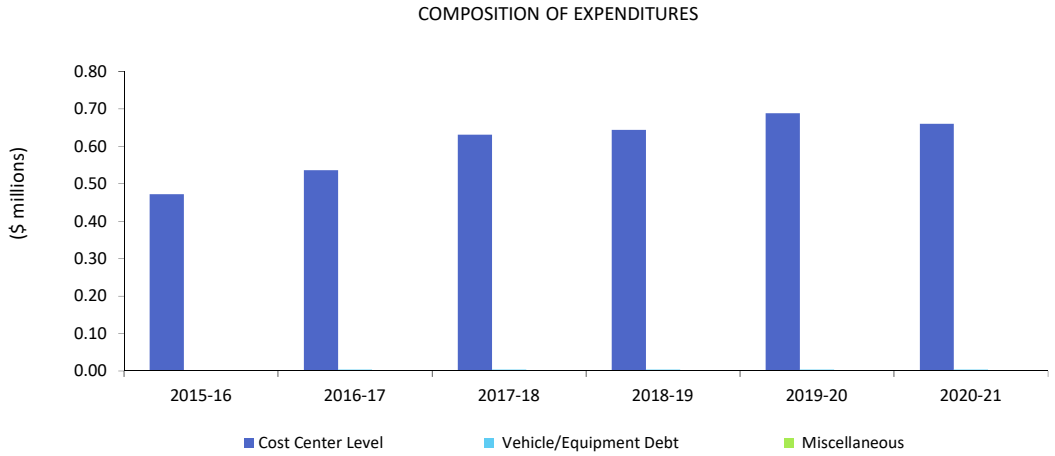
METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Target FY 2020-21	% Change from Forecast
Service Metrics						
Total Portfolio ($ Millions)						
Par Value	$ 519,020,195	593,973,917	615,198,050	640,000,000	670,000,000	4.7
Book Value	$ 519,343,043	594,250,593	615,935,199	640,500,000	670,000,000	4.6
Market Value	$ 518,703,090	591,979,619	617,914,128	642,000,000	672,000,000	4.7
Portfolio Allocation (%)						
Agency (10% allocation target)	11.0%	9.8%	9.7%	10.0%	10.0%	0.0
Commercial Paper (0-2% allocation target)	0.0%	0.0%	1.0%	2.0%	1.0%	(50.0)
Municipal Bond (17.5% allocation target)	8.4%	11.3%	17.8%	18.0%	17.5%	(2.8)
Treasury (3.0% allocation target)	0.0%	0.0%	0.3%	0.5%	2.0%	300.0
Local Government Investment Pools (67.5% allocation target)	77.8%	76.8%	68.6%	67.5%	67.5%	-
Cash/Money Market (1-2% allocation target)	2.8%	2.0%	2.4%	2.0%	2.0%	-
Performance Metrics						
Porfolio Returns ($ Millions)						
Operating Funds	$ (22,394)	142,622	365,368	550,000	550,000	-
Bond Funds	$ 213,795	467,739	407,456	525,000	525,000	-
Porfolio Yield to Maturity (%)						
Operating Funds	1.4%	2.2%	2.3%	2.2%	1.9%	(13.6)
Bond Funds	1.1%	2.0%	2.1%	2.3%	1.0%	(55.6)
Benchmark Yield to Maturity (%)						
Operating Funds	1.2%	2.3%	1.8%	2.0%	1.0%	(50.0)
Bond Funds	1.0%	2.0%	2.0%	2.1%	0.5%	(76.2)
Unrealized Gain/(Loss) on Investments ($ Millions)	$ (595,939)	$ (2,270,973)	$ 1,978,929	$ 1,500,000	$ 1,500,000	-
Performance to Benckmark						
Operating Funds	-7%	-30%	41%	20%	90%	350.0
Bond Funds	-20%	-20%	14%	15%	50%	233.3

Investment Pool - Fund Overview

	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings - Consolidated	$ 2,601,612	4,879,944	7,965,519	4,600,000	4,300,000	(6.5)
Interest Earnings - Bond Funds	1,663,686	3,389,506	6,110,026	3,200,000	3,000,000	(6.3)
Interest Earnings - Allocation	(4,113,419)	(8,054,119)	(13,962,226)	(7,625,393)	(7,124,149)	(6.6)
Total Revenue Sources	151,879	215,331	113,319	174,607	175,851	0.7
Use of Excess Reserves	-	-	42,656	-	-	-
TOTAL FUNDING SOURCES	$ 151,879	215,331	155,975	174,607	175,851	0.7
FUND LEVEL EXPENSES						
Compensation	$ 68,789	42,506	55,740	67,347	69,251	2.8
Benefits	16,865	13,093	10,348	25,598	25,390	(0.8)
Supplies	607	795	1,386	1,120	1,041	(7.1)
Professional Services/Training	39,674	104,401	82,896	75,656	75,656	-
Scheduled Charges	5,783	6,313	5,604	4,887	4,513	(7.6)
TOTAL FUND LEVEL EXPENSES	$ 131,719	167,108	155,975	174,607	175,851	0.7
TOTAL EXPENSES	$ 131,719	167,108	155,975	174,607	175,851	0.7


City of
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TEXAS

Internal Service Fund - Print Shop & Warehouse



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 12,321	21,501	54,055	46,375	22,599	(51.3)
Department Sales General Stores	3,551,862	3,337,961	3,982,730	3,460,878	3,854,177	11.4
COGS General Stores	(3,282,506)	(3,084,789)	(3,680,992)	(3,296,074)	(3,670,645)	11.4
Department Sales Xerox	277,570	208,468	205,135	217,843	205,000	(5.9)
Department Sales Mailroom Handling Fee	34,897	45,662	34,967	83,520	73,715	(11.7)
COGS Printing Supplies	(88,417)	(80,370)	(74,828)	(81,000)	(87,008)	7.4
Total Revenue Sources	505,728	448,434	521,067	431,541	397,838	(7.8)
Use of Excess Reserves	32,707	185,348	125,362	259,051	264,787	2.2
TOTAL FUNDING SOURCES	$ 538,435	633,781	646,429	690,592	662,625	(4.0)

	Actual	Actual	Actual	Forecast	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 177,856	178,443	183,709	191,526	194,139	1.4
Benefits	114,256	91,002	103,522	108,727	114,836	5.6
Supplies	8,791	137,300	156,345	158,511	158,652	0.1
Maintenance	12,560	17,946	14,189	15,369	15,170	(1.3)
Professional Services/Training	529	2,008	205	1,000	500	(50.0)
Other Charges	172,017	153,140	138,496	153,007	130,907	(14.4)
Scheduled Charges	49,388	50,627	46,924	49,868	45,383	(9.0)
Capital Outlay/Reimbursements	-	-	-	9,545	-	(100.0)
TOTAL DEPARTMENT LEVEL EXPENSES	$ 535,397	630,467	643,391	687,554	659,587	(4.1)
FUND LEVEL EXPENSES						
Vehicle/Equipment Debt	$ 3,038	3,038	3,038	3,038	3,038	-
Miscellaneous	-	277	-	-	-	-
TOTAL FUND LEVEL EXPENSES	$ 3,038	3,315	3,038	3,038	3,038	-
TOTAL EXPENSES	$ 538,435	633,781	646,429	690,592	662,625	(4.0)

	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Central Warehouse	$ 259,926	370,436	405,860	413,181	419,449	1.5
Print Shop	278,509	263,069	240,568	277,411	243,176	(12.3)
TOTAL EXPENDITURES BY DEPARTMENT	$ 538,435	633,505	646,429	690,592	662,625	(4.0)

	Actual	Actual	Actual	Forecast	Budget	Change
STAFFING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Central Warehouse	4	4	4	4	4	-
Print Shop	2	2	2	2	2	-
TOTAL STAFFING	6	6	6	6	6	-


City of
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Print Shop Overview

Mission and Services

The Print Shop supports departmental objectives by delivering high quality, cost effective material, quality publications, and timely mailings to City departments and governmental agencies.

The Print Shop provides the following services:

- Printing, copying, and design services for internal departments and other governmental entities, including Lubbock County, Littlefield Sheriffs' office, and South Plains Association of Governments.
- Processes and sorts mail and internal correspondence.
- Acts as a liaison for departments to outside printing agencies to obtain the best pricing for their printing needs.

Goals and Objectives

- Improve and update printing production, processes, and costs to increase sales and encourage departments and governmental entities to utilize services.
- Receive and process daily mail and internal correspondence; prepare outgoing mail and packages.
- Continue seeking out vendors to work with and innovative ways to save the departments more money.

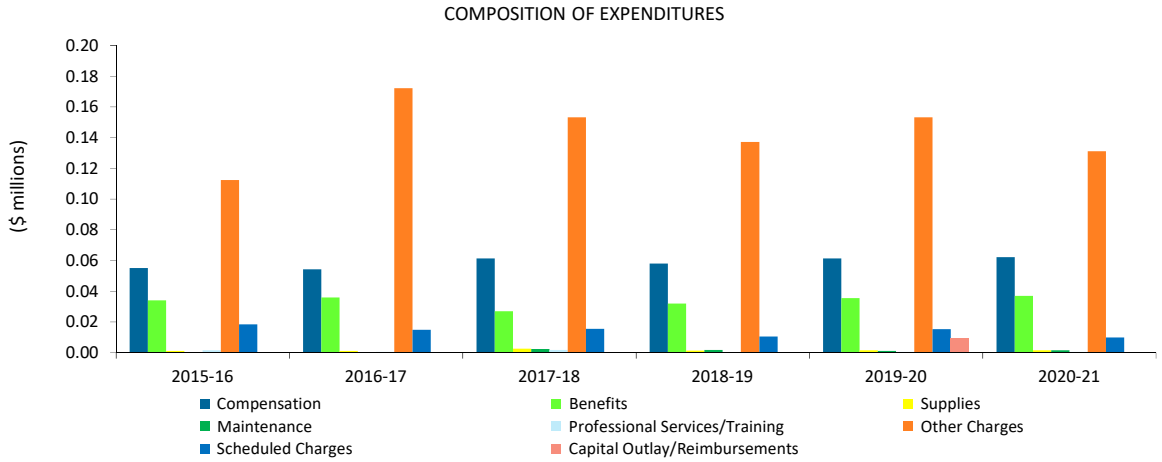
Accomplishments for FY 2019-2020

- Provided professional quality print jobs at cost effective pricing to City departments and governmental agencies in a reasonable time frame.
- Managed all incoming and outgoing mail for City departments in a timely and effective manner.

Objectives for FY 2020-21

- Provide professional quality print jobs at cost effective pricing to City departments and outside governmental agencies in a reasonable time frame utilizing in house and outsourced production.
- Offer more efficient ways of processing the mail internally and externally.
- Expand options offered by the Print Shop to the City by use of new machinery and software.

Print Shop - Department Overview



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 2,392	3,639	7,967	6,166	1,572	(74.5)
Department Sales Xerox	277,570	208,468	205,135	217,843	205,000	(5.9)
Department Sales Mailroom Handling Fee	34,897	45,662	34,967	83,520	73,715	(11.7)
COGS Printing Supplies	(88,417)	(80,370)	(74,828)	(81,000)	(87,008)	7.4
Total Revenue Sources	226,442	177,400	173,241	226,529	193,279	(14.7)
Use of Excess Reserves	52,067	85,945	67,327	50,882	49,897	(1.9)
TOTAL FUNDING SOURCES	$ 278,509	263,346	240,568	277,411	243,176	(12.3)

	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 54,246	61,249	57,902	61,286	62,134	1.4
Benefits	35,859	26,931	31,909	35,329	36,870	4.4
Supplies	1,113	2,423	1,193	1,480	1,480	-
Maintenance	-	2,249	1,737	1,000	1,500	50.0
Professional Services/Training	514	1,637	204	500	500	-
Other Charges	172,017	153,140	137,124	153,007	130,907	(14.4)
Scheduled Charges	14,761	15,440	10,499	15,263	9,785	(35.9)
Capital Outlay/Reimbursements	-	-	-	9,545	-	(100.0)
TOTAL EXPENDITURES BY CATEGORY	$ 278,509	263,069	240,568	277,411	243,176	(12.3)

FUND LEVEL EXPENSES						
Miscellaneous	$ -	277	-	-	-	-
Vehicle/Equipment Debt	-	-	-	-	-	-
TOTAL FUND LEVEL EXPENSES	$ -	277	-	-	-	-
TOTAL EXPENSES	$ 278,509	263,346	240,568	277,411	243,176	(12.3)

	Actual	Actual	Actual	Forecast	Budget	Change
STAFFING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Print Shop	2	2	2	2	2	-
TOTAL STAFFING	2	2	2	2	2	-

Warehouse Overview

Mission and Purpose

The City of Lubbock Central Warehouse supports departmental needs by delivering high quality, cost effective product to City departments with the highest degree of professionalism and customer service.

The warehouse provides the following services:

- Procurement, receiving and storage of materials needed by City of Lubbock Departments.
- Maintain a level of inventory needed by departments for maintenance and emergency repairs as needed.
- Effective invoicing and warehousing of accurate inventory.

Goals and Objectives

- Provide an acceptable service level of inventory to reduce downtime.
- Provide an atmosphere that is positive to all City of Lubbock departments.
- Assist all departments in obtaining materials needed that are not in inventory.

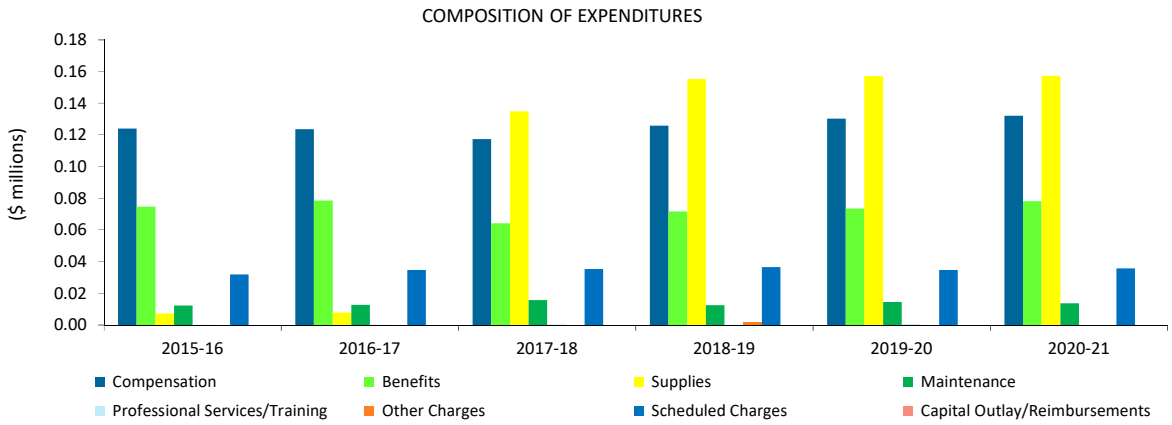
Accomplishments for FY 2019-20

- Assisted LP&L on contract pricing of 396 items for cost effective pricing and better lead delivery times.
- Created new items and entered specs for new LED lights for City of Lubbock with approved stock levels.
- Deleted obsolete items on renewed water contracts.
- Average time for items received ready for invoicing was less than 30 minutes.
- Built new shelving for wastewater storage bins for better organization and increased inventory levels accessible to crew members.
- Brought in new items for disinfecting during the COVID-19 pandemic.
- Enhanced warehouse inventory:
  - Warehouse special decorative poles and arms for LP&L
  - Hardware ranging from 3/8" lock nuts with a cost of $0.15 to bolts over 34" that cost over $25.00 each
  - Reels of wire that weigh over 5000 lbs that cost over $24,000 for 2500'

Objectives for FY 2020-21

- Minimize inventory adjustments with continued cycle counting by communicating the importance of accuracy.
- Ensure all incoming items are accurately inspected and put into proper locations within the two-hour window while maintaining appropriate safety standards.
- Communicate the importance of safe operation of machinery and safe working practices.
- Remove items no longer used by departments in order to provide an efficient and optimal warehouse storage layout.
- Maintain a clean and safe warehouse and yard area in order to promote a professional logistical operation for all employees, customers, and vendors.

Warehouse - Department Overview



	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Interest Earnings	$ 9,929	17,862	46,088	40,208	21,027	(47.7)
Department Sales General Stores	3,551,862	3,337,961	3,982,730	3,460,878	3,854,177	11.4
COGS General Stores	(3,282,506)	(3,084,789)	(3,680,992)	(3,296,074)	(3,670,645)	11.4
Total Revenue Sources	279,286	271,034	347,825	205,012	204,559	(0.2)
Use of Excess Reserves	-	99,402	58,035	208,169	214,890	3.2
TOTAL FUNDING SOURCES	$ 279,286	370,436	405,860	413,181	419,449	1.5

	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 123,610	117,194	125,807	130,240	132,005	1.4
Benefits	78,397	64,072	71,613	73,398	77,966	6.2
Supplies	7,678	134,878	155,152	157,031	157,172	0.1
Maintenance	12,560	15,697	12,452	14,369	13,670	(4.9)
Professional Services/Training	15	370	1	500	-	(100.0)
Other Charges	-	-	1,372	-	-	-
Scheduled Charges	34,627	35,187	36,425	34,605	35,598	2.9
TOTAL EXPENDITURES BY CATEGORY	$ 256,888	367,398	402,822	410,143	416,411	1.5

FUND LEVEL EXPENSES						
Other Charges	$ -	-	-	-	-	-
Vehicle/Equipment Debt	3,038	3,038	3,038	3,038	3,038	-
TOTAL FUND LEVEL EXPENSES	$ 3,038	3,038	3,038	3,038	3,038	-
TOTAL EXPENSES	$ 259,926	370,436	405,860	413,181	419,449	1.5

	Actual	Actual	Actual	Forecast	Budget	Change
STAFFING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Central Warehouse	4	4	4	4	4	-
TOTAL STAFFING	4	4	4	4	4	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Forecast
Service Metrics						
Inventory Turnover	2.1	2.1	1.2	1.5	1.3	(16.6)
Inventory Items	1,370	1,380	1,435	1,630	1,630	-
Stock Item Value	$ 2,100,000	2,200,000	2,365,233	2,649,899	2,416,192	(8.8)
Stock Issues	2,700,000	2,800,000	2,547,770	3,566,983	2,514,177	(29.5)
Material Tickets issued at counter	6,400	6,500	5,308	4,833	5,859	21.2
Material Tickets issued by Work Order	43	45	30	30	32	6.7
Average Value per Ticket	421.9	425.0	435.0	548.8	532.0	(3.1)
Performance Metrics						
Percentage of tickets filled upon request	97.0%	97.0%	100.0%	99.0%	99.0%	-
Average Backorder Fill Rate (days)	3	3	3	3	3	-

FULL-TIME POSITIONS			
Bookkeeper	1	Warehouse Supervisor	1
Inventory Control Specialist	1	Warehouse Worker	1
		TOTAL FULL-TIME POSITIONS	4


City of
Lubbock
TEXAS

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 coverage 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 the 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.

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 submitted.
- Educate and conduct job specific safety seminars for City employees.
- Transfer risk by requiring vendors and contractors to have adequate insurance coverage.

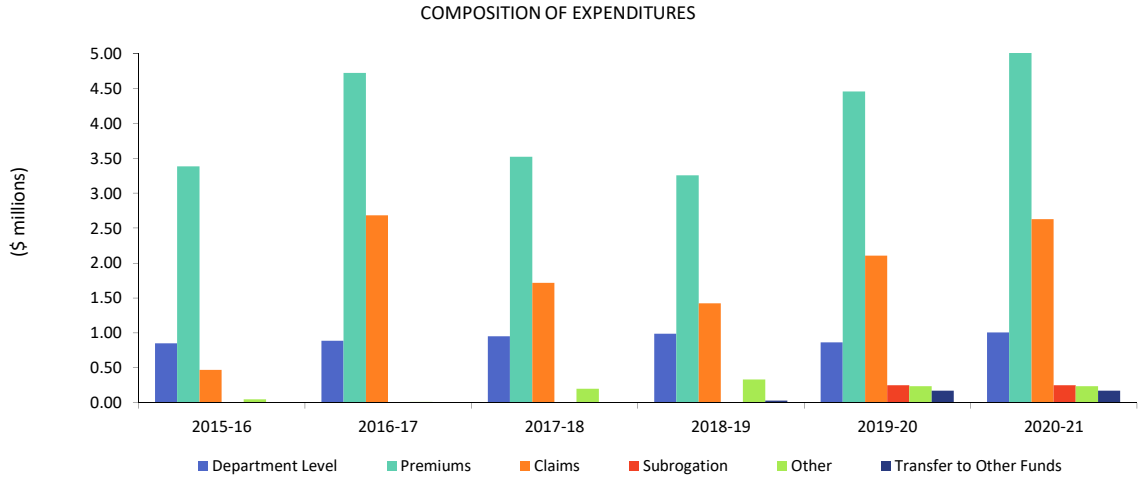
Accomplishments for FY 2019-20

- Furnished department directors and City Manager with monthly trending data reports.
- Expanded our training practices to include on-site safety toolbox talks in an effort to reduce injuries.
- Updated Risk related Employee Policies.
- Implemented an Incident Review Board.
- Conducted property appraisals on all City-owned properties, approximately 728 structures.
- Purchased new AED units for Citizen’s Tower.
- Marketed LP&L insurance coverages both bundled and separately in order to obtain best product for the price.
- Provided masks and gloves to field personnel in response to COVID-19.

Objectives for FY 2020-21

- Purchase AED units for the remainder of City properties requiring the units.
- Complete revision of the City's Self-Insurance Resolution to include updated processes.
- Update the Internal Control Policies.
- 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.
- Increase number of employees in training to accommodate for sessions affected by COVID-19.

Internal Service Fund - Risk Management



STAFFING	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	Change from Forecast
Self Insurance-Risk Admin	8	9	9	6	6	-
TOTAL STAFFING	8	9	9	6	6	-

METRICS/PERFORMANCE MEASURES	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Projected FY 2019-20	Target FY 2020-21	% Change from Forecast
Service Metrics						
Major Work Site/Facility Inspections	11	91	434	333	350	5.1
Job Site Inspections	112	886	1,110	1,251	1,350	7.9
On-the-job injuries	300	322	378	343	300	(12.5)
Lost time injuries	30	36	41	35	30	(14.3)
Days lost to injuries	850	305	319	513	400	(22.0)
Preventable vehicle collisions	60	150	223	113	100	(11.5)
Liability claims processed	285	303	397	282	295	4.6
Subrogation claims processed	265	146	309	321	350	9.0
Performance Metrics						
1st contact for liability claims - within 24 business hours	-	-	100.0%	100.0%	100.0%	-
Investigation period to determine root cause within 7 business days	-	-	95.0%	95.0%	95.0%	-
Bringing injured employees back to light duty w/o surgery, 1 week; w/surgery, 60 days	-	-	95.0%	95.0%	95.0%	-

FULL-TIME POSITIONS	
Claims Adjuster	1
Insurance Specialist	1
Property Claims Adjuster	1
Risk Manager	1
Safety/Loss Prevention Specialist	2
TOTAL FULL-TIME POSITIONS	6

Risk Management - Fund Overview

Self Insurance - Risk Administration	Actual	Actual	Actual	Forecast	Budget	% Change
FUNDING SOURCES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Defensive Driving Training	$ 1,069	329	558	550	550	-
Transfer from Health Insurance	-	-	-	-	-	-
TOTAL FUNDING SOURCES	$ 1,069	329	558	550	550	-
EXPENSES						
Compensation	$ 476,594	531,570	547,467	473,102	524,237	10.8
Benefits	199,643	206,843	200,474	175,941	195,756	11.3
Supplies	6,669	17,544	24,526	9,453	40,906	332.7
Maintenance	1,946	2,498	2,611	5,883	5,561	(5.5)
Professional Services/Training	165,493	149,157	163,063	167,183	174,427	4.3
Other Charges	3,075	11,618	3,580	2,050	2,050	0.0
Premiums / Scheduled Charges	28,212	30,132	44,198	29,144	61,176	109.9
TOTAL EXPENSES	$ 883,194	949,363	985,918	862,756	1,004,113	16.4

Self Insurance - Property						
FUNDING SOURCES						
Interest Earnings	$ 16,307	27,522	78,071	27,700	20,000	(27.8)
Property Premiums	1,691,396	2,039,185	2,377,480	2,212,744	3,862,192	74.5
TOTAL FUNDING SOURCES	$ 1,707,702	2,066,707	2,455,551	2,240,444	3,882,192	73.3
EXPENSES						
Premiums	$ 1,844,203	1,433,657	1,645,043	2,478,799	3,446,449	39.0
Claims	74,944	253,294	219,341	701,870	722,560	2.9
Building Repair	5,878	1,273	-	-	-	-
Scheduled Charges	-	77,000	-	-	-	-
Miscellaneous	-	20	20	-	-	-
Capital Equipment/Vehicles	-	117,200	328,047	-	-	-
TOTAL EXPENSES	$ 1,925,025	1,882,444	2,192,450	3,180,669	4,169,009	31.1

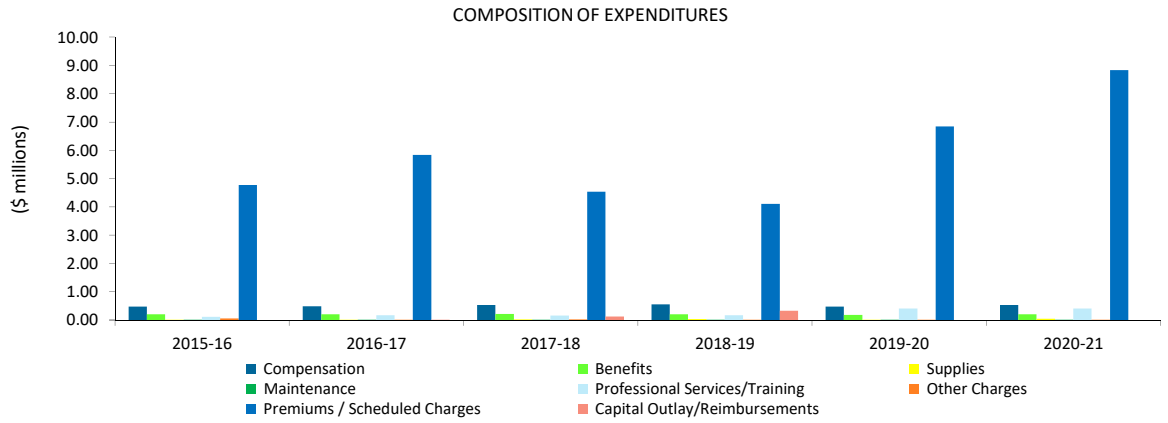
Self Insurance - Liability						
FUNDING SOURCES						
Interest Earnings	$ 32,613	55,044	156,142	55,400	40,000	(27.8)
Liability Premiums	2,538,979	1,737,504	1,887,522	1,809,380	2,666,180	47.4
TOTAL FUNDING SOURCES	$ 2,571,592	1,792,548	2,043,664	1,864,780	2,706,180	45.1
EXPENSES						
Premiums	$ 1,201,938	603,573	482,204	544,182	1,007,892	85.2
Claims	915,518	600,422	536,132	1,147,101	1,557,571	35.8
Subrogation Collection	659	3,449	1,481	250,000	250,000	-
Miscellaneous	-	121	-	-	-	-
TOTAL EXPENSES	$ 2,118,115	1,207,566	1,019,817	1,941,283	2,815,463	45.0

Self Insurance - Workers' Compensation						
FUNDING SOURCES						
Interest Earnings	$ 32,613	55,044	156,142	55,400	40,000	(27.8)
Miscellaneous Recoveries	3,895	29,845	235,629	-	-	-
Workers' Compensation	1,725,738	1,315,390	2,082,944	1,990,397	2,394,162	20.3
TOTAL FUNDING SOURCES	$ 1,762,246	1,400,279	2,474,716	2,045,797	2,434,162	19.0
EXPENSES						
Premiums	$ 1,673,687	1,479,767	1,124,422	1,429,945	1,429,784	(0.0)
Claims	86,705	46,894	52,087	253,704	347,473	37.0
Miscellaneous	-	-	82	230,538	230,538	
TOTAL EXPENSES	$ 1,760,393	1,526,662	1,176,591	1,914,187	2,007,795	4.9
TOTAL COST CENTER EXPENSES	$ 6,686,727	5,566,034	5,374,777	7,898,895	9,996,380	26.6

Risk Management - Fund Overview

Self Insurance - Other	Actual	Actual	Actual	Forecast	Budget	% Change
FUND LEVEL EXPENSES	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Vehicle/Equipment Debt	$ 3,688	3,688	3,694	3,720	3,671	(1.3)
Transfer to Other Funds	-	-	27,335	169,300	169,300	-
Bene-Auto Actuary Adjustment	198,066	153,270	632,326	-	-	-
Bene-Gen Liability Actuary Adjustment	315,906	746,568	28,660	-	-	-
Bene-Workers Comp Actuary Adjustment	1,088,866	(87,285)	(49,243)	-	-	-
Miscellaneous	-	-	72	-	-	-
TOTAL FUND LEVEL EXPENSES	$ 1,606,526	816,241	642,844	173,020	172,971	(1.3)
Total Revenue Sources	$ 6,042,609	5,259,863	6,974,490	6,151,571	9,023,084	46.7
Use of Excess Reserves	2,250,644	1,122,413	-	1,920,344	1,146,267	(40.3)
TOTAL FUNDING SOURCES	$ 8,293,253	6,382,275	6,974,490	8,071,915	10,169,351	26.0
GRAND TOTAL EXPENSES	$ 8,293,253	6,382,275	6,017,621	8,071,915	10,169,351	26.0

Risk Management - Department Overview



EXPENDITURES BY CATEGORY	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Compensation	$ 476,594	531,570	547,467	473,102	524,237	10.8
Benefits	199,643	206,843	200,474	175,941	195,756	11.3
Supplies	6,669	17,564	24,629	9,453	40,906	332.7
Maintenance	1,946	2,498	2,611	5,883	5,561	(5.5)
Professional Services/Training	165,493	149,278	163,063	397,721	404,965	1.8
Other Charges	8,953	12,891	3,580	2,050	2,050	0.0
Premiums / Scheduled Charges	5,825,867	4,528,189	4,104,908	6,834,745	8,822,905	29.1
TOTAL EXPENDITURES BY CATEGORY	$ 6,686,727	5,566,034	5,374,777	7,898,895	9,996,380	26.6

EXPENDITURES BY DEPARTMENT	Actual FY 2016-17	Actual FY 2017-18	Actual FY 2018-19	Forecast FY 2019-20	Budget FY 2020-21	% Change from Forecast
Self Insurance-Risk Admin	$ 883,194	949,363	985,918	862,756	1,004,113	16.4
Self Insurance-Property	1,925,025	1,882,444	2,192,450	3,180,669	4,169,009	31.1
Self Insurance-Liability	2,118,115	1,207,566	1,019,817	1,941,283	2,815,463	45.0
Self Insurance-Workers' Comp	1,760,393	1,526,662	1,176,591	1,914,187	2,007,795	4.9
TOTAL EXPENDITURES BY DEPARTMENT	$ 6,686,727	5,566,034	5,374,777	7,898,895	9,996,380	26.6

Risk Management - Department Expenditures

Self Insurance-Risk Admin	Actual	Actual	Actual	Forecast	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	from Forecast
Compensation	$ 476,594	531,570	547,467	473,102	524,237	10.8
Benefits	199,643	206,843	200,474	175,941	195,756	11.3
Supplies	6,669	17,544	24,526	9,453	40,906	332.7
Maintenance	1,946	2,498	2,611	5,883	5,561	(5.5)
Professional Services/Training	165,493	149,157	163,063	167,183	174,427	4.3
Other Charges	3,075	11,618	3,580	2,050	2,050	0.0
Premiums / Scheduled Charges	28,212	30,132	44,198	29,144	61,176	109.9
Capital Outlay/Reimbursements	1,562	-	-	-	-	-
TOTAL SELF INSURANCE-RISK ADMIN	$ 883,194	949,363	985,918	862,756	1,004,113	16.4

Self Insurance-Property						
EXPENDITURES BY CATEGORY						
Supplies	$ -	20	20	-	-	-
Other Charges	5,878	1,273	-	-	-	-
Premiums / Scheduled Charges	1,919,147	1,763,951	1,864,383	3,180,669	4,169,009	31.1
Capital Outlay/Reimbursements	-	117,200	328,047	-	-	-
TOTAL SELF INSURANCE-PROPERTY	$ 1,925,025	1,882,444	2,192,450	3,180,669	4,169,009	31.1

Self Insurance-Liability						
EXPENDITURES BY CATEGORY						
Professional Services/Training	$ -	121	-	-	-	-
Premiums / Scheduled Charges	2,118,115	1,207,445	1,019,817	1,941,283	2,815,463	45.0
TOTAL SELF INSURANCE-LIABILITY	$ 2,118,115	1,207,566	1,019,817	1,941,283	2,815,463	45.0

Self Insurance-Workers' Comp						
EXPENDITURES BY CATEGORY						
Supplies	$ -	-	82	-	-	-
Professional Services/Training	-	-	-	230,538	230,538	-
Premiums / Scheduled Charges	1,760,393	1,526,662	1,176,509	1,683,649	1,777,257	5.6
TOTAL SELF INSURANCE-WORKERS' COMP	$ 1,760,393	1,526,662	1,176,591	1,914,187	2,007,795	4.9

Internal Service Funds Capital Program Overview

Internal Service Funds have eleven active capital projects with appropriation of $12.4 million. An additional $30 thousand is included in FY 2020-21 for the following project:

- Codes and Environmental Health Software Replacement, $30 thousand

Four new projects are being added for FY 2020-21 with anticipated costs totaling $4.0 million.

- General Fund Vehicle Replacement FY 20-21, $1.8 million
- Water/Wastewater Vehicle Replacement FY 20-21, $672 thousand
- Storm Water Vehicle Replacement FY 20-21, $310 thousand
- Solid Waste Vehicle Replacement FY 20-21 Tax Notes, $1.3 million

The funding sources for the FY 2020-21 appropriations are:

- Cash funding of $2.8 million
- Tax Notes funding of $1.3 million

A full description of the projects follows this overview.


City of
Lubbock
TEXAS

Internal Services — Appropriation Summary

	Project Name	Appropriation to Date	FY 2020-21	Unappropriated Planning Years					Total Appropriation
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
8646	Public Safety CAD, Mobile, and RMS Software	100,000	0	0	0	0	0	0	100,000
92329	Codes and Env. Health Software Replacement	250,000	30,000	0	0	0	0	0	280,000
92545	Fleet Vehicle Replacement FY 17-18	313,568	0	0	0	0	0	0	313,568
92572	Municipal Hill Car Wash FY 18-19	250,000	0	0	0	0	0	0	250,000
92578	Enterprise Resource Planning System	2,500,000	0	0	0	0	0	0	2,500,000
92626	FY 2019-20 Vehicles and Equipment - Fleet	92,000	0	0	0	0	0	0	92,000
92627	Budget Software	350,000	0	0	0	0	0	0	350,000
92628	General Fund Vehicle Replacement FY 19-20	2,444,868	0	0	0	0	0	0	2,444,868
92629	General Fund Vehicle Replacement FY 19-20 Tax Note	4,330,000	0	0	0	0	0	0	4,330,000
92630	Water/Wastewater Vehicle Replacement FY 19-20	782,000	0	0	0	0	0	0	782,000
92631	Storm Water Vehicle Replacement FY 2019-20	960,000	0	0	0	0	0	0	960,000
2020009	General Fund Vehicle Replacement FY 20-21	0	1,755,000	0	0	0	0	0	1,755,000
2020011	Water/Wastewater Vehicle Replacement FY 20-21	0	672,000	0	0	0	0	0	672,000
2020012	Storm Water Vehicle Replacement FY 20-21	0	310,000	0	0	0	0	0	310,000
2020013	Solid Waste Vehicle Replacement FY 20-21 Tax Notes	0	1,290,000	0	0	0	0	0	1,290,000
Total	**Internal Services**	12,372,436	4,057,000	0	0	0	0	0	16,429,436

Internal Services — Funding Summary

Funding Source	Funding to Date	FY 2020-21	Unappropriated Planning Years					Total Funding
			FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	
Fleet Capital Project Fund	92,000	0	0	0	0	0	0	92,000
FY 2014 General Fund Cash	250,000	0	0	0	0	0	0	250,000
FY 2018 Fleet Cash	313,568	0	0	0	0	0	0	313,568
FY 2019 Information Technology Cash	859,480	0	0	0	0	0	0	859,480
FY 2019 Tax Supported Revenue CO's	250,000	0	0	0	0	0	0	250,000
FY 2020 General Fund Cash	2,444,868	0	0	0	0	0	0	2,444,868
FY 2020 General Fund Tax Notes	4,330,000	0	0	0	0	0	0	4,330,000
FY 2020 Information Technology Cash	450,000	0	0	0	0	0	0	450,000
FY 2020 Storm Water Cash	960,000	0	0	0	0	0	0	960,000
FY 2020 Tax Notes	1,250,000	0	0	0	0	0	0	1,250,000
FY 2020 Water/Wastewater Cash	782,000	0	0	0	0	0	0	782,000
FY 2021 General Fund Cash	0	1,755,000	0	0	0	0	0	1,755,000
FY 2021 General Fund Tax Notes	0	1,290,000	0	0	0	0	0	1,290,000
FY 2021 Information Technology Cash	0	30,000	0	0	0	0	0	30,000
FY 2021 Storm Water Cash	0	310,000	0	0	0	0	0	310,000
FY 2021 Water/Wastewater Cash	0	672,000	0	0	0	0	0	672,000
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
Total Internal Services	12,372,436	4,057,000	0	0	0	0	0	16,429,436

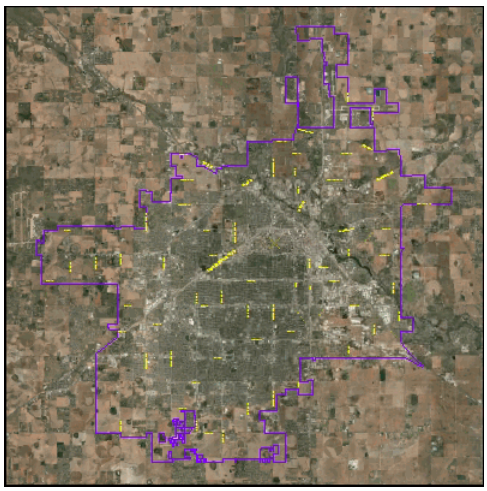
Project Name **Public Safety CAD, Mobile, and RMS Software** *Project Number* **8646**

Managing Department **Police Administration**

Project Manager **James Brown**

Project Classification **Master Plans/Studies**

Project Status **Approved**



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

$100,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	100,000	0	0	0	0	0	0	100,000
Total Project Appropriation	100,000	0	0	0	0	0	0	100,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 Information Technology Cash	100,000	0	0	0	0	0	0	100,000
Total Funding Sources	100,000	0	0	0	0	0	0	100,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

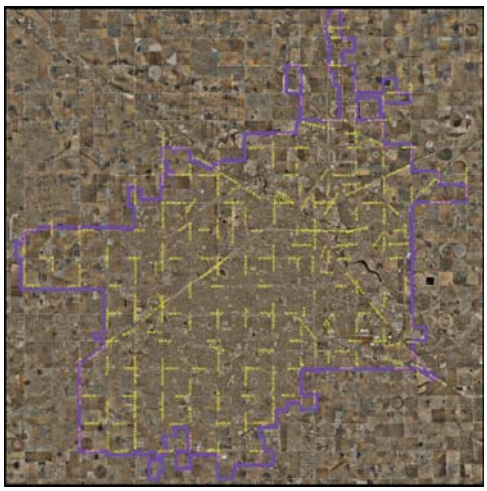
Project Name **Codes and Env. Health Software Replacement** *Project Number* **92329**

Managing Department **G I S & Data Services**

Project Manager **Sally Abbe**

Project Classification **Administrative**

Project Status **Approved**



Project Scope

The Hedgehog Application Suite includes an integrated set of applications:
Hedgehog: The robust environmental health data management engine designed to manage all regulated programs and corresponding processes in a single database. Hedgehog is a smart client application designed on the Microsoft .NET Framework and supported on a Microsoft SQL Server database platform. Hedgehog is equipped with flexible configuration tools that eliminate the need for costly customization and will operate in the field on tablet PCs in either a wireless or a disconnected state.
Hedgehog Disclosure Site: The public-facing website that allows members of the public to search for facilities on a map and view the latest inspection results, enforcement actions and closures. Our Disclosure Site integrates seamlessly with the Hedgehog database and is included in the annual license and support fees.
Hedgehog Portal: The web-based data sharing framework that will allow your agency to offer online services to regulated businesses. With the Portal, regulated businesses can pay fees online, submit online applications for review and approval, and more. The Portal is an optional, additionally licensed component that is currently under development and targeted for completion by June 30, 2020.

FY 2020-21: Funding being used for new Hedgerow Software/Hedgehog Expanded Level Request for Environmental Health.

Project Justification

The Decade Envision software used by Codes Enforcement and Environmental Health, installed in 1999, is at the end of its technological life. The product does not provide mobile inspection capabilities or meaningful management reporting needed by both departments.

Project History

FY 2018-19: Installation and implementation of Energov is completed.

$250,000 was appropriated in the FY 2013-14 Budget, Ord. No. 2013-O0087, September 10, 2013.

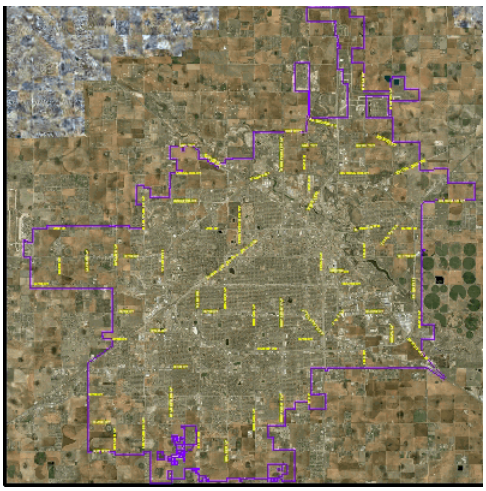
			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	250,000	30,000	0	0	0	0	0	280,000
Total Project Appropriation	250,000	30,000	0	0	0	0	0	280,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2014 General Fund Cash	250,000	0	0	0	0	0	0	250,000
FY 2021 Information Technology Cash	0	30,000	0	0	0	0	0	30,000
Total Funding Sources	250,000	30,000	0	0	0	0	0	280,000

Project Name **Codes and Env. Health Software Replacement** *Project Number* **92329**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Information Technology	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Fleet Vehicle Replacement FY 17-18** *Project Number* **92545**



Managing Department **Fleet Maintenance**

Project Manager **Billy Taylor**

Project Classification **New Equipment/Fleet**

Project Status **Approved**

Project Scope
This project is for the annual vehicle and equipment purchases for Fleet Fund.

3/4 Ton Pickup outfitted for tire service - 48,000

Tire Machine and Balancer - 18,000

(23) Refurbish Crown Victorias and (1) Tahoe for Police Department - 187,409

Vehicle Lift - 60,159

Project Justification
Purchase of vehicles and equipment for Fleet Department.

Project History
$313,568 was appropriated in the FY 2017-18 Budget, Ord. No. 2017-O0111, October 1, 2017.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	313,568	0	0	0	0	0	0	313,568
Total Project Appropriation	313,568	0	0	0	0	0	0	313,568

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2018 Fleet Cash	313,568	0	0	0	0	0	0	313,568
Total Funding Sources	313,568	0	0	0	0	0	0	313,568

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Municipal Hill Car Wash FY 18-19** *Project Number* **92572**

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-O0109, October 1, 2018.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Construction	250,000	0	0	0	0	0	0	250,000
Total Project Appropriation	250,000	0	0	0	0	0	0	250,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 Tax Supported Revenue CO's	250,000	0	0	0	0	0	0	250,000
Total Funding Sources	250,000	0	0	0	0	0	0	250,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Facilities Maintenance and Custodial	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

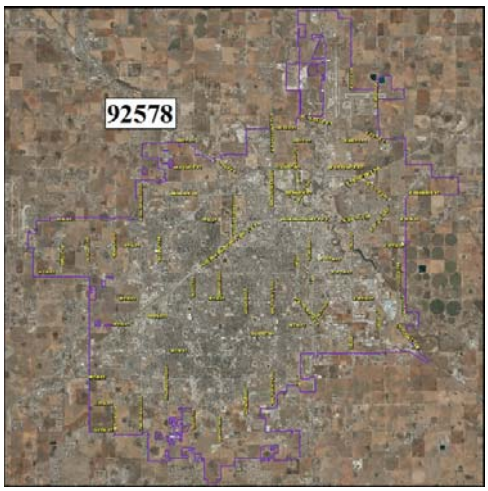
Project Name **Enterprise Resource Planning System** *Project Number* **92578**

Managing Department **Information Technology**

Project Manager **James Brown**

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 Managment, 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-O0109, October 1, 2018.
$1,250,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Technology	2,500,000	0	0	0	0	0	0	2,500,000
Total Project Appropriation	2,500,000	0	0	0	0	0	0	2,500,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2019 Information Technology Cash	859,480	0	0	0	0	0	0	859,480
FY 2020 Tax Notes	1,250,000	0	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
Total Funding Sources	2,500,000	0	0	0	0	0	0	2,500,000

Project Name **Enterprise Resource Planning System** *Project Number* **92578**

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Information Technology	271,515	271,515	271,511	271,515	320,388	320,388	1,726,832
Total Operating Budget Impact	271,515	271,515	271,511	271,515	320,388	320,388	1,726,832

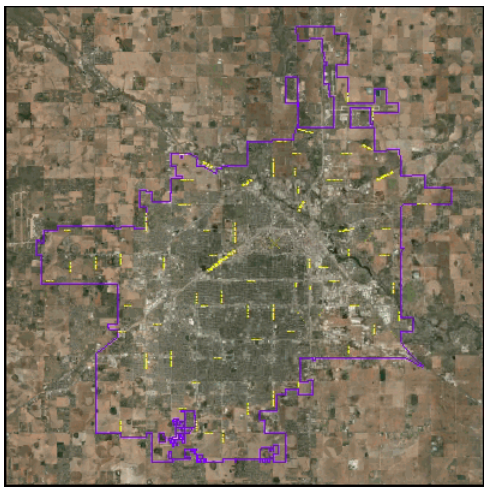
Project Name **FY 2019-20 Vehicles and Equipment - Fleet** *Project Number* **92626**

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 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.

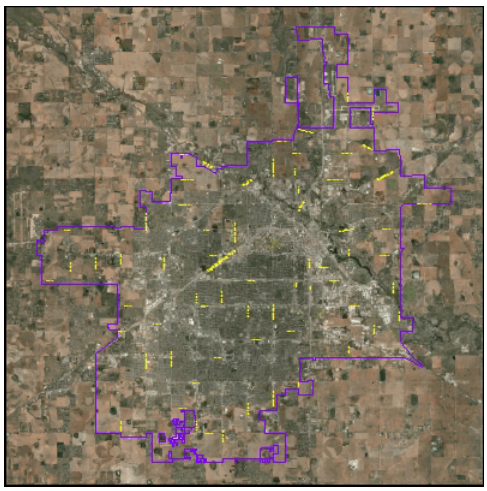
Project History
$92,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Furnishings, Fixtures, and Equipment	92,000	0	0	0	0	0	0	92,000
Total Project Appropriation	92,000	0	0	0	0	0	0	92,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
Fleet Capital Project Fund	92,000	0	0	0	0	0	0	92,000
Total Funding Sources	92,000	0	0	0	0	0	0	92,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Budget Software** *Project Number* **92627**



Managing Department **Financial Planning & Analysis**

Project Manager **Melissa Trevino**

Project Classification **Administrative**

Project Status **Approved**

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 Name **Budget Software** *Project Number* **92627**

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 Name **Budget Software** *Project Number* **92627**

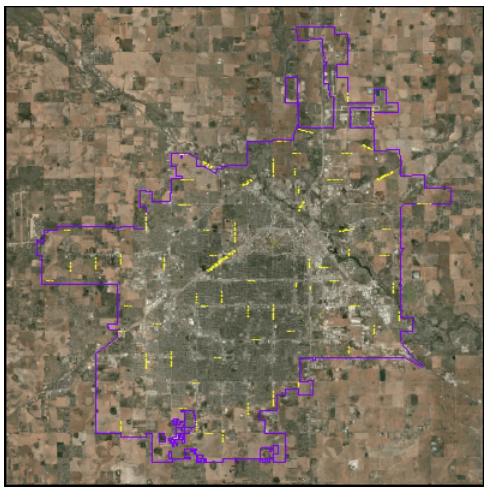
Project History
$350,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Technology	350,000	0	0	0	0	0	0	350,000
Total Project Appropriation	350,000	0	0	0	0	0	0	350,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 Information Technology Cash	350,000	0	0	0	0	0	0	350,000
Total Funding Sources	350,000	0	0	0	0	0	0	350,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
Information Technology	200,000	200,000	200,000	200,000	200,000	224,000	1,224,000
Total Operating Budget Impact	200,000	200,000	200,000	200,000	200,000	224,000	1,224,000

Project Name **General Fund Vehicle Replacement FY 19-20** *Project Number* **92628**



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.

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
Mid Size Sedan (Replacing 12008001) - $31,000
(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

Project Name **General Fund Vehicle Replacement FY 19-20** *Project Number* **92628**

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
$2,444,868 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	2,444,868	0	0	0	0	0	0	2,444,868
Total Project Appropriation	2,444,868	0	0	0	0	0	0	2,444,868

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 General Fund Cash	2,444,868	0	0	0	0	0	0	2,444,868
Total Funding Sources	2,444,868	0	0	0	0	0	0	2,444,868

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

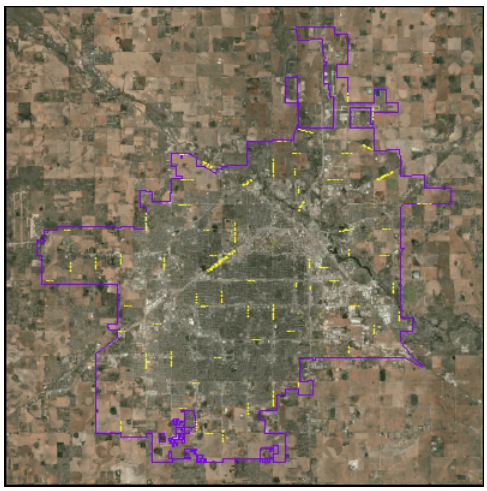
Project Name **General Fund Vehicle Replacement FY 19-20 Tax Note** *Project Number* **92629**

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.

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.

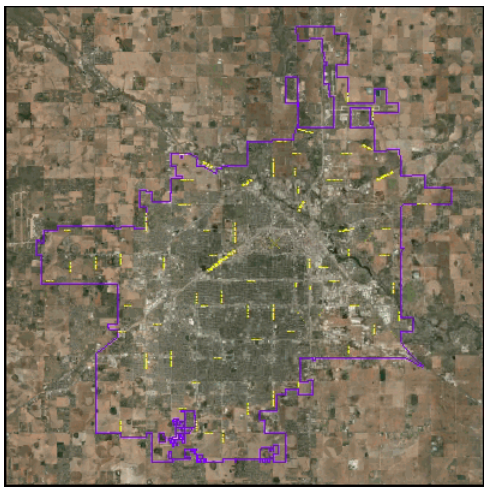
Project History
$4,330,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	4,330,000	0	0	0	0	0	0	4,330,000
Total Project Appropriation	4,330,000	0	0	0	0	0	0	4,330,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 General Fund Tax Notes	4,330,000	0	0	0	0	0	0	4,330,000
Total Funding Sources	4,330,000	0	0	0	0	0	0	4,330,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Water/Wastewater Vehicle Replacement FY 19-20** *Project Number* **92630**



Managing Department **Water Utility Administra**

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 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
$782,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

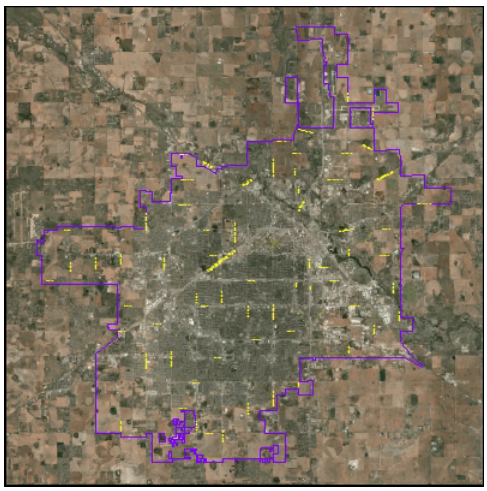
			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	782,000	0	0	0	0	0	0	782,000
Total Project Appropriation	782,000	0	0	0	0	0	0	782,000

Project Name **Water/Wastewater Vehicle Replacement FY 19-20** *Project Number* **92630**

Funding Detail	Funding to Date	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 Water/Wastewater Cash	782,000	0	0	0	0	0	0	782,000
Total Funding Sources	782,000	0	0	0	0	0	0	782,000

Operating Budget Impact	FY 2020-21	Unappropriated Planning Years FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0

Project Name **Storm Water Vehicle Replacement FY 2019-20** *Project Number* **92631**



Managing Department **Stormwater Utility**

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.

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
$960,000 was appropriated in the FY 2019-20 Budget, Ord. No. 2019-O0129, October 1, 2019.

			Unappropriated Planning Years					
Appropriation Detail	Appropriation to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Project Amount
Other Activities	960,000	0	0	0	0	0	0	960,000
Total Project Appropriation	960,000	0	0	0	0	0	0	960,000

			Unappropriated Planning Years					
Funding Detail	Funding to Date	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Funding
FY 2020 Storm Water Cash	960,000	0	0	0	0	0	0	960,000
Total Funding Sources	960,000	0	0	0	0	0	0	960,000

		Unappropriated Planning Years					
Operating Budget Impact	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total Impact
No Impact Anticipated	0	0	0	0	0	0	0
Total Operating Budget Impact	0	0	0	0	0	0	0


City of
Lubbock
TEXAS

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

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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.

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.

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HOTEL/MOTEL TAX
Hotel/Motel tax is 13 percent of the cost of a room per night for hotels and motels in the City. There is an amount of six percent that is remitted to the State and seven percent that is remitted to the City. Hotel/Motel taxes are allocated in accordance with Ordinance No. 2012-O0071. A detailed allocation is provided in the Operating Budget.

Changes to this allocation must be approved by City Council.

B. EXPENDITURES

The City operates on a current funding basis. Expenditures are budgeted and controlled so as not to exceed an amount equal to current revenues plus the planned use of 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*.

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

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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

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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 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 percent 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 75 percent of regular operating revenues. 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, Cyber 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

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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.
(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

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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 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.

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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.

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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.

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

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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.

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.

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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 Polices

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 outweigh 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 my include Gap Financing, Cash 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 FY 2020-21

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))
- Collateralized mortgage obligations directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States (Texas Government Code Section 2256.009(3))
- 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 $5 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 nationally recognized credit rating agencies or two 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) with no more than a $5 million investment into any one issuance/offering
- 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 ensure 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
City Council Resolution #2018-R0173/May 24, 2018
City Council Resolution #2019-R0284/August 27, 2019

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.

Debt Policy

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 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.

Debt Policy

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.

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.

Debt Policy

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

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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 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.

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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 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.

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").

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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.

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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.

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.

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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
- 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.

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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.

City of Lubbock
TEXAS



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