



Proposed Operating Budget & Capital Program

FY 2025-26
Volume 1





Fiscal Year 2025-26 Volume 1 – Proposed Operating Budget

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Assistant City Manager
Assistant City Manager
Fire Chief
Chief of Police
Director of Electric Utilities
Director of Financial Planning & Analysis
Interim Director of Accounting

This budget will raise more total property taxes than last year's budget by \$4,572,395 or 3.75%, and of that amount \$1,957,555 is tax revenue to be raised from new property added to the tax roll this year.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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For the Fiscal Year Beginning

October 01, 2024

Christopher P. Morrell

Executive Director

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Executive Summary

FY 2025-26 Operating Budget and Capital Program Highlights – Organization-wide

The City of Lubbock provides governmental and quality of life services to the Citizens of Lubbock. Public Safety and Utilities are the largest part of the overall budget and are visible examples of our services. The City also provides services supporting quality of life, growth and development, and public health. The City maintains the public's investment in infrastructure, which includes streets and street maintenance in addition to the large investment in utility infrastructure. The Fiscal Year (FY) 2025-26 Proposed Operating Budget and Capital Program (Proposed Budget) identifies and describes these in detail.

As presented, the Proposed Budget is based on a 0.009245, or 1.97 percent increase to the total property tax rate. Property tax values as set by the Lubbock Central Appraisal District increased for the 2025 valuation year. The adopted tax rate reflects the addition of new property value to the tax rolls as well as valuation increases on existing properties. The tax rate includes an approximate 4.01 percent maintenance and operations tax increase offset by 4.51 percent decrease to debt service. As Proposed, the tax rate and resulting revenue supports the budget as presented and allows the City to deliver the program of services outlined within.

Council Strategic Initiatives

The Proposed Budget supports the City Council's priorities - public safety, public health, fiscal discipline, communication, community improvement, growth and economic development and redevelopment efforts. The budget continues to build upon and refine performance measures to ensure that our citizens are receiving prompt and quality service from the City. It also maintains appropriate fund balances while using cash-in-hand to fund projects where appropriate and to minimize internal charges. The Proposed Budget also includes changes that move Lubbock forward while keeping the tax rate as low as possible.



Public Safety



Public Health



Fiscal Discipline



Community Improvement



Redevelopment



Growth and Development



Communication

Budget Challenges

This year the budget appropriation totals \$943.3 million, which is a decrease of \$26.1 million from last fiscal year. The General Fund budget is increasing \$2.3 million while the Debt Service Fund budget is decreasing \$24.8 million. Other funds with significant changes to their appropriation are Fleet and Benefits in Internal Service, Airport, Lubbock Power & Light, Stormwater and Water/Wastewater in Enterprise and Abandoned Vehicles, Grants, and Impact Fees in Special Revenue.

The Proposed Budget addresses the continued rise in cost that has impacted all City services, especially in the areas of chemicals, supplies, vehicles, construction, construction materials, personnel compensation and health benefits. The budget continues a strong focus on cash funding equipment, street maintenance, vehicles, and appropriate capital projects wherever possible.

Lubbock has been in a high growth period for the last few years, although that has slowed. As interest rates have increased, the number of new single-family homes being built has decreased. Currently, Lubbock has strong economic indicators for our local economy. At the same time, growth of the City, places additional demands on City services, existing infrastructure, and increases the need for expanded services and additional infrastructure.

Almost all parts of the operational costs of the City of Lubbock were impacted by inflation. Since FY 2019-20, the cost of operations for the City have significantly increased. Some examples of the largest increases are in the cost of Solid Waste Side-loaders as well as three-quarter ton pickups, and half-ton pickups. The cost per square yard for concrete arterials increased as well as asphalt arterials and asphalt street maintenance.

Executive Summary

City Staff

Cost of Living Adjustment

This budget incorporates a 2.5 percent Cost of Living Adjustment for all non-civil service full-time employees. Also included in the current fiscal proposal is a \$2.1 million increase for Fire and a \$2.3 million increase for Police to distribute amongst civil service staff as determined by the Police and Fire associations.

Health Benefits

To keep pace with the continued increase in health claims, an increase in medical premiums is required. There is a 3.5 percent increase in the per employee cost to the City for medical insurance and a 11.0 percent increase in the per employee cost to the City for dental insurance. Employees and Retirees medical insurance will increase by 3.5 percent and dental insurance by 11.0 percent.

	FY 2025 Rate	FY 2026 Rate	\$ Change	% Change
City Allocations Medical (per Month)	1,185.08	1,226.56	41.48	3.5%
Employee Medical (per Pay Period)				
Employee Only	11.22	11.61	0.39	3.5%
Employee and Spouse	185.79	192.29	6.50	3.5%
Employee and Children	145.61	150.71	5.10	3.5%
Employee and Family	254.32	263.22	8.90	3.5%

	FY 2025 Rate	FY 2026 Rate	\$ Change	% Change
City Allocations Dental (per Month)	26.43	29.34	2.91	11.0%
Employee Dental (per Pay Period)				
Employee Only	5.48	6.08	0.60	11.0%
Employee and Spouse	13.18	14.63	1.45	11.0%
Employee and Children	11.63	12.91	1.28	11.0%
Employee and Family	19.00	21.09	2.09	11.0%

Fee and / or Rate Changes:

The Adopted Budget includes fee adjustments in certain City departments. Some of the adjusted fees have not been revised in more than five years and require adjustments due to increases in the cost of providing the service. Other fees are being adjusted based on the Consumer Price Index (CPI). All fee changes are included within each associated fund. There are no community-wide fee changes in the General Fund.

There are no rate changes planned for water, wastewater and stormwater utilities. Built into the budget this year are the following Utility Rate changes for solid waste utility (corresponding increases apply):

Utility	Fee	Rate Change
Solid Waste	Monthly Residential Collection	\$1 increase
	Small Commercial Charge	\$1.97 increase
	Monthly Commercial Garbage (for 2 cubic yard dumpster)	\$2.66 increase
	Landfill Tipping Fee - WTRDF	\$1.00 per ton increase
	Special Waste Landfill Tipping Fee	\$1.92 per ton increase

Property Taxes

Lubbock's adjusted taxable value reached \$23.9 billion in 2025, an increase of 674.4 million (2.9%) from last year's valuation. New construction accounts for 42.8 percent of the increase in property values, while existing properties contributed 57.2 percent.

Executive Summary

This section incorporates discussion of the complete tax rate including the debt property tax rate revenues and the Maintenance and Operations property tax rate revenues. This budget incorporates a 0.9245 cent increase to the total property tax rate for a tax rate of 47.9365 cents per \$100 valuation. The change in the property tax revenue at 99.5 percent collection rate equals \$4.6 million and of this amount, \$2.0 million is from new property added to the rolls in 2025. The O&M portion of the change is \$5.4 million while the change in the debt fund is (\$831) thousand. The property tax rate distribution is illustrated in the following table:

Tax Rate Distribution	2024	2025	Change
Maintenance & Operations	35.74560	37.17790	1.43230
Debt Service	11.26640	10.7586	(0.50780)
Total Tax Rate	47.0120	47.93650	0.92450

All numbers in cents

General Fund Revenue

Funding Category	FY 2024-25 Budget	FY 2025-26 Proposed	Variance	% Variance
TAXES	\$ 198,225,058	201,192,235	2,967,177	1.5
FRANCHISE FEES/RIGHT OF WAY	33,298,803	32,613,899	(684,904)	(2.1)
LICENSES AND PERMITS	5,882,279	5,281,095	(601,184)	(10.2)
INTERGOVERNMENTAL REVENUE	546,561	576,613	30,052	5.5
FEES FOR SERVICES	32,895,527	33,112,124	216,597	0.7
FINES	2,867,475	3,303,423	435,948	15.2
INTEREST EARNINGS	2,630,000	5,540,000	2,910,000	110.6
RECOVERIES OF EXPENDITURES	1,035,080	1,062,001	26,921	2.6
OTHER REVENUE	12,016,079	13,552,015	1,535,936	12.8
TRANSFERS	10,282,485	8,693,738	(1,588,747)	(15.5)
TOTAL REVENUE	\$ 299,679,347	304,927,143	5,247,796	1.8
Use of Available Reserves	14,680,689	11,760,248		
TOTAL	\$ 314,360,036	316,687,391	2,327,355	0.7

For FY 2025-26, the estimated funding sources for the General Fund total \$304.9 million, an increase of \$5.2 million, or 1.8 percent. General Fund is programmed to use \$11.8 million in available reserves in FY 2025-26. The increase in *Taxes* revenue comes primarily from the shift in property tax rate from debt to operations and maintenance. This shift and small increase in property value leads to a \$5.3 million increase to projected property tax revenue. This is offset by a significant decrease of \$2.6 million in sales tax that has come as a result of the current economy.

The decrease in *Franchise Fee* revenue is associated with expected small increases from South Plains Electric Coop and West Texas Gas franchise revenue offset by expected losses from Suddenlink, Atmos, and Telecommunication right-of-way. These amounts are projected based on what the forecasted prices of energy will be in the upcoming year.

Licenses and Permits revenue are projected to decrease. These payments are for building permit related fees, food establishments, food truck permit, peddler and mixed beverage permits, charitable solicitations, animal licensing, oil and gas permits, and other licenses required by the City. Construction related permits are projected to decrease primarily due to a decline in new property growth.

Intergovernmental revenue is increasing due to the projected receipt of additional grant or reimbursement funding.

Executive Summary

Fees for Service is reflecting a small increase. There are slight decreases to fees under Development Services, City Secretary and Public Health. However, these are offset by increases in revenue associated with Public Safety, Public Works, specifically Solid Waste and Cultural and Recreational Fees associated with field reservations, concessions and field user fee.

Municipal Court fines generate the majority of the *Fines* revenue and are projected to increase. This increase is offset by a decrease in Library Fines due to these fines being eliminated in FY 2022-23.

Interest Earnings are showing a significant increase of in the new fiscal year which is based on projected market conditions.

Recoveries of Expenditures are increasing slightly due to new subdivision signs and TxDOT fiber maintenance agreement offset by revenue loss to airport rescue firefighting training facility charge.

Other Revenue is increasing due to payments in lieu of property tax that are received from LP&L, Water/Wastewater and Stormwater funds due to changes in fixed asset values.

Transfers is decreasing overall. The LP&L transfer is decreasing by \$22.4 thousand while the Water/Wastewater Fund transfer is decreasing by \$76.8 thousand. The transfer from the Airport Fund is increasing and includes a payment for Airport Rescue Fire Fighting. There is also a transfer of \$230.4 thousand from the Risk Fund for the cost of the Organizational Development program. The transfer from Stormwater is increasing by \$158.7 thousand due mainly to increase in playa lake maintenance.

The planned *Use of Excess Reserves* is \$11.8 million. This use is related to the capital plan and other one-time expenditures. The General Fund reserves remain above required policy levels and available to fund emergency needs and future capital projects.

General Fund Expenditures

Expenditure Category	Budget	Proposed	Variance	% Variance
Compensation	\$ 140,023,168	140,941,995	918,827	0.66%
Benefits	59,773,559	60,651,719	878,160	1.47%
Supplies	9,436,321	9,765,562	329,241	3.49%
Maintenance	17,617,845	17,005,705	(612,140)	-3.47%
Professional Svcs/ Training	13,252,470	13,920,947	668,477	5.04%
Other Charges	4,469,416	3,611,503	(857,913)	-19.20%
Scheduled Charges	20,715,899	21,586,363	870,464	4.20%
Capital Outlay/ Reimb.	6,970,054	4,228,841	(2,741,213)	-39.33%
Other	42,101,304	43,579,306	1,478,002	3.51%
Cost of Living Adjustment		1,395,450	1,395,450	0.00%
TOTAL	\$ 314,360,036	316,687,391	2,327,355	0.74%

Compensation and Benefits increased due to increases to retirement as well as to medical and dental benefits. This also includes the pay step increases associated with police and fire civil service. A 2.5 percent cost of living adjustment is included in the budget for non-civil service employees. These increases are offset with a decrease to workers compensation insurance. The decrease is also due to the elimination of 12 full-time positions. Nine positions have been added due to addition of the West Texas Veterans Cemetery, however these positions will have no impact to the budget as the cost of operating the Veterans Cemetery will be fully reimbursed by the state. Two Animal Service Field Officers are being added to enhance public safety and reduce response times.

Supplies increased due to increased costs for uniforms, supplies and equipment offset by decrease to fuel.

Executive Summary

Maintenance decreased due to lower communication and equipment maintenance offset by higher fleet maintenance costs - mainly for solid waste trucks and police patrol units.

Professional Services increased due to the mowing contract. This is offset with savings in professional services, advertising and promotion and training.

Other Charges decreased due mainly to police department replacement of wrecked vehicles being moved to a capital project. The other main cost savings here is the elimination of the rental cost associated with Godeke Library. Special Projects decrease is associated with Codes demolitions. These decreases are offset with an increase to the Business Office charge from LP&L for solid waste billing and collection services.

Scheduled Charges increased due to higher scheduled charges for Information Technology and Property and Liability Insurance as well as increase to natural gas. This is offset with savings from electric and Print Shop mail handling costs.

Capital Outlay / Reimbursement and Other decreased significantly due to a decrease in tax note payments for FY 2025-26 offset by higher projected reimbursements. There is also lowered debt service to be paid from General Fund for FY 2025-26. Transfers increased due to cash funding more capital projects in the new year - including vehicles. The transfer to General Fund capital is \$19.4 million, which includes \$14 million for street maintenance. There is also a transfer of \$7.3 million for vehicles. The transfer to Cemetery is \$554.4 thousand.

Staffing Changes

The Proposed Budget includes funding for 2,476 full-time positions for a net increase of 4 positions. All authorized positions that have been vacant for longer than a year were reviewed during the budget development process. As a result, nine positions were eliminated as part of operational efficiencies. Four positions in Public Health were eliminated due to loss of grants.

The Proposed Budget includes the addition of seven new positions in critical areas necessary to continue to provide exemplary services to the citizens, 2 in Animal Services and 5 in Water. Nine positions were added associated with the West Texas Veterans Cemetery. There is also an increase of 1 position in LP&L operations.

ADDITIONAL +17 FULL TIME POSITIONS			
Fund	Department	Position Name	Change
General	West Texas Cemetery	Various	9
General	Animal Services	Animal Control Officer	2
Water/Wastewater	Wastewater Operational Maintenance	Industrial Technician	1
Water/Wastewater	Water Meter & Customer Svc	Water Meter Technician	4
LP&L	LP&L Distribution Supervision & Eng	Electric Engineer	1
DELETIONS – 13 FULL TIME VACANT POSITIONS			
Fund	Department	Position Name	Change
General	Municipal Court	City Marshal	(1)
General	Planning	Planner	(1)
General	Traffic	Equipment Operator	(1)
General	Engineering CIP & Design	Civil Engineering Assoc	(1)
General	Public Health	Various	(4)
General	Police	Property Technicians	(2)
General	Human Resources	Human Resources Manager	(1)
General	Solid Waste Transfer Station	Assistant Director of Solid Waste	(1)
Community Dev	CD Administration	Project Specialist	(1)

Vehicles

Total vehicles approved, not including LP&L are \$20.7 million. Radio Shop, Fleet, Airport, Lake Alan Henry, Cemetery, Water/Wastewater, and Stormwater are completely cash funding all vehicle and equipment purchases. Prior Year tax notes and use of prior year cash for both General Fund and Stormwater will be used making total cash amount for the year \$10.9 million net. For FY 2025-26, 57 percent of the total cost of vehicle or equipment acquisitions is funded with cash.

Executive Summary

Cash funded vehicles (not including LP&L):

Fund	Number	\$ in Millions
General Fund Non-Public Safety/Solid Waste	25	2.16
General Fund – Public Safety	55	4.8
General Fund – Solid Waste	10	0.92
Radio Shop	1	0.07
Fleet	1	0.07
Airport	2	0.3
Lake Alan Henry	2	0.1
Cemetery	1	0.06
Water / Wastewater	21	2.2
Stormwater	6	1.1
Total	124	11.8

Select General Fund vehicles have been identified to be funded with tax notes. Tax Note funding is \$8.9 million for 18 items. Prior year tax notes of \$64.9 thousand will be used making total Tax Note amount for this year \$8.89 million net.

Department	Tax Note Item
Fire Rescue	Type VI Fire Vehicle
Fire Rescue	3 Pumper Trucks
Solid Waste Residential	8 Side Loaders
Alley Maintenance	Motor Grader
Alley Maintenance	Wheel Loader
Alley Maintenance	Dump Truck/Snow Plow
Solid Waste Disposal	Tub Grinder
Solid Waste Disposal	Motor Grader
Recycling Collection	Loader

The Proposed Budget continues to move towards a fully-funded fleet replacement program for Enterprise Funds. This program funds the cost of new vehicles and equipment over time so that as vehicles need to be replaced, cash is available in the Fleet Vehicle Replacement Fund. The next step in this program is to add the General Fund vehicles. Vehicle purchases are budgeted in the Fleet Capital Program in the Internal Service Fund section. Transfers are made from the individual funds to the Fleet Capital Fund where the projects are managed by Fleet Services.

Capital Program

The City of Lubbock has a 5-year Capital Improvement Plan. Each year, the City reviews the projected 5-year need for capital improvements and equipment, the current status of the City's infrastructure, replacement and renovations needs, and potential new projects. All projects ongoing and newly adopted, will be prioritized based on current needs and resource availability. Capital project appropriations are approved on a project-length basis.

The basic criteria for a Capital Improvement Project are any construction or purchase costing \$25 thousand or more with a useful life of ten years or more. There are exceptions to this rule on a case-by-case basis. The FY 2025-26 Proposed Budget, not including LP&L includes \$190 million in capital expenditures. \$70.4 million is cash funded or 37 percent.

Funding Sources	\$ in Millions
Cash	62.4
Prior Year Cash	8.0
Tax Notes	15.0
GO Bonds	42.3
Rev/Cert Bonds	47.1
Grants	12.8
Prior Year Bonds/Tax Notes	2.4
Total	190.0

Executive Summary

New debt issued totals \$104.4 million, including tax notes. The breakout by fund is General Fund - \$54.8 million; Water/Wastewater -\$34.6 million; Radio Shop - \$6.1 million; and Fleet - \$8.9 million. The budget contains new or expanded projects to address long-standing community needs.

The General Fund Capital Program Summary totals \$78.6 million

Department	\$ in Millions
Public Works Streets (includes Street Maintenance)	73.0
Public Works Traffic	1.1
Public Safety	3.6
Culture & Recreation	0.3
Administrative Operations	0.6

Volume II Capital Program contains additional detail on these and other projects.

Enterprise Funds

Airport

Airport revenue increased by \$884 thousand associated with the transfer from Passenger Facility Charges to pay the debt for this independent fund managed by the Airport. Many of the airport fees are adjusted every year for CPI by contract including those associated with hangar, terminal and parking. Interest is projected to decrease.

Expenses for the fund increased \$2.8 million. This is mainly associated with an increase in cash funding of capital projects of \$1.8 million. There is also new tax note debt for this year.

Cemetery

Last year there was no transfer from the General Fund to subsidize cemetery operations as available reserves were used. The transfer from General Fund has been reinstated for FY 2025-26 at \$554.4 thousand. Significant increase include increase to mowing contract in cemetery operations, new tax note debt and a transfer to fleet for a vehicle replacement. The use of available reserves of \$384.6 thousand is required to balance the fund.

Civic Center

The biggest change in this fund is a decrease in the transfers to the civic center capital program of \$526.2 thousand and to fleet of \$47 thousand. This is due to not requesting new capital as in the prior year.

Meadowbrook Golf Course

A new fund was established last year for the management of Meadowbrook Golf Course. Revenue will be received from golf memberships, green and cart fees, as well as pro shop and range sales. Both revenue and expenses are changing slightly as staff continues to refine operations at the golf course.

Lake Alan Henry

The biggest change in this fund is the elimination of the contract with Garza County Law Enforcement for security and patrol at the Lake. This decrease was offset with a transfer to Fleet for the purchase of a vehicle replacement. There is a \$30 thousand use of available reserves required to balance this fund.

Stormwater Utility

Stormwater had a significant decrease in expenses of \$4.7 million. This is associated with funding capital projects with prior year cash. There is also a decrease in the transfer to Fleet for vehicle replacements. This savings is offset with increases to the Vehicle Replacement Fund and transfer to General Fund for playa lake maintenance.

Executive Summary

Transit

The transfer from the General Fund remains consistent at \$2.96 million. Expenses changed only slightly decreasing \$103 thousand.

Water/Wastewater Utility

Revenue increased \$5.6 million primarily due to interest. No rate changes are proposed. Water metered sales is increasing based on expected consumption. The decrease in wastewater metered sales is due to budgeting too aggressively in the prior year.

Expenses for the fund are projected to increase \$8.7 million. The 2.5 percent cost of living adjustment is included. Chemicals, vehicle maintenance, system maintenance, professional services, information technology, and payment to CRMWA are increasing in operations. Cash funding water/wastewater capital increased by \$4.0 million. Overall there is a \$1.5 million increase to debt, including tax notes. There is also an increase to the payment to LP&L for billing and collection services of \$1.5 million. The largest offset to these increases is the decrease of \$1.5 million in the transfer to fleet capital for the purchase of vehicles.

Electric

Overall, budgeted revenues increased \$6.6 million, or 4.0 percent, for FY 2025-26 and include the following changes:

- Interest earnings increased \$0.56 million, or 52.4 percent based on higher yields in the pooled investment portfolio, mainly because of anticipated Federal Reserve Bank increases to short-term interest rates.
- Distribution System Revenue decreased \$2.38 million, or 1.8 percent, due to an anticipated rate decrease. This revenue was derived from a cost of service study "COS". The revenue requirement for operational costs shifted significantly as the Utility transitioned to a delivery only provider in the retail market. These revenues will cover the operational costs of the Utility as a Transmission & Distribution Utility (TDU).
- FFE revenues increased \$0.1 million, or 1.0 percent, due to a slight increase in projected load. The FFE revenue calculation changed to a "cents-per-kilowatt hour" (¢/kWh) when the move to retail choice was complete.
- TCOS revenues increased \$7.97 million, or 21.9 percent. The TCOS rate filing incorporates all the transmission assets related to the ERCOT integration, along with the appropriate FFEs, and is approved by the PUC. Final TCOS revenues are subject to PUC approval and could be higher or lower than the forecast. Of those TCOS revenues, \$2.1 million is split into a line item that properly accounts for the collection of FFE funds that will be passed through to the City.
- ERCOT Hold Harmless Credit totals \$22.0 million and is an offset to TCOS revenues. In PUC Docket No 47576, the order approving LP&L's initial integration into ERCOT, the PUC ordered LP&L to pay \$22 million each year for the first five years, which will be credited to ERCOT wholesale transmission customers to mitigate integration costs. This amount is shown as an offset to the TCOS revenues in the model. Payments began in February 2022 and will continue monthly until January 2027.
- Fees and Charges increased by \$1.15 million, due to the continued collection of Disconnect and Reconnect service fees. This increase is based on current and prior year collection trends and adjusted for expected activity levels.
- Outside Work Orders and Street Lights decreased by \$0.78 million, or 52.6 percent, primarily due to one-time recovery efforts related to Hurricane Milton in the prior year and revenue from one-time streetlight work order. These decreases are slightly offset by increases in service work orders for new service, pole sets, and other distribution-related services.

Budgeted expenses decreased \$6.08 million, or 3.3 percent, for FY 2025-26. These changes are detailed in the following sections:

- Compensation increased \$1.2 million, or 5.7 percent, primarily due to a three percent cost of living adjustment (COLA) totaling \$0.6 million and the addition of one full-time equivalent (FTE) position totaling \$0.1 million. LP&L intends to align its COLA with the City's non-civil service adjustment once finalized, provided the adjustment is not less than 2 percent. Terminal pay increased by \$0.25 million due to anticipated retirements, along with a \$0.2 million increase in overtime and part-time pay within the Distribution Overhead and Distribution Customer Service cost centers.

Executive Summary

- Benefits increased \$0.33 million, or 3.5 percent, driven primarily by a \$0.24 million increase in health benefit costs and the impact of the three percent COLA, which contributed an additional \$0.15 million. These increases were partially offset by a \$0.1 million decrease in workers' compensation.
- Supplies decreased by \$0.07 million or 4.7 percent comprised of a \$0.12 million decrease in heavy equipment fuel. Offsetting the decrease was an increase of \$0.03 million in other machinery equipment supply and an increase of \$0.02 million in safety supplies mainly from our distribution and transmission departments.
- Transmission increased slightly by \$0.24 million or 0.6 percent, primarily due to an increase in the postage stamp rate in line with overall ERCOT 4CP system load growth.
- Maintenance costs increased \$0.11 million, or 3.0 percent, due to a increase of \$0.05 million in other building maintenance and an increase of \$0.05 million in line transformer maintenance in the distribution cost centers.
- Professional services and training costs decreased \$1.3 million, or 11.2 percent, due largely to a one-time oil sample testing NERC compliance for our substations.
- Other charges increased by \$0.12 million, or 7.8 percent, largely due to an increase in the utilization of the tree trimming contracted service.
- Scheduled charges increased \$0.6 million, or 11.3 percent, due to an increase of \$0.4 million in property insurance premiums, an increase of \$0.13 million for electric charges, and an increase of \$0.05 million in miscellaneous postage.
- The reimbursement from the Other City Utilities for the customer service function increased \$1.73 million, or 30.9 percent. The increase is due to the increase in collections allocation to the City of Lubbock Utilities and Customer Service allocation. The calculation of the reimbursement is based on a negotiated methodology agreed upon by the City and LP&L using audited numbers from FY 2023-24.
- Debt service decreased \$8.4 million, or 17.4 percent, due to a reduction in principal and interest payments as well as a one-time payment to pay off the 2015 revenue bonds in FY 2024-25.
- FFE increased \$0.13 million due to a slight increase in projected load. The FFE revenue calculation is based on a "cents-per-kilowatt hour" (¢/kWh) included on the delivery rate.
- FFE TCOS – General Fund totals \$2.1 million to properly account for the collection of FFE funds that will be passed through to the City recovered in the TCOS rate.
- FFE/Pilot TCOS True-up – General Fund this line item was eliminated as this was a one-time expense, in the amount of \$2.5 million included in the FY 2024-25 budget to true-up the PILOT and FFE funds collected in LP&L's TCOS revenues from January 2022 to September 2024.
- Payment in Lieu of Taxes (PILOT) increased \$0.05 million, or 1.2 percent, the PILOT transfer by ordinance calculation is based on an ad valorem tax calculation on LP&L assets and charged through an cents per kilowatt rate based on actual load.
- The transfer to electric capital increased \$5.2 million, or 24.3 percent, due to the utilization of cash funds in the amount of \$26.54 million. Additionally, the capital program utilizes 11.2 million in unallocated bonds and cash from savings and decreased expenses in other projects.

Special Revenue Funds

Special funds have a specific purpose for collection and/or expenditures and appropriations fluctuate year over year. Of significance is the loss of \$5.4 million in grant funding for FY 2025-26, the decrease in appropriation of \$2.1 million in Abandoned Vehicles, as well as no funding being appropriated for impact fee funded projects. Three funds significantly increasing appropriations are Cable Services, Central Business District TIF and Lubbock Business Park TIF. Fifteen of these 32 special funds are related to public improvement districts or tax increment finance districts.

Internal Service Funds

The Fleet Fund continues to experience increased vehicle maintenance costs. The debt expenditure is tax notes for General Fund solid waste and fire vehicles and increasing \$1.4 million. The funding for this payment is made in the form of transfers from the General Fund.

Radio Shop fund appropriation is decreasing by almost 19 percent associated with not cash funding capital projects.

Executive Summary

Overall the Risk Fund is decreasing by \$678 thousand due to decrease in workers compensation due to bringing this operation in-house. Decrease in claims cost are also expected for liability. These decreases are offset with expected increase in property premiums.

Budget Calendar

Following is the calendar of events detailing the budget process:

July 25	Last day for Chief Appraiser to certify appraisal roll
August 4	Operating and CIP budget presentation to City Council
August 7	File Proposed Budget with City Secretary
August 12	Regular City Council Meeting – Discuss tax rate (tax rate, effective rate and rollback rate); Take vote on proposed maximum tax rate; Schedule and announce dates for public hearings on tax rate
September 2	Special City Council Meeting – Budget Public Hearing; Tax Rate Public Hearing; Schedule and announce meeting to adopt rate; First reading of Budget Ordinance/Tax Levy Ordinance
September 9	Regular City Council Meeting – Second reading of Budget Ordinance / Tax Levy Ordinance

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. The no-new-revenue tax rate takes the amount of the 2025 tax levy adjusted for refunds and TIF values and takes last year's dollars and divides them by this year's adjusted values (total taxable value minus new improvements and new personal property values).

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 must be held on the November uniform election date.

Executive Summary

Proposed Tax Rate

If the City Council proposes a tax rate of \$0.479365 per \$100 valuation, the tax rate will exceed the no-new-revenue tax rate, but is expected to be at or below the voter-approval rate.

If the tax rate adopted 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:

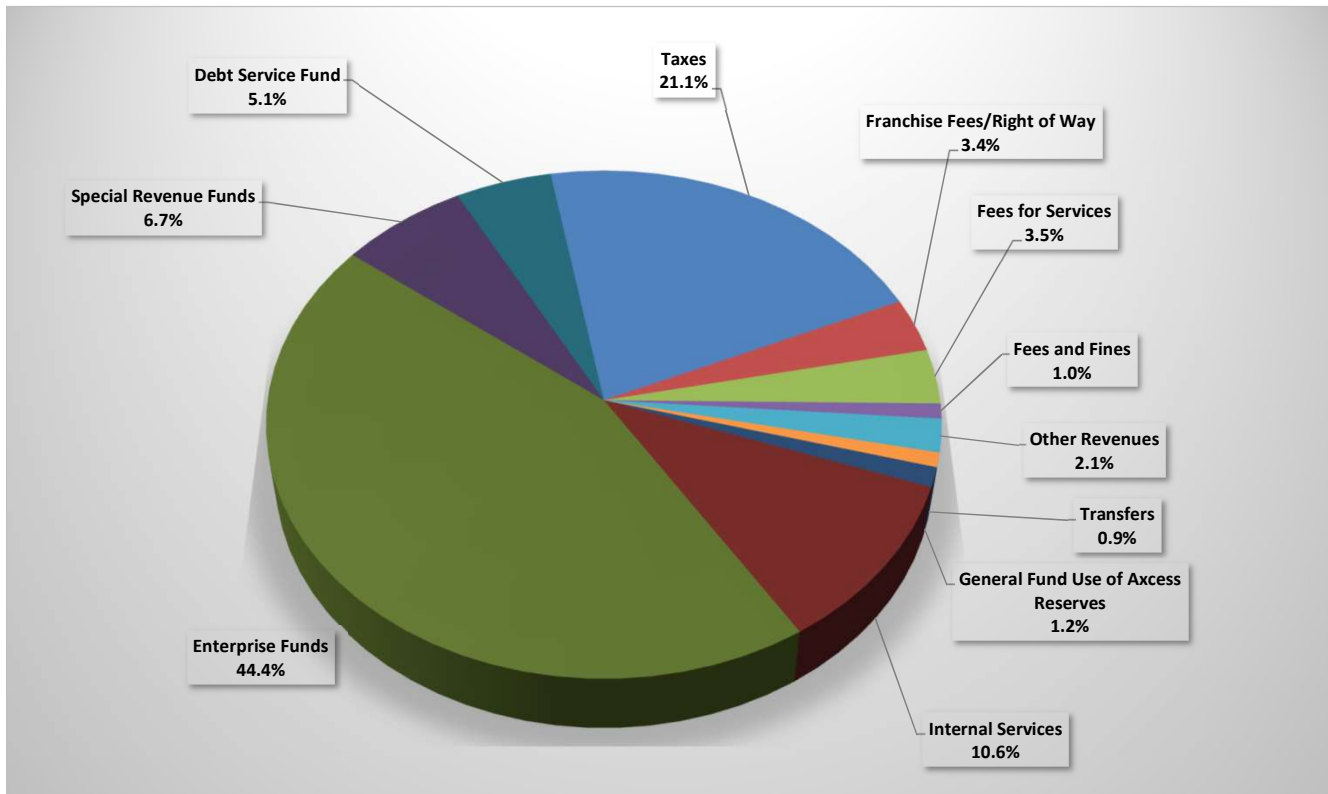
1. The City Council votes to place a proposal to adopt the rate on the agenda of a future City Council meeting as an action item. This vote is recorded.
2. The proposal specifies the desired rate. The City Council cannot later vote to adopt a proposal to increase taxes by an unspecified amount.
3. If 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.

Tax Rate Comparison

Fiscal			
Year	O&M	Debt	Total
2001	0.457180	0.112820	0.570000
2002	0.458440	0.111560	0.570000
2003	0.462040	0.107960	0.570000
2004	0.445040	0.100660	0.545700
2005*	0.364740	0.094960	0.459700
2006	0.386300	0.060900	0.447200
2007	0.390740	0.071250	0.461990
2008	0.383800	0.071250	0.455050
2009	0.355400	0.091000	0.446400
2010	0.362400	0.084000	0.446400
2011	0.362400	0.093770	0.456170
2012	0.372000	0.102000	0.474000
2013	0.386200	0.105910	0.492110
2014	0.387850	0.116560	0.504410
2015	0.408150	0.114250	0.522400
2016	0.415350	0.122670	0.538020
2017	0.401400	0.136620	0.538020
2018	0.411400	0.126620	0.538020
2019	0.411400	0.136620	0.548020
2020	0.426240	0.131780	0.558020
2021	0.421140	0.120433	0.541573
2022	0.402964	0.120266	0.523230
2023	0.368445	0.108317	0.476762
2024	0.370381	0.109783	0.480164
2025	0.357456	0.112664	0.470120
2026	0.371779	0.107586	0.479365

*Sales tax swap

City of Lubbock
FY 2025-26 Summary of All Funding Sources



FUNDING SOURCES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26
Taxes	\$ 168,606,781	176,086,535	187,018,979	198,225,058	201,192,235
Franchise Fees/Right of Way	32,931,587	31,705,993	28,578,904	33,298,803	32,613,899
Fees for Services	29,974,597	30,211,885	30,588,493	32,895,527	33,112,124
Fees and Fines	8,887,697	9,026,845	8,614,221	9,296,315	9,161,131
Other Revenues	19,737,946	18,516,831	19,586,478	15,681,159	20,154,016
Transfers	6,749,012	7,546,691	7,398,716	10,282,485	8,693,738
General Fund Use of Access Reserves	-	-	-	14,680,689	11,760,248
Internal Services	77,023,458	87,990,424	94,435,505	97,873,869	101,040,258
Enterprise Funds	564,973,760	573,383,817	521,426,093	425,637,185	424,002,228
Special Revenue Funds	61,198,137	63,883,818	66,661,257	70,479,115	63,987,102
Debt Service Fund	42,926,736	43,686,935	51,601,267	72,931,911	48,180,814
TOTAL ALL FUNDING SOURCES	\$ 1,013,009,710	1,042,039,775	1,015,909,912	981,282,116	953,897,793

* 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 Taxes by \$3 million, Other Revenues by \$4.5 million, and the Internal Service Funds by \$3.2 million. There is also a \$3 million decrease to the use of General Fund available reserves. The increases are offset by a decrease of \$24.8 million for the Debt Service Fund.

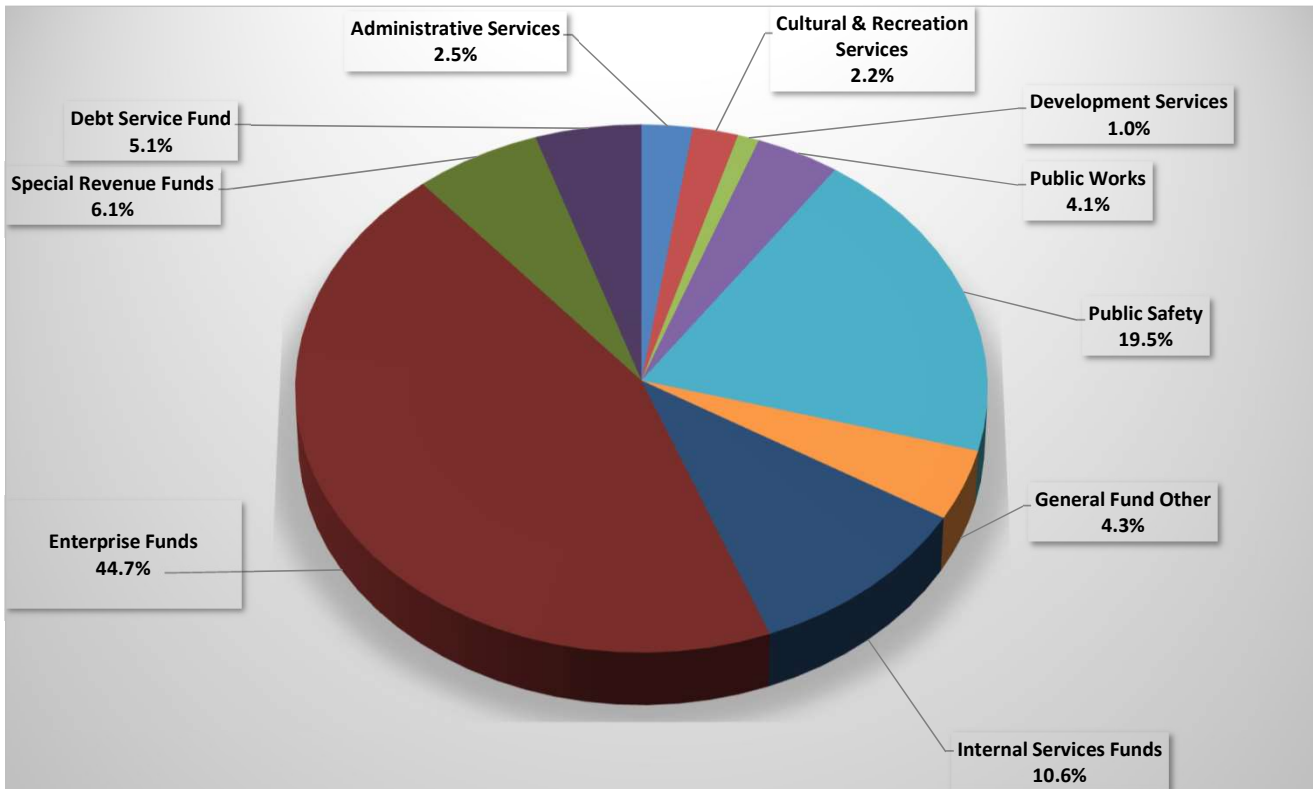
Funding Source Summary - General Fund

	Actual	Actual	Actual	Budget	Budget	% Change
TAXES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Property Taxes	\$ 72,987,251	76,306,672	84,933,503	89,351,424	94,692,235	6.0
Delinquent Taxes/Penalties & Interest	1,026,917	630,889	742,153	1,025,000	1,250,000	22.0
Sales Tax	92,574,829	96,935,439	99,190,863	105,648,634	103,000,000	(2.5)
Mixed Beverage Tax	1,832,373	1,937,762	1,924,764	2,000,000	2,000,000	-
Bingo Tax	185,409	275,773	227,697	200,000	250,000	25.0
TOTAL TAXES	168,606,781	176,086,535	187,018,979	198,225,058	201,192,235	1.5
FRANCHISE FEES/RIGHT OF WAY						
Suddenlink	1,426,264	1,241,294	1,116,239	1,535,000	950,000	(38.1)
Xcel Energy	283,729	915	892	1,000	900	(10.0)
Atmos	3,838,085	3,820,331	3,434,880	3,778,000	3,600,000	(4.7)
South Plains Electric Coop.	2,510,516	2,123,121	2,326,427	2,175,000	2,600,000	19.5
West Texas Gas	65,947	93,462	88,860	75,000	92,000	22.7
In Lieu of Franchise	23,359,193	22,959,277	20,381,131	24,158,803	24,370,999	0.9
Telecom ROW	1,447,854	1,467,592	1,230,475	1,576,000	1,000,000	(36.5)
TOTAL FRANCHISE FEES/RIGHT OF WAY	32,931,587	31,705,993	28,578,904	33,298,803	32,613,899	(2.1)
FEES FOR SERVICES						
Development Services	458,387	300,005	163,623	320,900	249,840	(22.1)
General Government	302,167	252,093	242,230	276,950	272,350	(1.7)
City Secretary	475,096	505,014	484,780	500,150	485,150	(3.0)
Public Safety	871,307	1,144,700	947,378	975,665	1,030,676	5.6
Public Works/Solid Waste	26,609,384	26,803,870	27,585,927	29,614,228	29,917,292	1.0
Public Health	35,418	46,182	49,501	134,100	20,750	(84.5)
Animal Shelter	81,874	73,890	66,081	94,500	92,500	(2.1)
Cultural/Recreational	762,304	725,486	719,074	629,684	690,966	9.7
Museum	378,658	360,646	329,898	349,350	352,600	0.9
TOTAL FEES FOR SERVICES	29,974,597	30,211,885	30,588,493	32,895,527	33,112,124	0.7
FEES AND FINES						
Licenses and Permits	5,699,126	5,390,067	4,884,300	5,882,279	5,281,095	(10.2)
Intergovernmental	530,741	521,737	535,613	546,561	576,613	5.5
Fines and Forfeitures	2,657,830	3,115,041	3,194,308	2,867,475	3,303,423	15.2
TOTAL FEES AND FINES	8,887,697	9,026,845	8,614,221	9,296,315	9,161,131	(1.5)
OTHER REVENUES						
Interest Earnings	1,568,172	3,940,570	6,730,194	2,630,000	5,540,000	110.6
In Lieu of Property Tax	11,598,692	11,121,999	10,293,605	11,015,679	12,607,115	14.4
Rental	61,014	114,766	83,045	68,000	69,000	1.5
Recoveries of Expenditures	2,071,711	2,250,301	1,280,478	1,035,080	1,062,001	2.6
Oil and Gas Royalties	575,996	420,646	400,104	400,000	350,000	(12.5)
Other	3,862,361	668,549	799,051	532,400	525,900	(1.2)
TOTAL OTHER REVENUES	19,737,946	18,516,831	19,586,478	15,681,159	20,154,016	28.5
TRANSFERS						
Transfer from Solid Waste CIP Fund	-	-	-	290,900	-	(100.0)
Transfers from LP&L	-	-	-	2,017,848	1,995,492	(1.1)
Transfers from Water Fund	-	-	-	-	-	-
Transfers from Wastewater Fund	-	-	-	-	-	-
Transfers from Water/Wastewater Fund	4,043,820	4,740,507	4,237,767	3,097,316	3,020,538	(2.5)
Transfers from Solid Waste	-	-	-	-	-	-
Transfers from Airport Fund	543,132	513,018	604,813	2,502,392	2,655,647	6.1
Transfers from Risk Fund	1,983,660	2,119,166	2,364,893	216,295	230,438	6.5
Transfers from Grant Fund	178,400	174,000	180,000	-	-	-
Transfers from Stormwater	-	-	11,243	632,884	791,623	25.1
Transfers from Hotel/Motel	-	-	-	-	-	-
Transfers from LEDA	-	-	-	-	-	-
Other Transfers	-	-	-	1,524,850	-	(100.0)
TOTAL TRANSFERS	6,749,012	7,546,691	7,398,716	10,282,485	8,693,738	(15.5)
TOTAL REVENUE SOURCES	266,887,620	273,094,781	281,785,790	299,679,347	304,927,143	1.8
Use of Available Reserves	-	-	-	14,680,689	11,760,248	(19.9)
TOTAL FUNDING SOURCES	\$ 266,887,620	273,094,781	281,785,790	314,360,036	316,687,391	0.7

Funding Source Summary by Fund

	Actual	Actual	Actual	Budget	Budget	% Change
INTERNAL SERVICE FUNDS	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Central Warehouse	\$ 424,423	563,351	529,833	507,360	553,296	9.1
Fleet	10,028,015	11,971,834	15,134,987	16,791,808	18,425,390	9.7
Health Benefits	37,352,260	39,781,847	43,393,614	46,187,535	47,485,752	2.8
Information Technology	10,305,206	11,674,709	13,914,422	15,003,557	15,915,376	6.1
Telecommunications	1,542,383	1,683,410	1,637,700	1,718,026	1,758,331	2.3
GIS and Data Services	900,809	859,580	898,358	938,093	955,205	1.8
Radio Shop	2,755,803	3,174,289	3,446,821	2,759,900	2,186,336	(20.8)
Investment Pool	207,618	147,447	245,789	211,204	249,107	17.9
Print Shop	211,464	192,265	279,591	291,464	252,919	(13.2)
Risk Management	13,295,478	17,941,691	14,954,390	13,464,922	13,258,546	(1.5)
TOTAL INTERNAL SERVICE FUNDS	77,023,458	87,990,424	94,435,505	97,873,869	101,040,258	3.2
ENTERPRISE FUNDS						
Airport	14,659,646	16,938,789	19,587,378	20,368,569	21,253,066	4.3
Cemetery	920,464	966,186	865,582	893,046	1,414,947	58.4
Civic Center	3,533,070	4,125,410	4,556,394	4,336,779	3,908,897	(9.9)
Lake Alan Henry	718,027	794,777	867,563	821,050	772,000	(6.0)
LP&L	348,363,108	350,801,132	286,607,028	185,401,313	179,325,430	(3.3)
Meadowbrook Golf Course	-	-	-	2,650,000	2,856,000	7.8
Storm Water	25,724,631	24,538,306	23,559,182	25,754,957	23,596,849	(8.4)
Transit	15,181,360	18,707,523	18,756,448	19,793,140	19,690,121	(0.5)
Water/ Wastewater	155,873,454	156,511,695	166,626,518	165,618,330	171,184,918	3.4
TOTAL ENTERPRISE FUNDS	564,973,760	573,383,817	521,426,093	425,637,185	424,002,228	(0.4)
SPECIAL REVENUE FUNDS						
Abandoned Vehicles	1,997,836	1,823,705	1,678,973	2,928,788	1,090,000	(62.8)
Animal Assistance Program	301,808	307,130	426,904	329,371	337,000	2.3
Bell Farms Public Improvement District	215,462	334,530	456,994	559,443	752,827	34.6
Cable Services Fund	521,345	463,232	1,261,557	500,000	2,000,000	300.0
Central Business District TIF	1,519,927	1,650,434	1,769,519	1,755,508	2,681,604	52.8
Charity Care - 1115 Waiver	-	-	55,435	55,435	208,000	
Community Development	12,044,052	7,157,806	6,350,562	5,449,782	5,490,767	0.8
Criminal Investigation Fund	233,133	194,925	252,268	444,000	127,000	(71.4)
Cypress Ranch Public Improvement Dist.	-	-	-	257	21,657	
Department of Justice Asset Sharing	36,934	16,254	34,555	-	21,562	-
Economic Development	4,293,674	4,414,465	4,562,478	4,114,890	3,739,196	(9.1)
Gateway Streets	9,601,455	8,917,287	8,914,548	9,578,479	9,148,799	(4.5)
Grants	1,310,401	4,723,921	5,526,360	8,496,045	3,109,825	(63.4)
Health Rebates and Insurance	-	-	16,298	129,600	127,200	
Hotel Occupancy Tax	9,195,800	9,886,613	9,867,555	9,700,000	10,102,200	4.1
Impact Fees	2,147,639	4,350,856	4,713,022	4,510,000	3,656,000	(18.9)
Lubbock Business Park TIF	995,861	1,295,420	1,032,643	1,170,618	1,225,312	4.7
Lubbock Economic Development Alliance	8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)
Municipal Court	348,040	415,689	448,110	435,938	472,634	8.4
North and East Lubbock N & I Fund	518,396	323,040	835,404	660,000	365,000	(44.7)
North Overton Public Improvement Dist.	870,252	896,534	1,076,614	1,564,024	1,467,547	(6.2)
North Overton TIF	5,650,629	6,611,175	6,793,198	6,367,530	6,617,068	3.9
North Point Public Improvement Dist.	283,727	329,688	376,662	930,740	363,998	(60.9)
Northwest Passage Public Improvement Dist.	-	1,279	10,189	14,669	26,914	83.5
Quincy Park Public Improvement Dist.	216,130	248,735	284,846	261,139	321,332	23.1
Truancy Prevention and Diversion	160,983	191,975	207,291	196,581	208,424	6.0
Upland Crossing Public Improvement Dist.	54,388	203,335	309,272	293,724	443,532	51.0
Upland Crossing 2 Public Improvement Dist.	-	-	5,273	38,980	43,028	10.4
Upland Crossing 3 Public Improvement Dist.	-	-	5,232	16,539	38,597	133.4
Valencia Public Improvement Dist.	60,478	76,495	79,142	78,521	94,347	20.2
Vintage Township Public Improvement Dist.	203,895	208,438	208,295	207,823	220,809	6.2
Willow Bend Villas Public Improvement Dist.	-	28,546	84,707	86,269	101,287	17.4
TOTAL SPECIAL REVENUE FUNDS	61,198,137	63,883,818	66,661,257	70,479,115	63,987,102	(9.2)
SUBTOTAL ALL FUNDS	920,749,825	945,864,012	915,913,331	908,350,205	905,716,978	(0.3)
DEBT SERVICE FUND						
Debt Service Fund	42,926,736	43,686,935	51,601,267	72,931,911	48,180,814	(33.9)
TOTAL DEBT SERVICE FUND	42,926,736	43,686,935	51,601,267	72,931,911	48,180,814	(33.9)
TOTAL ALL FUNDS	\$ 1,013,009,710	1,042,039,775	1,015,909,912	981,282,116	953,897,793	(2.8)

City of Lubbock
FY 2025-26 Summary of All Expenses



	Actual	Actual	Actual	Budget	Budget
TOTAL EXPENDITURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Administrative Services	\$ 18,478,927	19,064,440	20,058,389	23,944,342	23,208,953
Cultural & Recreation Services	16,591,406	17,564,382	18,400,598	19,896,159	20,624,805
Development Services	7,664,219	8,593,936	9,126,132	9,736,548	9,724,918
Public Works	33,681,729	35,121,430	35,689,873	40,864,172	38,216,619
Public Safety	144,665,348	157,057,020	169,195,973	177,817,511	184,331,311
General Fund Other	38,183,780	32,685,679	27,402,629	42,101,304	40,580,785
Internal Services Funds	74,056,054	80,839,072	88,984,495	97,135,721	99,693,584
Enterprise Funds	563,104,574	560,314,491	505,994,105	420,218,309	421,181,474
Special Revenue Funds	53,468,677	55,978,931	60,196,487	64,760,225	57,534,048
Debt Service Fund	42,926,736	41,102,437	44,143,588	72,931,911	48,180,814
TOTAL ALL FUNDS	\$ 992,821,451	1,008,321,818	979,192,268	969,406,202	943,277,310

Total expenditures for all City of Lubbock funds are projected to decrease \$26.1 million for FY 2025-26. Out of the total \$943.3 million budget, 33.6 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 Rescue. Public Safety expenditures represent 58.2 percent of the General Fund budget and 19.5 percent of the total when all funds are combined. The Enterprise Funds budget is 44.7 percent of the total for all funds with 67.3 percent of the amount appropriated for the Enterprise Funds allocated to Lubbock Power and Light.

Appropriation Summary - General Fund

	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
ADMINISTRATIVE SERVICES						
City Attorney	\$ 2,227,136	2,418,993	2,701,132	2,699,687	2,783,015	3.1
City Council	639,457	620,674	572,878	613,325	601,937	(1.9)
City Manager	1,811,072	1,694,512	1,869,613	1,911,128	1,921,817	0.6
City Secretary	1,683,243	1,750,236	1,729,465	2,171,131	1,904,566	(12.3)
Facilities Management	5,444,727	4,965,760	4,898,746	5,559,449	5,108,509	(8.1)
Finance	3,040,147	3,531,838	3,717,935	3,960,600	3,984,122	0.6
Human Resources	943,982	1,095,331	1,223,946	1,353,300	1,259,473	(6.9)
Internal Audit	312,179	424,021	315,444	307,914	308,608	0.2
Non Departmental	1,676,604	1,803,741	2,125,633	4,282,015	4,304,490	0.5
Communication and Public Engagement	700,380	759,333	903,597	1,085,793	1,032,416	(4.9)
TOTAL ADMINISTRATIVE SERVICES	18,478,927	19,064,440	20,058,389	23,944,342	23,208,953	(3.1)
CULTURAL & RECREATION SVCS						
Library	3,877,653	3,889,993	4,142,501	4,488,133	4,210,059	(6.2)
Cultural Arts	1,199,204	1,327,039	1,369,108	1,401,703	1,403,363	0.1
Parks and Recreation	11,514,549	12,347,350	12,888,989	14,006,323	15,017,841	7.2
West Texas Veterans Cemetery	-	-	-	-	(6,458)	-
TOTAL CULTURAL & RECREATION SVCS	16,591,406	17,564,382	18,400,598	19,896,159	20,624,805	3.7
DEVELOPMENT SERVICES						
Building Safety	2,635,563	2,890,107	2,960,789	3,103,534	3,140,189	1.2
Code Enforcement	2,489,169	2,923,062	3,139,374	3,302,665	3,096,518	(6.2)
Environmental Health	1,030,940	1,241,451	1,327,445	1,478,078	1,701,630	15.1
Vector Control	500,180	541,806	576,810	627,819	653,091	4.0
Planning	1,008,367	997,510	1,121,713	1,224,452	1,133,490	(7.4)
TOTAL DEVELOPMENT SERVICES	7,664,219	8,593,936	9,126,132	9,736,548	9,724,918	(0.1)
PUBLIC WORKS/SOLID WASTE						
Engineering	753,595	1,042,421	949,518	889,408	1,018,105	14.5
Solid Waste	24,744,211	25,496,575	25,007,340	28,533,025	26,642,496	(6.6)
Streets	4,318,158	4,779,682	5,423,181	6,792,384	5,905,600	(13.1)
Traffic	3,865,765	3,802,752	4,309,834	4,649,355	4,650,418	0.0
TOTAL PUBLIC WORKS/SOLID WASTE	33,681,729	35,121,430	35,689,873	40,864,172	38,216,619	(6.5)
PUBLIC SAFETY						
Animal Services	2,657,234	3,082,528	3,257,758	3,766,543	3,926,826	4.3
Emergency Management	863,284	887,417	1,014,597	1,014,391	1,008,028	(0.6)
Fire	60,073,086	66,331,662	71,605,679	73,587,516	76,467,554	3.9
Municipal Court	1,789,352	1,885,798	1,772,096	2,000,222	1,969,503	(1.5)
Police	77,694,360	83,125,728	89,706,554	95,607,816	98,979,506	3.5
Public Health	1,588,032	1,743,887	1,839,288	1,841,023	1,979,894	7.5
TOTAL PUBLIC SAFETY	144,665,348	157,057,020	169,195,973	177,817,511	184,331,311	3.7
OTHER						
Transfer to Grants	498	5,647	1,351	-	-	-
Transfer to CIP (Pay-as-you-go)	22,477,015	15,925,638	17,401,076	23,279,233	19,348,001	(16.9)
Transfer to Citibus	1,629,237	2,400,000	2,458,356	2,958,473	2,958,473	-
Transfer to Cemetery	325,433	317,374	335,162	-	554,390	-
Transfer to Gateway	9,463,952	8,580,280	5,509,118	9,000,570	8,580,664	(4.7)
Transfer to North & East Lbk Nghbrhd & Infrstrctr Fund	518,396	323,040	360,093	360,000	315,000	(12.5)
Transfer to Civic Centers	-	-	-	-	-	-
Transfer to Fleet CIP (Vehicles)	3,689,699	5,048,666	1,248,500	6,413,260	7,333,344	14.3
Transfer to Economic Development Fund	79,550	85,033	88,973	89,768	95,463	6.3
Bond Sale Charges	-	-	-	-	-	-
Transfer to Special Revenue Fund	-	-	-	-	-	-
TOTAL OTHER	38,183,780	32,685,679	27,402,629	42,101,304	39,185,335	(6.9)
COL Adjustment					1,395,450	
TOTAL GENERAL FUND	\$ 259,265,409	270,086,886	279,873,593	314,360,036	316,687,391	0.7

Appropriation Summary by Fund

	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
INTERNAL SERVICE FUNDS						
Central Warehouse	\$ 410,953	459,729	482,813	500,142	511,504	2.3
Fleet	10,028,015	11,971,834	15,134,987	16,791,808	18,425,385	9.7
Health Benefits	35,529,420	37,356,988	41,761,505	46,128,332	47,150,521	2.2
Information Technology	9,767,998	10,836,546	12,814,730	15,003,557	15,915,376	6.1
Telecommunications	1,542,383	1,683,410	1,473,660	1,718,026	1,749,445	1.8
GIS and Data Services	700,220	762,790	799,688	938,093	955,205	1.8
Radio Shop	2,362,507	3,174,289	2,649,298	2,186,089	1,777,047	(18.7)
Investment Pool	207,618	137,050	233,506	208,794	220,529	5.6
Print Shop	211,464	192,265	274,707	247,760	252,919	2.1
Risk Management	13,295,478	14,264,170	13,359,603	13,413,121	12,735,653	(5.1)
TOTAL INTERNAL SERVICE FUNDS	74,056,054	80,839,072	88,984,495	97,135,721	99,693,584	2.6
ENTERPRISE FUNDS						
Airport	13,326,437	14,792,822	17,554,575	18,428,899	21,250,568	15.3
Cemetery	592,016	966,186	692,852	893,046	1,414,947	58.4
Civic Center	3,389,616	3,870,927	4,556,394	4,336,779	3,908,897	(9.9)
Lake Alan Henry	653,953	649,062	867,563	821,050	772,000	(6.0)
LP&L	348,363,108	341,140,798	286,607,028	185,401,313	179,325,430	(3.3)
Meadowbrook Golf Course	-	-	-	2,524,000	2,794,733	10.7
Storm Water	25,724,631	23,675,480	23,375,612	25,754,957	21,038,862	(18.3)
Transit	15,181,360	18,707,523	18,756,448	19,793,140	19,690,121	(0.5)
Water/ Wastewater	155,873,454	156,511,695	153,583,633	162,265,125	170,985,916	5.4
TOTAL ENTERPRISE FUNDS	563,104,574	560,314,491	505,994,105	420,218,309	421,181,474	0.2
SPECIAL REVENUE FUNDS						
Abandoned Vehicles	1,175,261	1,220,401	1,678,973	2,928,788	825,600	(71.8)
Animal Assistance Program	301,808	270,854	297,020	329,371	329,794	0.1
Bell Farms Public Improvement District	94,588	112,026	258,547	559,443	752,827	34.6
Cable Services Fund	161,282	100,581	1,261,557	500,000	2,000,000	300.0
Central Business District TIF	1,402,461	1,175,165	919,401	1,293,065	2,681,604	107.4
Charity Care - 1115 Waiver	-	-	161	55,435	187,108	
Community Development	12,044,052	7,157,806	6,350,562	5,449,782	5,490,767	0.8
Criminal Investigation Fund	142,974	194,925	252,268	444,000	127,000	(71.4)
Cypress Ranch Public Improvement District	-	-	-	257	14,850	
Department of Justice Asset Sharing	36,934	-	34,555	-	21,562	-
Economic Development	4,163,085	4,300,867	4,470,693	4,114,890	3,739,196	(9.1)
Gateway Streets	9,380,950	8,602,535	8,914,548	9,578,479	9,148,799	(4.5)
Grants	1,310,401	4,723,921	5,526,360	8,496,045	3,109,825	(63.4)
Health Rebates and Insurance	-	-	-	129,146	125,060	
Hotel Occupancy Tax	9,164,550	9,886,613	9,501,690	9,700,000	10,081,880	3.9
Impact Fees	-	-	2,870,000	2,274,850	-	(100.0)
Lubbock Business Park TIF	17,600	1,295,420	116,976	25,415	1,225,312	4,721.2
Lubbock Economic Development Alliance	8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)
Municipal Court	228,433	216,352	323,925	196,265	298,414	52.0
North and East Lubbock N & I Fund	82,417	-	835,404	660,000	365,000	(44.7)
North Overton Public Improvement District	515,807	537,681	1,039,505	1,564,024	1,467,547	(6.2)
North Overton TIF	4,129,221	6,611,175	5,599,404	4,951,892	4,486,103	(9.4)
North Point Public Improvement District	186,035	207,507	304,948	930,740	354,847	(61.9)
Northwest Passage Public Improvement District	-	993	10,189	14,669	14,286	(2.6)
Quincy Park Public Improvement District	187,145	189,459	167,096	248,192	321,332	29.5
Truancy Prevention and Diversion	75,000	69,500	122,958	126,500	119,000	(5.9)
Upland Crossing Public Improvement Dist.	7,434	18,443	26,962	197,423	443,532	124.7
Upland Crossing 2 Public Improvement Dist.	-	-	5,273	10,881	11,362	4.4
Upland Crossing 3 Public Improvement Dist.	-	-	5,232	10,881	11,362	4.4
Valencia Public Improvement District	50,254	76,495	59,147	78,241	94,347	20.6
Vintage Township Public Improvement Dist.	195,092	196,749	208,295	207,823	220,809	6.2
Willow Bend Villas Public Improvement Dist.	-	1,149	17,488	79,308	101,287	27.7
TOTAL SPECIAL REVENUE FUNDS	53,468,677	55,978,931	60,196,487	64,760,225	57,534,048	(11.2)
SUBTOTAL ALL FUNDS	949,894,715	967,219,381	935,048,680	896,474,291	895,096,496	(0.2)
DEBT SERVICE FUND						
Debt Service Fund	42,926,736	41,102,437	44,143,588	72,931,911	48,180,814	(33.9)
TOTAL DEBT SERVICE FUND	42,926,736	41,102,437	44,143,588	72,931,911	48,180,814	(33.9)
TOTAL ALL FUNDS	\$ 992,821,451	1,008,321,818	979,192,268	969,406,202	943,277,310	(2.7)

Position History - General Fund

	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
ADMINISTRATIVE SERVICES						
City Attorney	15	15	15	15	15	-
City Council	3	3	3	3	3	-
City Manager	9	9	8	8	8	-
City Secretary	10	11	11	11	11	-
Facilities Management	16	16	16	16	16	-
Finance	32	33	33	32	32	-
Human Resources	11	11	12	12	11	(1)
Internal Audit	3	3	3	2	2	-
Communication and Public Engagement	11	9	9	9	9	-
TOTAL ADMINISTRATIVE SERVICES	110	110	110	108	107	(1)
DEVELOPMENT SERVICES						
Building Safety	31	32	32	32	32	-
Codes	29	28	29	29	29	-
Environmental Health	15	16	16	16	16	-
Vector Control	5	5	5	5	5	-
Planning	11	11	11	11	10	(1)
TOTAL DEVELOPMENT SERVICES	91	92	93	93	92	(1)
CULTURAL & RECREATION SVCS						
Library	35	35	35	35	35	-
Cultural Arts	9	9	9	9	9	-
Parks	83	79	72	72	72	-
West Texas Veterans Cemetery	-	-	-	-	9	9
TOTAL CULTURAL & RECREATION SVCS	127	123	116	116	125	9
PUBLIC WORKS/SOLID WASTE						
Engineering	45	45	45	45	44	(1)
Solid Waste	99	99	99	100	99	(1)
Streets	47	43	43	43	43	-
Traffic	34	34	34	33	32	(1)
TOTAL PUBLIC WORKS/SOLID WASTE	225	221	221	221	218	(3)
PUBLIC SAFETY						
Animal Services	27	29	30	32	34	2
Emergency Management	5	5	5	5	5	-
Fire	436	441	458	461	461	-
Municipal Court	21	21	21	19	18	(1)
Police	573	573	579	587	585	(2)
Public Health	45	51	55	52	48	(4)
TOTAL PUBLIC SAFETY	1,107	1,120	1,148	1,156	1,151	(5)
TOTAL GENERAL FUND	1,660	1,666	1,688	1,694	1,693	(1)

Position History by Fund

	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
INTERNAL SERVICE FUNDS						
Central Warehouse	4	4	4	4	4	-
Fleet	24	24	24	24	24	-
Health Benefits	4	4	4	4	4	-
Information Technology	32	34	37	38	38	-
Telecommunications	3	3	2	2	2	-
GIS & Data Services	10	10	10	10	10	-
Radio Shop	8	9	8	8	8	-
Print Shop	2	2	2	2	2	-
Risk Management	6	6	7	7	7	-
TOTAL INTERNAL SERVICE FUNDS	93	96	98	99	99	-
ENTERPRISE FUNDS						
Airport	50	50	52	52	52	-
Cemetery	6	6	6	6	6	-
Civic Center	18	18	18	18	18	-
Lake Alan Henry	2	2	2	2	2	-
LP&L	346	347	328	311	312	1
Storm Water	31	32	32	32	32	-
Water/ Wastewater	228	228	235	235	240	5
TOTAL ENTERPRISE FUNDS	681	683	673	656	662	6
SPECIAL REVENUE FUNDS						
Abandoned Vehicles	-	-	-	-	-	-
Animal Assistance Program	-	-	-	-	-	-
Bell Farms Public Improvement District	-	-	-	-	-	-
Cable Services Fund	-	-	-	-	-	-
Central Business District TIF	-	-	-	-	-	-
Charity Care - 1115 Waiver Fund	-	-	-	-	-	-
Community Development	14	14	14	14	13	(1)
Criminal Investigation Fund	-	-	-	-	-	-
Cypress Ranch Public Improvement Dist.	-	-	-	-	-	-
Department of Justice Asset Sharing	-	-	-	-	-	-
Economic Development	3	3	3	3	3	-
Gateway Streets	-	-	-	-	-	-
Hotel Occupancy Tax	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Lubbock Business Park TIF	-	-	-	-	-	-
Lubbock Economic Development Alliance, Inc.	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-
North and East Lubbock N & I Fund	-	-	-	-	-	-
North Overton Public Improvement District	-	-	-	-	-	-
North Overton TIF	-	-	-	-	-	-
North Point Public Improvement District	-	-	-	-	-	-
Northwest Passage Public Improvement District	-	-	-	-	-	-
Quincy Park Public Improvement District	-	-	-	-	-	-
Truancy Prevention and Diversion	-	-	-	-	-	-
Upland Crossing Public Improvement District	-	-	-	-	-	-
Upland Crossing 2 Public Improvement District	-	-	-	-	-	-
Upland Crossing 3 Public Improvement District	-	-	-	-	-	-
Valencia Public Improvement District	-	-	-	-	-	-
Vintage Township Public Improvement District	-	-	-	-	-	-
Willow Bend Villas Public Improvement District	-	-	-	-	-	-
TOTAL SPECIAL REVENUE FUNDS	17	17	17	17	16	(1)
DEBT SERVICE FUND						
Debt Service Fund	-	-	-	-	-	-
TOTAL DEBT SERVICE FUND	-	-	-	-	-	-
COMPONENT UNITS						
Civic Lubbock	6	6	6	6	6	-
TOTAL COMPONENT UNITS	6	6	6	6	6	-
TOTAL ALL FUNDS	2,457	2,468	2,482	2,472	2,476	4

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.

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, Meadowbrook Golf Course, 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, Central Warehouse, Risk Management, Health Benefits, Information Technology, and Investment Pool.

Capital Program

The Capital Program is a planning and budgeting tool that identifies the necessary capital projects for the City over a five year period. Projects typically cost over \$25,000 and frequently are used for infrastructure and building expansions, additions, or improvements. Most capital projects have a life expectancy of five or more years, but occasionally studies that could potentially lead to a capital project or a large environmental cleanup will be included in the capital program. Capital projects are budgeted on a multi-year basis and lapse when the project is completed. Funding is provided through cash transfers from other funds, donations, General Obligation Bonds, Certificates of Obligation, and other special funding sources. Governmental capital projects are attached to governmental activities, while proprietary capital projects become assets and expenses of the related proprietary fund.

Governmental Capital Projects - Provides for capital improvements including the construction, expansion, and renovation of City facilities; development of new parks and facilities and replacement or renovation of existing park facilities (swimming pools, recreational facilities, drainage systems, lighting systems, irrigation systems, and playground equipment); construction of new streets and widening or reconstruction of existing streets or intersections; 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.

Basis of Accounting

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.

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.

Budget Process

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.

Revenue Forecasting

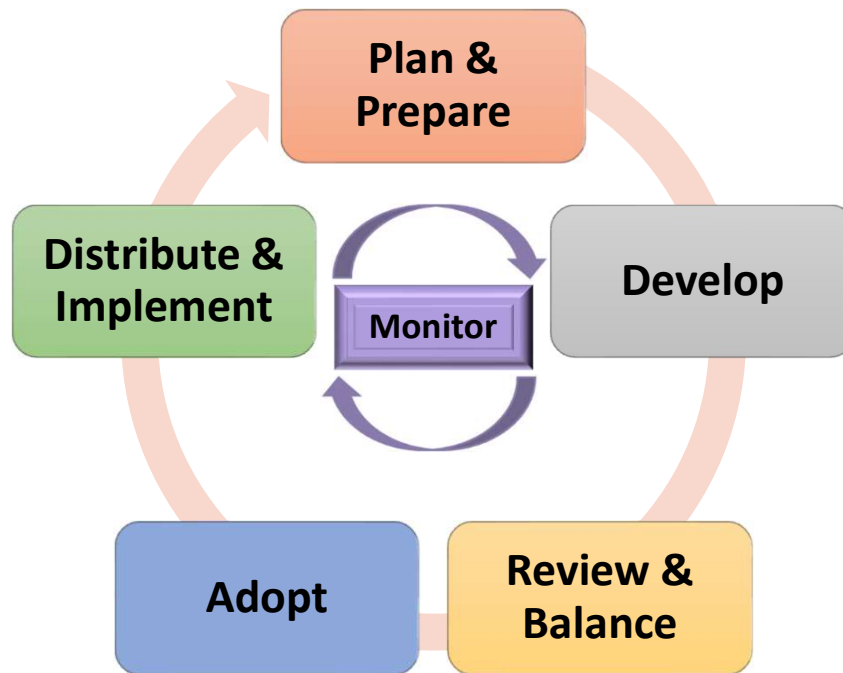
The City of Lubbock uses both qualitative and quantitative methods for forecasting revenues, blending various techniques to develop conservative and prudent revenue projections. Qualitative revenue forecasting methods used by staff to develop multi-year financial plans include consensus, judgmental, 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.

Budget Calendar



January/February

- Timetable established for budget process
- Budget Kickoff meetings held with Directors to discuss City Council Goals/upcoming budget year

March/April

- Departments develop their budget proposals (funding, performance metrics, revenue projections), capital project requests, and operating budget requests

May/June/July

- Financial Planning & Analysis (FP&A) reviews department's budget proposals, capital project requests and operating budget requests
- Coordinates changes with departments based on trend analysis and upcoming factors
- All items submitted to City Manager for review and consideration

August/September

- City Manager presents recommended budget to City Council in public worksession and files it with City Secretary
- Public hearing is held on the budget and tax rate

October/November/December

- FP&A files approved budget with City Secretary, County Clerk, distributes copies to all city departments and posts to website for all citizens to view
- City Council goals are established

January - December

- Each department monitors their spending, performance metrics and adjusts spending based on economic impacts to the city
- City Manager evaluates the budget and makes revisions in the form of budget amendments in response to changes in city operations
- FP&A tracks and reviews spend rates and outliers to prevent overspending and in preparation for the next budget cycle.

Cost of Public Notices and Lobbying

Newspaper Public Notices Required by Law - S.B. 622

Fund	Cost Center	FY 2023-24 Actual	FY 2024-25 Budget	FY 2025-26 Proposed
General Fund	Accounting	-	100	-
	City Secretary	39,572	44,000	44,000
	Code Enforcement	4,026	-	-
	Engineering Cip And Design	522	-	200
	Engineering Development Services	-	200	-
	Facilities Management	2,824	-	-
	Financial Planning & Analysis	1,356	4,100	4,000
	Fire Administration	665	-	-
	Fire Equipment Maintenance	166	-	-
	General Multipurpose	174	-	-
	Human Resources	254	-	-
	Park Maintenance	1,760	-	-
	Police Administration	119	-	-
	Purchasing	182	-	-
	Solid Waste Disposal	190	-	-
	Airport Admin Marketing	238	-	-
	Aviation Operations - Field Maintenance	420	-	-
Civic Centers	Civic Center	-	950	950
Cemetery	Cemetery	254	-	-
Electric Operations	LP&L Admin	1,273	-	-
	LP&L Distribution Supervision & Engineering	620	-	-
	LP&L Distribution Underground	289	-	-
	LP&L Distribution Overhead	41	-	100
	LP&L Distribution Customer Service	41	-	-
	LP&L Distribution Substation	165	-	-
	LP&L Distribution Meter Shop	41	-	-
	LP&L Distribution Street Lights	41	-	-
Stormwater	Stormwater Utility	-	200	200
Transit	Pass Thru	1,212	500	500
Water/Wastewater	Water Meter & Customer Service	230	-	-
	Pumping & Control	824	-	-
	Water Treatment	206	-	-
	Water Production	380	-	-
	Water Reservoir	1,118	-	-
	Wastewater Treatment	3,119	500	-
	Land Application	300	-	-
	Wastewater Laboratory	270	-	-
	Sampling & Monitoring	1,428	-	-
	Northwest Water Reclamation Plant	230	-	-
	Self Insurance-Risk Admin	-	300	300
Internal Service	Self Ins-Workers' Comp	206	-	-
	Self-Insurance Health Administration	-	-	476
	Fleet Maintenance	1,276	-	-
	Investment Pool	1,772	3,000	3,000
Special Revenue	Economic Development	558	-	-
	Northwest Passage PID	-	1,000	1,500
	North Overton TIF	190	-	1,000
	North Overton PID	468	1,500	4,000
	North Point PID	66	1,500	1,500

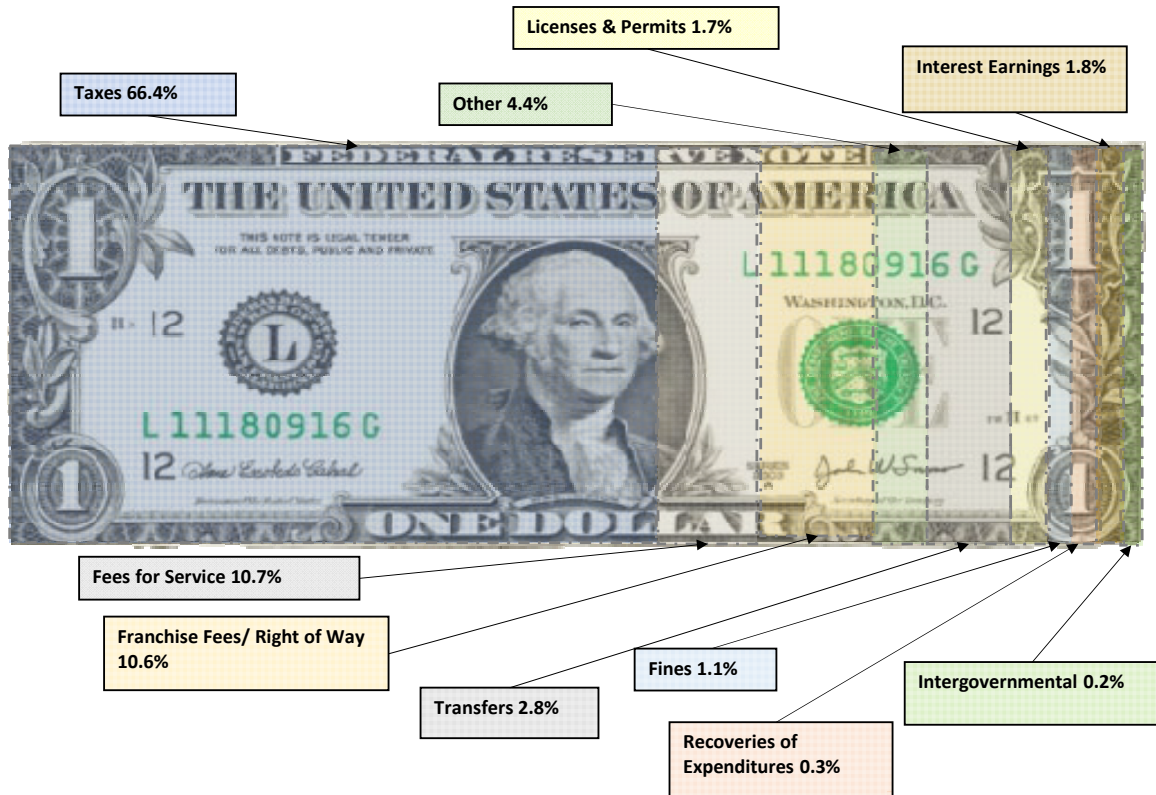
Fund	Cost Center	FY 2023-24 Actual	FY 2024-25 Budget	FY 2025-26 Proposed
	Quincy Park PID	213	1,500	1,500
	Willow Bend Villas PID	-	1,500	1,500
	Valencia PID	123	1,500	1,000
	Bell Farms PID	808	1,500	2,000
	Upland Crossing PID	275	1,500	1,500
	Cypress Ranch PID	-	1,500	1,500
	Upland Crossing PID 2	-	1,500	1,500
	Upland Crossing PID 3	-	1,500	1,500
	Grants	2,158	-	-
Capital Projects	Various	8,836	-	-
Total		81,499	69,850	73,726

Lobbying - S.B. 29

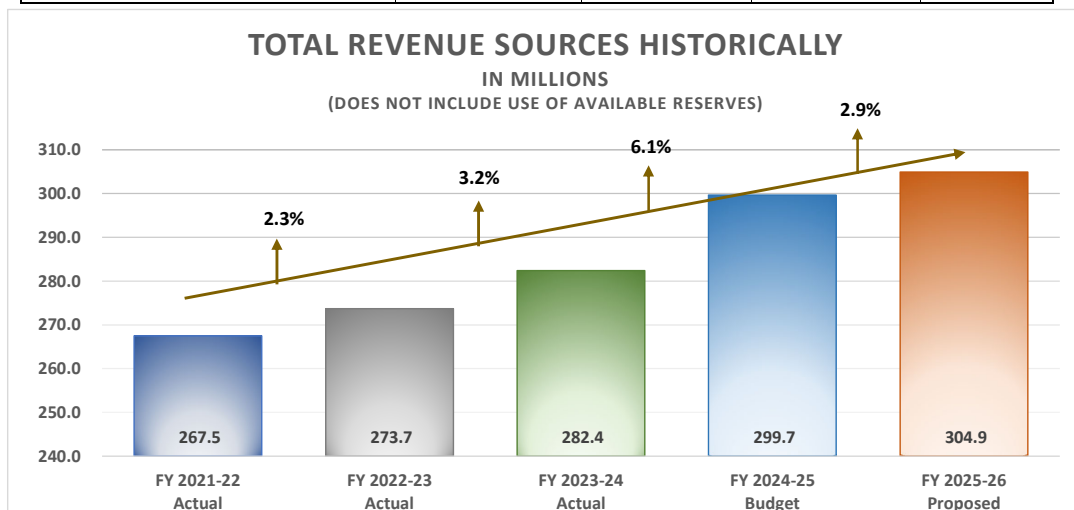
Fund	Cost Center	FY 2023-24 Actual	FY 2024-25 Budget	FY 2024-25 Proposed
Electric	Administration	66,000	66,000	70,000
General Fund	Non-Departmental	115,000	153,000	132,000
Total		181,000	219,000	202,000



Funding Summary



Funding Category	FY 2024-25 Budget	FY 2025-26 Proposed	Variance	% Variance
TAXES	\$ 198,225,058	201,192,235	2,967,177	1.5
FRANCHISE FEES/RIGHT OF WAY	33,298,803	32,613,899	(684,904)	(2.1)
LICENSES AND PERMITS	5,882,279	5,281,095	(601,184)	(10.2)
INTERGOVERNMENTAL REVENUE	546,561	576,613	30,052	5.5
FEES FOR SERVICES	32,895,527	33,112,124	216,597	0.7
FINES	2,867,475	3,303,423	435,948	15.2
INTEREST EARNINGS	2,630,000	5,540,000	2,910,000	110.6
RECOVERIES OF EXPENDITURES	1,035,080	1,062,001	26,921	2.6
OTHER REVENUE	12,016,079	13,552,015	1,535,936	12.8
TRANSFERS	10,282,485	8,693,738	(1,588,747)	(15.5)
TOTAL REVENUE	\$ 299,679,347	304,927,143	5,247,796	1.8
Use of Available Reserves	14,680,689	11,760,248		
TOTAL	\$ 314,360,036	316,687,391	2,327,355	0.7



General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Budget	Budget	% Change from
TAXES	Number	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Operation and Maintenance Property Taxes	6002	\$ 72,987,251	76,306,672	84,933,503	89,351,424	94,692,235	6.0
Delinquent Property Taxes	6003	419,203	(20,244)	11,675	450,000	500,000	11.1
Penalty and Interest - Delinquent Property Taxes	6050	607,714	651,133	730,478	575,000	750,000	30.4
Sales Tax	6101	92,574,829	96,935,439	99,190,863	105,648,634	103,000,000	(2.5)
Mixed Beverage Tax	6115	1,832,373	1,937,762	1,924,764	2,000,000	2,000,000	-
Bingo Tax	6116	185,409	275,773	227,697	200,000	250,000	25.0
TOTAL TAXES		168,606,781	176,086,535	187,018,979	198,225,058	201,192,235	1.5
FRANCHISE FEES/RIGHT OF WAY							
Suddenlink Cable Franchise	6102	1,426,264	1,241,294	1,116,239	1,535,000	950,000	(38.1)
Xcel Power Franchise	6103	283,729	915	892	1,000	900	(10.0)
Atmos Gas Utility Franchise	6105	3,838,085	3,820,331	3,434,880	3,778,000	3,600,000	(4.7)
South Plains Electric Cooperative Franchise	6107	2,510,516	2,123,121	2,326,427	2,175,000	2,600,000	19.5
West Texas Gas	6110	65,947	93,462	88,860	75,000	92,000	22.7
In Lieu of Franchise	6052	23,359,193	22,959,277	20,381,131	24,158,803	24,370,999	0.9
Telecommunications Right-of-Way	6125	1,447,854	1,467,592	1,230,475	1,576,000	1,000,000	(36.5)
TOTAL FRANCHISE FEES/RIGHT OF WAY		32,931,587	31,705,993	28,578,904	33,298,803	32,613,899	(2.1)
LICENSES AND PERMITS							
Mixed Beverage Permit	6201	117,965	102,620	110,200	100,000	-	(100.0)
Late Night Mixed Beverage Permit	6202	6,300	975	150	-	-	-
Catering Mixed Beverage Permit	6203	2,250	-	-	-	-	-
Cartage Mixed Beverage Permit	6204	120	20	-	-	-	-
Food Establishment Permit	6206	598,735	817,070	923,878	901,450	950,000	5.4
Swimming Pool Permit	6207	91,515	101,915	105,300	111,750	112,000	0.2
Food Truck Permit	6211	35,075	36,840	38,126	46,500	42,000	(9.7)
Coin Operated Machine Permit	6214	31,100	36,100	41,700	34,000	41,000	20.6
Vehicle for Hire Permit	6216	5,650	5,850	4,890	5,645	5,700	1.0
Tow Truck Permit	6217	2,920	4,925	4,085	4,530	3,860	(14.8)
Bicycle and Scooter Sharing	6219	750	750	750	750	750	-
Underground Storage Tank Inspection Permit	6220	2,300	3,500	1,350	3,500	1,250	(64.3)
Building Permit	6222	2,254,561	2,136,317	1,556,693	2,224,092	1,900,000	(14.6)
Electrical Construction Permit	6223	720,954	636,854	610,503	629,420	600,000	(4.7)
Plumbing Construction Permit	6224	789,770	606,841	569,116	916,524	760,000	(17.1)
Mechanical Construction Permit	6225	695,512	519,871	469,749	556,578	500,000	(10.2)
Peddler Permit	6226	1,800	2,450	15,510	2,500	2,800	12.0
Outside Promotional Sales Permit	6227	12,130	5,600	9,100	8,800	9,000	2.3
Charitable Solicitation Permit	6228	2,400	2,430	1,530	2,500	1,700	(32.0)
Animal Licensing/Registration	6229	-	-	-	-	-	-
Rabies Vaccination Permit	6230	2,995	3,185	2,321	2,700	2,750	1.9
Street Alley and Curb Permit	6231	-	20,275	23,900	25,000	24,000	(4.0)
Land Use License	6232	33,525	35,194	33,788	12,000	15,000	25.0
Land Abandonment and Closure License	6233	10,700	9,990	15,557	12,000	12,000	-
Loading Zone Permit	6234	320	320	-	-	-	-
Recreational Street Use Permit	6235	27,030	24,495	22,431	25,000	25,000	-
Fire Works Permit	6236	345	2,000	2,250	2,250	2,500	11.1
Contractor Registration Permit	6240	67,175	75,275	70,925	64,515	68,835	6.7
Grease Hauling Permit	6243	8,554	8,448	9,925	9,400	10,000	6.4
Body Art/Piercing Permit	6244	6,055	11,090	15,792	7,800	9,000	15.4
Food Protection Certificate	6245	660	-	-	-	-	-
False Alarm Permit	6246	108,625	105,765	157,900	110,200	120,000	8.9
Smoking Permit	6248	11,400	17,197	18,831	17,000	14,000	(17.6)
Ice Cream Vendor Permit	6249	-	60	30	-	-	-
Barricade Permit	6250	1,050	4,770	3,500	3,500	5,500	57.1
Environmental Health Plan Review	6252	47,730	49,650	44,000	42,000	42,000	-
Inflatables Permit	6253	375	375	146	375	300	(20.0)
Group Home Permit	6254	780	480	-	-	-	-
Tent Permit Fee	6255	-	570	375	-	150	-
TOTAL LICENSES AND PERMITS		5,699,126	5,390,067	4,884,300	5,882,279	5,281,095	(10.2)
INTERGOVERNMENTAL REVENUE							
Grant - Health	6328	-	11,779	-	-	-	-
State Emergency Grant	6303	90,299	26,401	83,310	-	-	-
Grant - TX Forest Service	6334	123	-	-	-	-	-
Grant - PD JLEO	6342	18,366	18,548	15,310	43,481	45,000	3.5
DEA/ATF/FBI Reimbursements	6343	36,250	65,609	28,494	100,070	128,543	28.5
Library - County	6339	197,760	205,000	205,000	205,000	205,000	-
Vector Control - County	6340	169,293	175,000	175,000	175,000	175,000	-
State Law Enforcement Training Grant	6356	15,641	19,400	22,479	20,000	20,000	-
Maintenance Agreement	7592	3,010	-	6,020	3,010	3,070	2.0
TOTAL INTERGOVERNMENTAL REVENUE		530,741	521,737	535,613	546,561	576,613	5.5

General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Budget	Budget	% Change from
FEES FOR SERVICE	Number	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Development Services Fees							
Zoning Change	6401	\$ 92,357	73,030	55,477	70,000	48,000	(31.4)
Tax Certificate	6408	27,091	14,080	20,320	27,000	22,000	(18.5)
Zoning Plat	6412	329,289	209,295	81,825	210,000	176,000	(16.2)
Zoning Copy	6413	9,650	3,600	6,000	13,900	3,840	(72.4)
General Government Fees							
Returned Check	6410	190	327	65	250	350	40.0
Library Copy	6411	25,710	29,136	24,809	31,300	33,000	5.4
Weed Lien	6414	276,267	222,630	217,351	245,400	239,000	(2.6)
Credit Card Service Fee	6462	-	-	5	-	-	-
City Secretary Fees							
Public Notarization	6419	78	30	-	150	150	-
Birth and Death Certificate	6501	475,018	504,984	484,780	500,000	485,000	(3.0)
Public Health Fees							
Reinspection/Repeat Violation Fee	6210	600	4,700	13,975	7,000	8,600	22.9
Annual Pool School	6429	3,045	3,465	3,735	3,400	3,600	5.9
Health Department Duplicate Permit	6432	180	260	-	200	200	-
Group Housing Safety Inspection	6434	750	1,400	700	1,250	1,250	-
Health Department Late Payment	6435	11,285	15,245	8,931	17,000	7,000	(58.8)
Miscellaneous Health	6514	280	860	100	250	100	(60.0)
Health Department	6517	19,279	20,252	22,060	105,000	-	(100.0)
Animal Shelter Fees							
Pet Adoption	6241	33,592	27,159	17,788	30,600	31,000	1.3
Pet Shop Permits	6242	-	300	-	-	-	-
Animal Shelter	6502	30,190	26,851	23,667	38,700	36,000	(7.0)
Animal Services Quarantine Processing	6533	18,092	19,580	24,626	25,200	25,500	1.2
Public Safety Fees							
Mowing Administration	6122	110,450	150,048	125,689	105,300	129,000	22.5
Cost of Court	6415	191,038	221,125	203,527	208,156	220,077	5.7
Citation Dismissal	6421	273,633	319,125	315,511	284,649	317,652	11.6
Court Time Payment	6428	4,972	3,314	2,984	2,170	1,986	(8.5)
Code Enforcement Training	6430	130	3,492	6,850	1,950	3,500	79.5
Foster Home Safety Inspection	6433	3,720	4,540	3,080	3,500	3,500	-
Fire Inspection	6436	152,047	168,914	127,597	149,000	141,241	(5.2)
Open Burning	6437	700	500	1,000	500	11,500	2,200.0
Crossing Guard	6446	32,480	27,173	33,239	30,000	30,000	-
Police Accident Report	6450	60,344	51,860	40,454	53,500	40,000	(25.2)
Police Record Check	6452	700	790	930	840	1,020	21.4
Fire Incident Report	6455	-	-	11	-	-	-
Police Fingerprinting	6456	3,180	4,030	3,736	3,600	3,700	2.8
Fire Classroom	6459	10,954	53,720	28,083	44,000	34,000	(22.7)
Junk Vehicle Towing	6461	-	27,630	21,726	25,000	30,000	20.0
Demolition Lien	7501	26,958	108,437	32,961	63,500	63,500	-
Public Works Fees							
Parking Sign	6439	-	1,200	-	-	-	-
Residential Parking	6441	1,185	1,170	1,110	1,170	1,110	(5.1)
Inspections (Street & Drainage)	6473	-	150,503	194,147	274,092	150,000	(45.3)
Street and Alley Use	7505	14,600	9,700	12,400	17,000	11,500	(32.4)
Engineering Review	7507	407,805	159,191	75,982	-	50,000	-
General Consumer Landfill Surcharge	6630	6,147,989	6,464,005	6,718,602	6,973,342	7,421,788	6.4
Solid Waste Municipal Disposal	6631	574,364	820,869	510,849	650,000	632,443	(2.7)
Recycled Products	7201	104,402	45,074	175,094	150,000	151,500	1.0
General Consumer Metered	7523	19,280,880	19,064,590	19,825,887	21,468,624	21,418,151	(0.2)
Municipal Metered	7530	78,159	87,568	71,856	80,000	80,800	1.0
Cultural and Recreational Fees							
Kickball Registration	6442	-	-	6,920	-	4,500	-
Test Proctoring	6444	683	817	802	800	875	9.4
Interlibrary Loan	6448	2,184	1,866	1,252	2,550	2,600	2.0
Swimming Pool Admission	6541	69,475	46,373	-	-	-	-
Swimming Pool Instruction	6542	65	8,928	-	-	-	-
Swimming Pool Concessions	6543	24,902	17,781	319	-	-	-
Swimming Pool Rental	6544	1,735	9,675	(300)	-	-	-
Joyland Lease Agreement	6547	36,000	-	-	-	-	-
Recreational Room Rental	6548	82,585	79,615	75,319	81,500	85,000	4.3
Indoor Recreational Class	6549	66,094	61,901	59,951	74,200	63,600	(14.3)
Food Truck Permit	6540	500	748	-	1,875	1,875	-
Park Usage Fee	6550	15,250	12,400	12,365	16,200	14,000	(13.6)
Park Vendor Commissions	6555	2,250	450	4,608	2,350	3,000	27.7
Parks and Recreation Special Events	6557	5,674	5,660	-	5,000	5,000	-
Volleyball League Registration	6559	11,530	12,350	13,700	10,000	12,500	25.0
Gym Rental	6560	1,250	250	-	1,250	1,250	-

General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Budget	Budget	% Change from
	Number	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
FEES FOR SERVICE							
Softball League Registration	6561	\$ 60,970	65,600	84,578	65,149	72,000	10.5
Field Reservation	6562	97,623	185,302	185,944	114,041	156,000	36.8
Municipal Athletic Field User	6563	63,944	68,179	77,697	70,683	81,228	14.9
Tennis Lesson	6565	24,792	13,834	28,038	25,000	25,000	-
Tennis Tournament	6566	75	-	340	7,500	7,500	-
Tennis Center Concessions and Pro Shop	6567	-	1,318	6,593	8,000	8,500	6.3
Tennis Center Ball Machine Rental	6568	2,865	1,743	1,458	5,500	1,750	(68.2)
Tennis League Registration	6569	5,233	1,083	2,850	15,000	10,000	(33.3)
Tennis Center Court	6570	10,121	28,136	30,354	22,048	26,000	17.9
Tennis Center Membership	6571	18,637	17,500	22,330	27,000	23,000	(14.8)
Outdoor Recreation Concessions	6572	54,979	55,507	76,784	55,000	62,000	12.7
Show Wagon Rental	6575	10,110	15,250	20,089	10,250	15,000	46.3
Flag Football Registration	6576	-	-	2,954	3,500	3,500	-
Recreational Equipment Rental	6577	4,230	2,550	3,880	4,788	4,788	-
Softball Tournament	6579	88,050	10,050	-	-	-	-
Outdoor Recreation Advertising	6625	-	372	-	-	-	-
Watercraft Rentals	6626	500	250	250	500	500	-
Museum Fees							
Buddy Holly Center Merchandise Sales	6530	85,711	80,164	79,820	72,000	76,000	5.6
Garden and Arts Center Merchandise Sales	6546	1,055	1,615	577	1,100	900	(18.2)
Buddy Holly Gift Shop Merchandise	6591	52,588	43,546	37,398	45,000	45,000	-
Garden and Arts Center Special Events	6593	5,155	4,510	4,290	4,900	4,500	(8.2)
Buddy Holly Center Class	6594	541	3,654	1,672	3,200	2,000	(37.5)
Buddy Holly Center Rental	6595	470	950	400	500	1,000	100.0
Buddy Holly Center Tour	6596	2,321	994	1,458	1,500	2,000	33.3
Buddy Holly Center Admission	6597	127,213	122,661	103,845	120,000	118,000	(1.7)
Buddy Holly Center Consignments	6598	12,461	11,477	12,181	13,500	13,000	(3.7)
Buddy Holly Center Membership	6599	1,595	75	420	800	600	(25.0)
Silent Wings Group Tour	7674	44,173	49,614	44,582	45,900	47,000	2.4
Silent Wings Gift Shop Merchandise Sales	7675	36,025	35,863	37,079	34,000	36,000	5.9
Silent Wings Facility Rental	7676	2,290	2,290	1,545	2,000	2,000	-
Silent Wings Class	7694	1,118	873	745	1,200	800	(33.3)
Silent Wings Research Services	7695	132	100	358	250	300	20.0
Silent Wings Membership	7696	5,810	2,260	3,530	3,500	3,500	-
TOTAL FEES FOR SERVICES		29,974,597	30,211,885	30,588,493	32,895,527	33,112,124	0.7
FINES							
Municipal Court Fines	6701	2,622,769	3,083,290	3,179,182	2,853,475	3,289,923	15.3
Library Fines	6702	35,061	31,751	15,126	14,000	13,500	(3.6)
TOTAL FINES		2,657,830	3,115,041	3,194,308	2,867,475	3,303,423	15.2
INTEREST EARNINGS							
Interest on Investments	6802	1,528,042	3,910,930	6,682,839	2,600,000	5,500,000	111.5
Interest on Bank Accounts	6803	38,213	18,034	32,462	30,000	40,000	33.3
Interest Tax Notes	6874	1,916	11,606	14,894	-	-	-
TOTAL INTEREST EARNINGS		1,568,172	3,940,570	6,730,194	2,630,000	5,540,000	110.6
RECOVERIES OF EXPENDITURES							
Tow Truck Cost Recovery	7002	425,000	425,000	425,000	425,000	425,000	-
Recovery of Miscellaneous Expenses	7011	35,324	15,766	33,286	36,000	30,000	(16.7)
Recovery of Discounts	7012	6,537	6,480	6,821	7,500	7,000	(6.7)
Restitution	7024	14	38	-	-	-	-
New Sub City Engineer	7504	155,804	610	-	400	400	-
Subrogation	7510	1,122,900	1,518,554	419,684	200,000	200,000	-
Signs for New Subdivisions	7581	69,000	49,000	45,800	36,000	45,800	27.2
TxDOT Signal Maintenance Agreement	7594	106,893	53,264	133,541	106,660	106,660	-
Recovery of Weed Mowing Cost	7599	34,563	47,838	36,883	33,250	40,000	20.3
Texas Tech Signal Maintenance Agreement	7615	10,600	11,660	16,960	14,840	15,141	2.0
TxDOT TMC and Fiber Maintenance Agreement	7617	80,477	64,090	87,265	80,430	117,000	45.5
Airport Rescue Fire Fighting Training Facility	7620	24,600	58,000	75,237	95,000	75,000	(21.1)
TOTAL RECOVERIES OF EXPENDITURES		2,071,711	2,250,301	1,280,478	1,035,080	1,062,001	2.6

General Fund Line Item Funding Source Summary

	Account	Actual	Actual	Actual	Budget	Budget	% Change from
	Number	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
OTHER REVENUE							
Oil and Gas Royalties	6238	\$ 575,996	420,646	400,104	400,000	350,000	(12.5)
In Lieu of Property	6051	11,598,692	11,121,999	10,293,605	11,015,679	12,607,115	14.4
Wireless Communications	6472	12,000	-	-	1,000	-	(100.0)
Land and Lease Rent	6902	9,173	6,950	14,483	11,000	12,000	9.1
Building/Agricultural Rent	6917	51,842	107,816	68,562	57,000	57,000	-
Sale of Abandoned and Closed Streets and Alleys	7102	98,498	39,322	70,795	65,000	60,000	(7.7)
Sale of Surplus Equipment	7104	-	-	(0)	-	-	-
Sale of Land/Buildings	7107	500,000	1,437	-	-	-	-
Sale of Miscellaneous Art at Municipal Museums	7111	3,907	410	5,660	1,800	1,800	-
Sale of Scrap Metal	7112	-	-	-	-	-	-
Vending Machine Commissions	7573	13,021	14,758	12,601	14,000	14,000	-
Bond Revenue-Sale of Bonds	7801	-	-	-	-	-	-
Capital Lease Proceeds	7852	2,785,552	23,623	-	-	-	-
SBITA Proceeds	7853	-	189,405	498,887	-	-	-
Miscellaneous Other General Fund Revenue	7681	449,383	399,594	211,107	450,600	450,100	(0.1)
TOTAL OTHER REVENUE		16,098,063	12,325,960	11,575,805	12,016,079	13,552,015	12.8
TRANSFERS							
Transfers from Street Capital Fund	7912	-	-	-	1,524,850	-	-
Transfers from Solid Waste CIP Fund	7916	-	-	-	290,900	-	-
Transfers from LP&L	7918	1,895,328	2,493,965	1,905,807	2,017,848	1,995,492	(1.1)
Transfers from Water Fund	7924	2,148,492	2,246,542	2,331,960	2,463,482	2,323,224	(5.7)
Transfers from Wastewater Fund	7931	543,132	513,018	604,813	633,834	697,314	10.0
Transfers from Airport Fund	7941	1,983,660	2,119,166	2,364,893	2,502,392	2,655,647	6.1
Transfers from Risk Fund	7949	178,400	174,000	180,000	216,295	230,438	6.5
Transfers from Grant Fund	7951	-	-	11,243	-	-	-
Transfers from Storm Water	7973	605,412	601,692	604,438	632,884	791,623	25.1
TOTAL TRANSFERS		7,354,424	8,148,383	8,003,154	10,282,485	8,693,738	(15.5)
TOTAL REVENUE SOURCES		\$ 267,493,032	273,696,473	282,390,228	299,679,347	304,927,143	1.8
Use of Excess Reserves		-	-	-	14,680,689	11,760,248	(19.9)
TOTAL FUNDING SOURCES		\$ 267,493,032	273,696,473	282,390,228	314,360,036	316,687,391	0.7

Summary of General Fund Fee Changes

Animal Services

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	HLTH-ANIMAL SHELTER RECEIPTS	6502	Dangerous Animal License	175	200	25
Current	HLTH - QUARANTINE PROCESSING	6533	Rabies Specimen/Shipping Fee-City residents	225	250	25

Building Safety

NO PROPOSED CHANGES

City Secretary

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	FEE-NOTARY PUBLIC	6419	Fee for notarizing various permitted instruments as prescribed in the Government Code.	6	10	4
Current	HLTH-VITAL STATISTICS	6501	Notary Fee	6	10	4
Current	LIC-WRECKING/JUNKYARD PERMIT	TBD	Wrecking/Junkyard Permit Fee	Prorated 11 Application Fee & Prorated 55 License Fee	Non-Prorated 100	34

Code Enforcement

NO PROPOSED CHANGES

Community Recreation

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	PR-FOOD TRUCK PERMITS	6540	Food Truck Permit fees	250 per year / 125 per day	500 per year / 125 per day	250
Current	PR-BUILDING RENT	6548	Hodges, Maxey, Trejo, Simmons, & Rawlings-LAAC - Daytime	25	30	5
Current	PR-BUILDING RENT	6548	Kitchen Rental at any Community Center	25	30	5
Current	PR-BUILDING RENT	6548	Hodges, Maxey, Trejo, Simmons, & Rawlings- LAAC - Nights and Weekends	50	60	10
Current	PR-INSTRUCTIONS/CLASSES	6549	Safety City Open Recreation Child Summer Pass	45	50	5
Current	PR-PARK USAGE	6550	Special Event usage fee (51-300 people) - For Profit / Non-Profit	100 to 500	250 to 500	150
Current	PR-PARK USAGE	6550	Special Event usage fee (50 people or fewer)	50	125	75
Current	PR-PARK VENDOR COMMISSIONS	6555	Per Additional Vendors (6+)	75	25	(50)
Eliminated	PR-INSTRUCTIONS/CLASSES	6549	Safety City Open Recreation Family Summer Pass	75	-	(75)

Cultural Arts

NO PROPOSED CHANGES

Engineering

NO PROPOSED CHANGES

Engineering Inspection Services

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
New	Commercial Approach Inspection	7505	Fee for inspections of Commercial Approach	-	150	150
New	Commercial Driveway Cut Inspection Fee	7505	Fees are collected from contractors as an administrative fee for inspection services of repaired cut streets (in connection with construction of commercial driveways).	-	100	100

Environmental Health

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	LIC-TATTOO SHOP PERMITS	6244.13883	Body Art	250	275	25
Current	LIC-TATTOO SHOP PERMITS	6244.13884	Piercing	250	275	25
Current	LIC-SMOKING PERMITS	6248	Permit to allow on-premises smoking within city limits	200	250	50
Current	LIC- HEALTH PLAN REVIEW	6252	Fee for initial plan review of a new food facility, pool, spa, or public interactive water feature.	300	325	25
Current	FEE-GROUP HOUSING INSPECTION	6434	Group Housing Inspection	175	200	25
Eliminated	LIC-FOOD PROTECTION CERTIFICATE	6245	Fee for food safety course certification	140	-	(140)
Eliminated	LIC-CAFE PERMITS	6206.13863	Temporary Food Establishment First Day	65	-	(65)
Eliminated	LIC-CAFE PERMITS	6206.13864	Temporary Food Establishment Maximum of 14 Days	25	-	(25)
Eliminated	LIC-CAFE PERMITS	6206.13865	Sample Permit First Day	35	-	(35)
Eliminated	LIC-CAFE PERMITS	6206.13866	Sample Permit Maximum of 14 Days	10	-	(10)
Eliminated	LIC-FOOD TRUCK PERMIT	6211	Mobile Food Vending Permit Fee	250	-	(275)

Fire

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	LIC-UNDERGROUND STORAGE TANK PMT	6220	Permits for the inspection of flammable liquid tank installation and removal sites: Flammable Liquid	150	300	150
Current	LIC-FIRE WORKS PERMITS	6236	Fire Works Permit	500	1,500	1,000
Current	TENT PERMIT FEE	6255	Fee collected for tent permit	15	30	15
Current	FEE-FIRE INSPECTIONS	6436	Game Room permit inspection and reinspection fee-Fee is to recover some of the inspectors time and reduce re-inspections for this annual permit inspection.	100	150	50

Summary of General Fund Fee Changes

Current	FEE-FIRE INSPECTIONS	6436	Reinspection fee after failed fire inspection - Fees collected for fire alarm, automatic extinguishing system permit, hydrant flow testing, hospital and nursing home inspection services.	.01 per square foot of area covered by system. Minimum charge of 100.	.02 per square foot of area covered by system. Minimum charge of 100.	0.01
Current	FEE-FIRE INSPECTIONS	6436	Final Inspection - Fees collected for fire alarm, automatic extinguishing system permit, hydrant flow testing, hospital and nursing home inspection services.	.005 per square foot of area covered by system. Minimum charge of 100.	.01 per square foot of area covered by system. Minimum charge of 100.	0.005
Current	FEE-FIRE INSPECTIONS	6436	Fee collected for reinspection after failed inspections	0.015 per square foot of area covered by system; min of 100	0.02 per square foot of area covered by system; min of 100	0.005
Current	FEE-FIRE INSPECTIONS	6436	Fee collected for resubmittal of plans post rejection	0.015 per square foot of area covered by system; min of 100	0.02 per square foot of area covered by system; min of 100	0.005
Current	FEE-FIRE INSPECTIONS	6436	Fee for fire prevent device/systems in hospitals	4 per bed; 275 min charge	8 per bed; 275 min charge	4
Current	FEE-FIRE INSPECTIONS	6436	Mobile Food Vendor fee -Fee collected for annual fire inspection required to obtain permit for operation	30	50	20
Current	FEE-FIRE INSPECTIONS	6436	Fee for hydrant flow testing	120	200	80
Current	FEE - OPERATIONAL PERMIT	6436	Operational permit - Places of Assembly Occupant load (sect 105, IFC) Fee to cover additional time spent with owners who open a new place of assembly requiring an occupant load sign.	.005 per square foot of area measured. Minimum charge of 100.	100	100
Current	REINSPECTION FEE	6436	Reinspection fee: Operational permit - Places of Assembly Occupant load (sect 105, IFC) Reinspect fee for owners that lost their required occupant load sign, changed floorplans, who create overcrowding resulting in a revoked permit	.01 per square foot of area measured. Minimum charge of 100.	1,000	1,000
Current	FEE-OPEN BURNING	6437	Open burn permit fee	500	2,000	1,500
New	FEE-FIRE INSPECTIONS	6436	Misc. Inspection/Review Fee (Dry Standpipe, Solar, etc)	-	100	100
New	FEE-FIRE INSPECTIONS	6436	Misc. Reinspection/Review Fee (Dry Standpipe, Solar, etc)	-	150	150
Eliminated	LIC-FIRE WORKS PERMITS	6236	Annual fire works permit	750	-	(750)
Eliminated	FEE-FIRE INSPECTIONS	6436	Dry standpipe fee (IFC 905) - construction permit. Review & inspection fee that is separate from any form of a suppression system fee -but required by code to meet the emergency response reach requirements.	100 per standpipe	Move specific fee to consolidated account	-

Garden & Arts

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	PR-BUILDING RENT	6548.00516	Garden & Arts Auditorium Non-Profit Hourly - Nights & Weekends	45	50	5
Current	PR-BUILDING RENT	6548.00516	Garden & Arts Auditorium General Public Hourly - Daytime	45	65	20
Current	PR-BUILDING RENT	6548.00516	Garden & Arts Auditorium Non-Profit Hourly - Daytime	25	30	5
Current	PR-BUILDING RENT	6548.00516	Garden & Arts Auditorium Annual Member Non-Profit per 4 hours - Normal hours	20	25	5
Current	PR-BUILDING RENT	6548.00516	Garden & Arts Meeting Rooms General Public Hourly - Normal hours	25	35	10
Current	PR-BUILDING RENT	6548.05765	Historic St. Paul's and Rose Garden Mon-Thurs	350	400	50
Current	PR-BUILDING RENT	6548.05765	Historic St. Paul's and Rose Garden Fri-Sun	600	700	100

Libraries

NO PROPOSED CHANGES

Municipal Court

NO PROPOSED CHANGES

Museums

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	SILENT WINGS RESEARCH SERVIC	7695	Compact Disc/DVD	2.50	5	2.50

Outdoor Recreation

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	PR-VOLLEYBALL LEAGUE	6559	Team Fee	190 to 380	190 to 450	70
Current	PR-S.B. ENTRY FEE	6561	Team Fee	150 to 375	150 to 600	225
Current	PR-FIELD RESERVATION	6562	Rogers Gym Rental	32/hr (2hr min)	32	32
Current	PR-FIELD RESERVATION	6562	League Rental - Field Preparation Fee & Temporary Fence	25 to 100	10 to 100	(15)
Current	PR-FIELD RESERVATION	6562	Tournament Rental - Mackenzie, Berl Huffman And User Group Complex	125 to 175	100 to 175	25
Current	PR-FIELD RESERVATION	6562	Field Rental	40/55/70	40	(15) to (30)
Current	PR-FIELD RESERVATION	6562	Light Charge (per field, per hour) - All athletic facilities	15	15 to 21	6
Current	PR-FIELD RESERVATION	6562	Entire Facility Rental Berl Huffman Synthetic Turf Reservation	2,000	2,075	75
Current	PR-FIELD RESERVATION	6562	Field Rental Berl Huffman Synthetic Turf Reservation	40	42	2
Current	PR-FIELD RESERVATION	6562	Field Rental - Optional Services & Miscellaneous Fees - City/Maintenance Staff (two person minimum) and Equipment/Materials (if available)	25 to 100	30 to 125	5 to 25
Current	PR-USER FEES	6563	Resident (Paid On Time/Paid Late)	6 to 11	6.50 to 30	0.50 to 19
Current	PR-USER FEES	6563	Non-Resident (Paid On Time/Paid Late)	8 to 16	8 to 35	19
Current	PR-USER FEES	6563	Cross Country User	3	4	1
Current	PR-TENNIS INSTRUCTION	6565	Camp	40 to 50	45 to 60	5 to 10
Current	PR-TENNIS INSTRUCTION	6565	Junior Development Group Lesson	60 to 105	65 to 110	5 to 5
Current	PR-TENNIS TOURNAMENTS	6566	Entry fee (Tennis & Pickleball)	20 to 50	25 to 55	5 to 5
Current	PR-BALL MACHINE RENTAL	6568	Members/ Non-Members (Hourly)	7.5 to 10	10 to 15	2.5 to 5
Current	PR-LEAGUES Member	6569	Member/Non-Member entry fees	20 to 30	25 to 35	5 to 5
Current	PR-COURT FEES	6570	Tournament/League Court Fee (non-BRTC) - (USTA, SPTA, etc.), and local high school practices using the facility	5 to 9	4 to 12	(1) to 3
Current	PR-COURT FEES	6570	Non Member (Tennis & Pickleball)	3.5	4.0 to 5.0	0.50 to 5
Current	PR-MEMBERSHIPS	6571	Tennis Center Youth/Senior	75	100	25
Current	PR-MEMBERSHIPS	6571	Tennis Center Adult	125	150	25

Summary of General Fund Fee Changes

Current	PR-MEMBERSHIPS	6571	Tennis Center Family	175	200	25
Current	PR-OUTDOOR CONCESSIONS	6572	Concession Items (Food&Beverage, Novelty Items)	0.25 to 6	0.25 to 60	55
Current	PR-SHOW WAGON RENTAL	6575	Extra Staging	250	275	25
Current	PR-SHOW WAGON RENTAL	6575	Show Wagon	1,000	1,250	250
Current	PR-SHOW WAGON RENTAL	6575	Multi-day	500	550	50
Current	PR-SHOW WAGON RENTAL	6575	Sound System (mics, speakers and audio switch board)	400	425	25
Current	PR- SOCCER	6576	Entry fee	250	250-500	250
Current	PR-FLAG FOOTBALL	6576	Entry fee	400	400-600	200
New	PR-FIELD RESERVATION	6562	Reschedule Processing Fee	-	10	10
New	PR-FIELD RESERVATION	6562	Late Documentation Processing Fee	-	25 per document/per day	25
New	PR-USER FEES	6563	Trash Pick-Up	-	10 per bag	10
New	PR-COURT FEES	6570	Staff Assistance Fee	-	15/hr per staff member	15
Eliminated	PR-SWIMMING POOLS	6541	Group admission	1.75	-	(1.75)
Eliminated	PR-SWIMMING POOLS	6541	Youth Admission	2	-	(2)
Eliminated	PR-SWIMMING POOLS	6541	Adult Admission	3	-	(3)
Eliminated	PR-SWIMMING INSTRUCTION	6542	Swimming lessons	60	-	(60)
Eliminated	PR-SWIM POOL CONCESSIONS	6543	Pool Concession Items (Packaged Food and Beverages)	0.25 to 6	-	-
Eliminated	PR-SWIM POOL RENTAL	6544	Rental Fee for 1-75 people-Clapp	375	-	(375)
Eliminated	PR-S.B. ENTRY FEE	6561	Softball Sales	8 to 60	-	(60)
Eliminated	PR-FIELD RESERVATION	6562	Field Rental - Berl Huffman Athletic Complex (Tournament/Practice/Other Games) 51+ hours booked each reservation	35	-	(35)
Eliminated	PR-FIELD RESERVATION	6562	Field Rental - Berl Huffman Athletic Complex (Tournament/Practice/Other Games) 16 hrs-30 hrs booked each reservation	38	-	(38)
Eliminated	PR-FIELD RESERVATION	6562	Field Rental - Berl Huffman Athletic Complex (Tournament/Practice/Other Games) 31-50hrs booked each reservation	36	-	(36)
Eliminated	PR-COURT FEES	6570	League Court Fee (non-BRTC) - singles/doubles Tennis & Pickleball	5 to 8	-	(5) to (8)
Eliminated	PR-TENNIS TOURNAMENTS	6570	Tournament fee for outside leagues (USTA, SPTA, etc.), and local high school practices using the facility	4 to 8	-	(4) to (8)

Planning

NO PROPOSED CHANGES

Police

NO PROPOSED CHANGES

Public Health

NO PROPOSED CHANGES

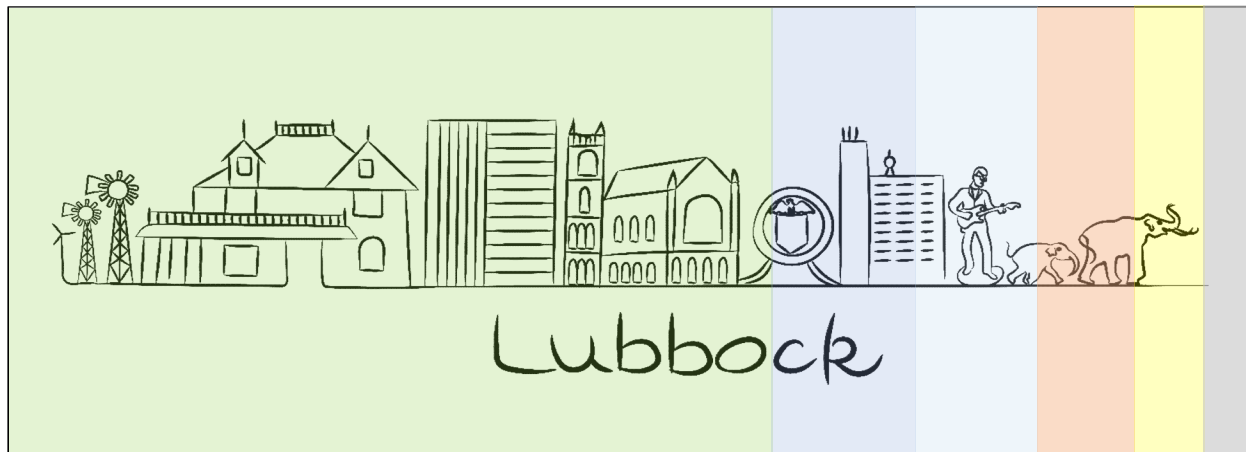
Traffic Engineering

NO PROPOSED CHANGES

Solid Waste

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	SLD WST-GEN CONS LNDFIL SURCHG	6630	Tipping Fee (WTRDF)	40.00	41.00	1.00
Current	SLD WST-MUN DISPOSAL FEE	6631	Tipping Fee (Special Waste)	76.70	78.61	1.91
Current	SW-GEN CONSUMER METERED	7523	Monthly residential garbage charge	19.50	20.50	1.00
Current	SW-GEN CONSUMER METERED	7523	Monthly commercial garbage charge for 2 cubic yard dumpster	51.88	54.54	2.66
Current	SW-GEN CONSUMER METERED	7523	Monthly commercial garbage charge for 3 cubic yard dumpster	76.90	80.84	3.94
Current	SW-GEN CONSUMER METERED	7523	Monthly commercial garbage charge for 4 cubic yard dumpster	101.92	107.14	5.22
Current	SW-GEN CONSUMER METERED	7523	Monthly commercial garbage charge for 6 cubic yard dumpster	147.54	155.10	7.56
Current	SW-GEN CONSUMER METERED	7523	Monthly commercial garbage charge for 8 cubic yard dumpster	193.16	203.07	9.91
Current	SW-GEN CONSUMER METERED	7523	Small Commercial	38.45	40.42	1.97

Appropriation Summary

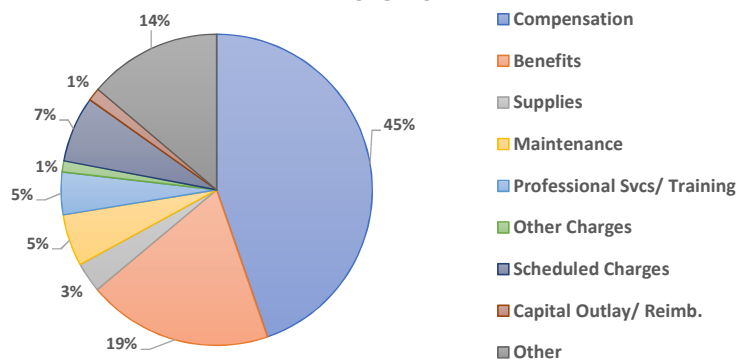


Administrative Services - 7.2%	Public Works - 11.9%
Cultural & Recreation Svcs - 6.4%	Public Safety & Health Services - 57.6%
Development Services - 3.0%	Other (Transfers) and COL Adjust. - 13.8%

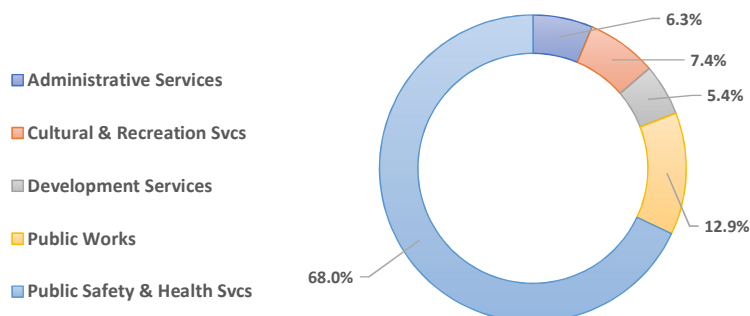
BY FUNCTION	Budget FY 2024-25	Proposed FY 2025-26	Variance	% Variance
Administrative Services	\$ 23,944,342	23,208,953	(735,389)	(3.1)
Cultural & Recreation Svcs	19,896,159	20,624,805	728,646	3.7
Development Services	9,736,548	9,724,918	(11,630)	(0.1)
Public Works	40,864,172	38,216,619	(2,647,553)	(6.5)
Public Safety & Health Services	177,817,511	184,331,311	6,513,800	3.7
Other (Transfers)	42,101,304	39,185,335	(2,915,969)	(6.9)
COL Adjustment		1,395,450		
General Fund TOTAL	\$ 314,360,036	316,687,391	931,905	0.7

BY CATEGORY	Budget FY 2024-25	Proposed FY 2025-26
Compensation	\$ 140,023,168	140,941,995
Benefits	59,773,559	60,651,719
Supplies	9,436,321	9,765,562
Maintenance	17,617,845	17,005,705
Professional Svcs/ Training	13,252,470	13,920,947
Other Charges	4,469,416	3,611,503
Scheduled Charges	20,715,899	21,586,363
Capital Outlay/ Reimb.	6,970,054	4,228,841
Other	42,101,304	43,579,306
Cost of Living Adjustment		1,395,450
TOTAL	\$ 314,360,036	316,687,391

Proposed Budget
FY 2025-26



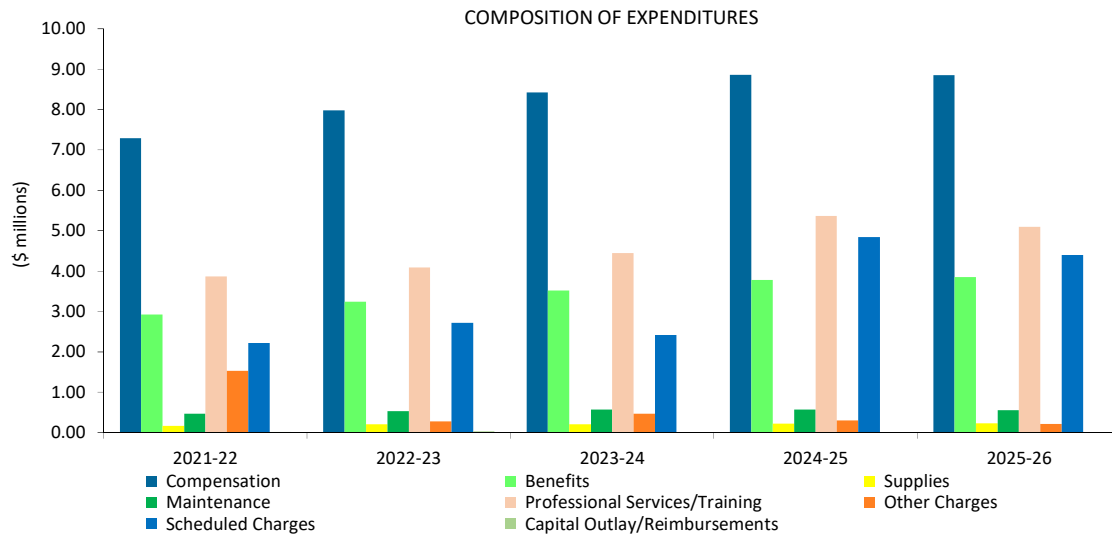
FY 2025-26 Full Time Equivalent Positions



BY FUNCTION	Budget FY 2024-25	Budget FY 2025-26
Administrative Services	108	107
Cultural & Recreation Svcs	116	125
Development Services	93	92
Public Works	221	218
Public Safety & Health Svcs	1156	1151
TOTAL	1,694	1,693



Administrative Services



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 7,293,073	7,979,989	8,423,166	8,860,765	8,854,414	(0.1)
Benefits	2,923,047	3,239,079	3,521,163	3,777,140	3,853,458	2.0
Supplies	164,459	201,801	202,849	219,029	226,351	3.3
Maintenance	470,532	533,162	575,726	566,156	558,888	(1.3)
Professional Services/Training	3,865,842	4,085,103	4,442,102	5,364,555	5,098,388	(5.0)
Other Charges	1,527,103	281,194	467,170	300,773	216,695	(28.0)
Scheduled Charges	2,216,577	2,715,414	2,421,358	4,846,924	4,400,759	(9.2)
Capital Outlay/Reimbursements	18,296	28,698	4,855	9,000	-	(100.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 18,478,927	19,064,440	20,058,389	23,944,342	23,208,953	(3.1)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
City Attorney	\$ 2,227,136	2,418,993	2,701,132	2,699,687	2,783,015	3.1
City Council	639,457	620,674	572,878	613,325	601,937	(1.9)
City Manager	1,811,072	1,694,512	1,869,613	1,911,128	1,921,817	0.6
City Secretary	1,683,243	1,750,236	1,729,465	2,171,131	1,904,566	(12.3)
Facilities Management	5,444,727	4,965,760	4,898,746	5,559,449	5,108,509	(8.1)
Finance	3,040,147	3,531,838	3,717,935	3,960,600	3,984,122	0.6
Human Resources	943,982	1,095,331	1,223,946	1,353,300	1,259,473	(6.9)
Internal Audit	312,179	424,021	315,444	307,914	308,608	0.2
Non-Departmental	1,676,604	1,803,741	2,125,633	4,282,015	4,304,490	0.5
Communication and Public Engagement	700,380	759,333	903,597	1,085,793	1,032,416	(4.9)
TOTAL EXPENDITURES BY DEPARTMENT	\$ 18,478,927	19,064,440	20,058,389	23,944,342	23,208,953	(3.1)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Actual
City Attorney	15	15	15	15	15	-
City Council	3	3	3	3	3	-
City Manager	9	9	8	8	8	-
City Secretary	10	11	11	11	11	-
Facilities Management	16	16	16	16	16	-
Finance	32	33	33	32	32	-
Human Resources	11	11	12	12	11	(1)
Internal Audit	3	3	3	2	2	-
Communication and Public Engagement	11	9	9	9	9	-
TOTAL STAFFING	110	110	110	108	107	(1)



CITY ATTORNEY

MISSION AND PURPOSE

Provide legal services required by the City in its diverse operations. We provide the following services:

- Daily office conference 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.

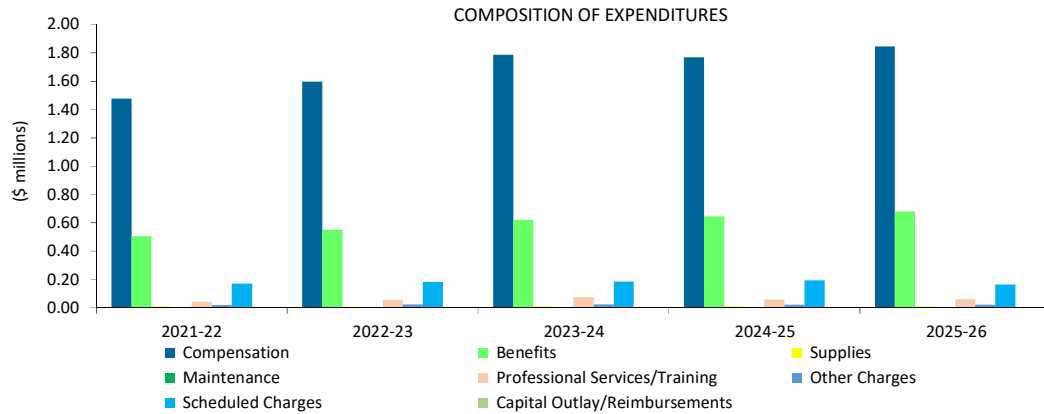
ACCOMPLISHMENTS FOR FY 2024-25

- Assisted City Council and senior City management in researching, preparing, and instituting the Meet and Confer process for Lubbock Fire Rescue and the Lubbock Police Department.
- Assisted City management in resolving several personnel matters.
- Assisted in research, preparation, and advocacy for the City of Lubbock’s legislative priority package before the 89th Texas Legislature.
- Continued representation and assistance with the City’s response to a high profile, recurring housing discrimination complaint.
- Represented the City in numerous employee grievance hearings internally and before third-party hearing examiners and the Civil Service Commission.
- Represented and defended the city in several discrimination complaints to the Equal Opportunity Employment Commission and the Texas Workforce Commission.
- Assisted City management and staff in interpreting, implementing, applying and amending the Unified Development Code.
- Assisted City staff with completion of the purchase of property associated with future Lake 7 site.
- Currently defending the city in federal and state court in 17 lawsuits and 11 Spears cases.
- Drafted and submitted approximately 820 briefs to the Texas Attorney General requesting an opinion on open record requests.
- Conducted approximately 40 hearings in court related to substandard structures.
- Conducted 11 jury trials, 9 non-jury trials and handled over 3,000 Municipal Court cases through pre-trial negotiation conferences.
- Responded to approximately 300 subpoenas in Federal Court, State District Court, and County Courts at Law, arguing before the court and filing responsive motions as necessary.

OBJECTIVES FOR FY 2025-26

- Continue to focus on providing high quality legal services to the City Council, City management and City staff.
- Continue to provide effective legal representation in court at all levels of government.
- Continue to provide effective legal representation in administrative proceedings.
- Fill attorney and staff vacancies created by senior level personnel leaving for higher paying positions or retiring and continue retaining and/or recruiting high quality candidates in a highly competitive market.

City Attorney Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,476,215	1,596,619	1,787,450	1,769,186	1,844,849	4.3
Benefits	506,970	551,358	619,595	645,500	680,677	5.4
Supplies	12,373	9,413	10,390	10,577	10,477	(0.9)
Maintenance	-	-	-	-	-	-
Professional Services/Training	42,535	55,509	75,690	57,360	59,052	2.9
Other Charges	18,871	24,276	23,367	22,300	22,300	-
Scheduled Charges	170,171	181,818	184,639	194,764	165,660	(14.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 2,227,136	2,418,993	2,701,132	2,699,687	2,783,015	3.1

STAFFING	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
City Attorney	15	15	15	15	15	-
TOTAL STAFFING	15	15	15	15	15	-

FULL-TIME POSITIONS			
Attorney I	1	Legal Assistant I	1
Attorney II	1	Legal Assistant II	2
Attorney III	3	Legal Management Assistant	2
City Attorney	1	Prosecutor	1
Deputy City Attorney - Litigation Section	1	Prosecutor - Attorney II	1
First Asst City Attorney	1	TOTAL FULL-TIME POSITIONS	15

CITY COUNCIL

MISSION AND PURPOSE

Provide the citizens of Lubbock with excellent customer service, offer administrative support for Mayor and City Council Members, serve as a resource for citizens and the Lubbock City Council to improve communication and customer services, and assist the Mayor and City Council as they provide leadership and direction for the City of Lubbock.

GOALS AND OBJECTIVES

- Inform the Mayor and City Council of citizen requests, concerns and inquiries, and help coordinate responses.
- Provide a variety of written material such as proclamations, recognitions, speeches, letters, statements, press releases, honorary citizenships, email correspondents and more.
- Facilitate and prepare for meetings, town halls, ribbon cuttings, groundbreakings, public appearances, and a variety of other events hosted by the Mayor and City Council.
- Maintain calendars for the Mayor and City Council, monitor the need for quorums, and ensure information and appropriate backup materials are given.
- Respond to all requests from the Mayor and City Council.
- Organize and attend special events or projects with or on behalf of the Mayor and City Council.
- Assist with Council Meetings by setting up the dais and helping citizens sign up for comments.
- Provide customer service to the members of the City Council, as well as constituents.
- Research topics and organize background information upon request.
- Communicate across departments to schedule meetings, gather information or facilitate action on behalf of the City Council and citizens.
- Book and organize travel for the Mayor and City Council.
- Provide PowerPoint and other appropriate presentations, remarks, informational handouts and resources for appearances, speaking engagements, and various events for the Mayor and City Council.
- Represent the Mayor, City Council, and the entire City organization in a positive and professional matter.
- Ensure the Mayor and City Council Members are well-informed regarding topics of interest, issues and concerns, and are aware of upcoming events, meetings, and scheduled appearances.
- Provide staff support to various City departments as it relates to needs from the City Council, as well as perform specific tasks to assist these departments as assigned.

ACCOMPLISHMENTS FOR FY 2024-25

- Planned, attended, and provided staff support at numerous public meetings including the following:
 - Quarterly Special Recognitions Ceremonies
 - State of the City Address
 - City Council Meetings
 - City Council Work Sessions and Joint Meetings
 - City Council Budget Workshops
 - Coffee with the Mayor
 - Town Halls
 - Road Bond Groundbreaking Celebrations
 - 4th on Broadway
 - Pickleball Facility Ribbon Cutting
 - Fire Station 20 Ribbon Cutting
 - Lubbock Public Health Department Ribbon Cutting
 - Junior Ambassador Program
 - Mayor's airport welcome recording
 - Leadership Lubbock – Government Day
 - Ports-to-Plains Conference and Meetings
 - Texas Big City Mayors Monthly Meetings
 - Lubbock 101 Staff Participation and Support

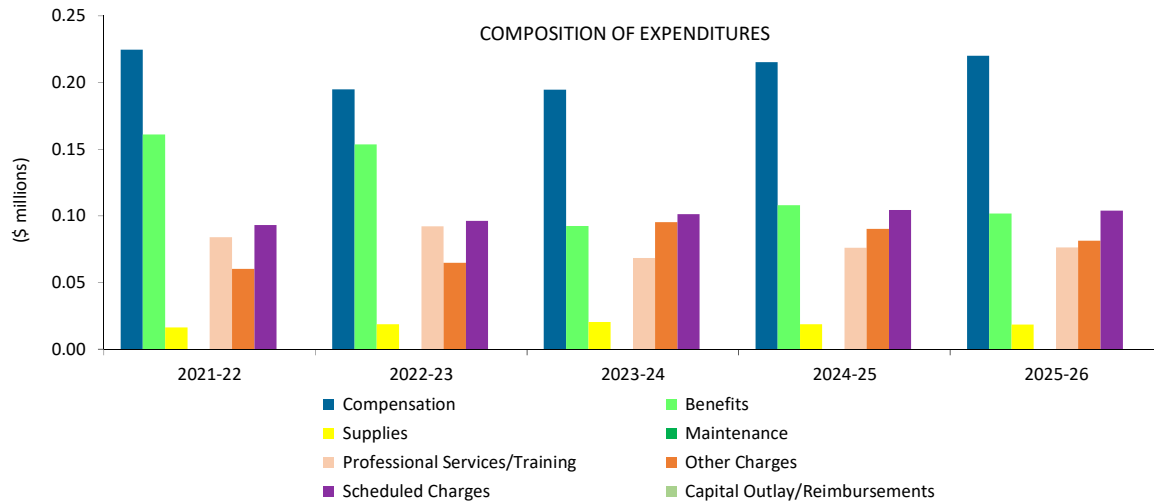
CITY COUNCIL

- Assist with City Manager's Breakfast
- Chamber of Commerce Luncheons and Events
- South Plains Association of Governments Meetings
- Lubbock Economic Development Alliance meetings and announcements
- Mandela Washington Fellowship
- Texas Tech's College of Agricultural Sciences & Natural Resources Civic Leadership Academy
- Hosted various other groups such as Boy Scouts, Girl Scouts, and school classrooms.
- Hired and trained for the City Council Internship Program.
- Provided the City Council with the highest level of professional staff support.
- Maintained Mayor's and several City Council Member's Social Media Accounts.
- Assisted City Manager's Office for Meet and Confer research.
- Successfully organized several travel events for the Mayor and City Council.
- Organized the Mayor's Monthly Parking Spot giveaway.
- Coordinated with the City Secretary's Office, and other departments, to ensure all necessary documents and grants get signed by Mayor.
- Help support and organize speeches and presentations at many events, celebrations, gatherings, award ceremonies, etc.
- Wrote letters of congratulations, recommendation, support, etc.
- Wrote press releases related to City Council activities.

OBJECTIVES FOR FY 2025-26

- Provide quality staff support for the Mayor and City Council.
- Ensure effective communication between the Mayor, City Council members, constituents, City departments and all individuals in contact with the Mayor and City Council office.
- Ensure transparency and quality leadership for the Mayor and City Council.
- Provide quality customer service to citizens, the Mayor and City Council Members.
- Represent the Mayor, City Council, and City organization in a positive, professional manner.
- Ensure the Mayor and City Council members are well-informed regarding public topics, issues, concerns, recognitions, upcoming events, meetings and scheduled appearances.
- Ensure City Council calendars and schedules are accurate and up-to-date, and all details, briefing, remarks, and background information are compiled for Councilmembers for each meeting.
- Provide appropriate information and backup materials for the Mayor's and City Council members' appointments, appearances, and activities.
- Supply Mayor and City Council members with thoroughly researched and organized speeches, remarks, and letters.
- Communicate with and assist other departments as directed by the Lubbock City Council.
- Continue to improve the Student Internship Program to provide students with municipal government experience, professional development, and a retain a positive relationship with our area's higher education institutions.

City Council Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 224,556	194,913	194,725	215,330	220,139	2.2
Benefits	161,022	153,634	92,432	108,209	101,664	(6.0)
Supplies	16,374	18,753	20,441	18,754	18,400	(1.9)
Maintenance	-	-	-	-	-	-
Professional Services/Training	83,897	92,162	68,557	76,175	76,325	0.2
Other Charges	60,263	64,904	95,402	90,300	81,400	(9.9)
Scheduled Charges	93,345	96,309	101,320	104,557	104,009	(0.5)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 639,457	620,674	572,878	613,325	601,937	(1.9)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
City Council	3	3	3	3	3	-
TOTAL STAFFING	3	3	3	3	3	-

FULL-TIME POSITIONS

Assistant to the City Council	1
Assistant to the Mayor	1
Liaison to the Mayor & CC	1
TOTAL FULL-TIME POSITIONS	3

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Document, research, and appropriately communicate internal and external inquiries	4,184	3,150	4,005	4,200	4,300	2.4
Process within 24 hours pending extent of request	100.0%	75.3%	100.0%	100.0%	100.0%	-
Organize appointments, meeting requests, and invitations to public events	1,554	1,530	1,433	1,310	1,375	5.0
Process within 24 hours pending Council availability	100.0%	98.5%	93.6%	91.4%	100.0%	9.4
Travel arrangements processed within 24 hours after Council member's confirmation	26	21	19	25	25	-
Organize Town Hall meetings, public forums, State of the City address, and other public engagements	48	53	55	35	45	28.6
Finalize arrangements within 5 working days prior to the meeting	100.0%	100.0%	100.0%	63.6%	100.0%	57.2
Deliveries (agenda books, elected official requests, items for City business)	31	42	36	25	25	-
Same day or within 24 hours if appropriate	100.0%	100.0%	85.0%	69.4%	100.0%	44.1
Prepare proclamations, special recognitions, certificates, speeches, talking points, and correspondence	548	552	475	625	650	4.0
Process in a timely manner, with five or more days prior to the presentation deadline as the target	100.0%	100.0%	86.1%	100.0%	100.0%	-

CITY MANAGER

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 Department 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.
- 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 2024-25

- Actively supported and successfully implemented Council's strategic planning efforts and objectives.
- Promoted continuous enhancement and expansion of performance-based accountability metrics.
- Supported senior leadership's active participation in Texas City Management Association (TCMA) and Texas Municipal League (TML).
- Fostered a customer-centric culture, ensuring exceptional service is at the forefront of every department's operations.

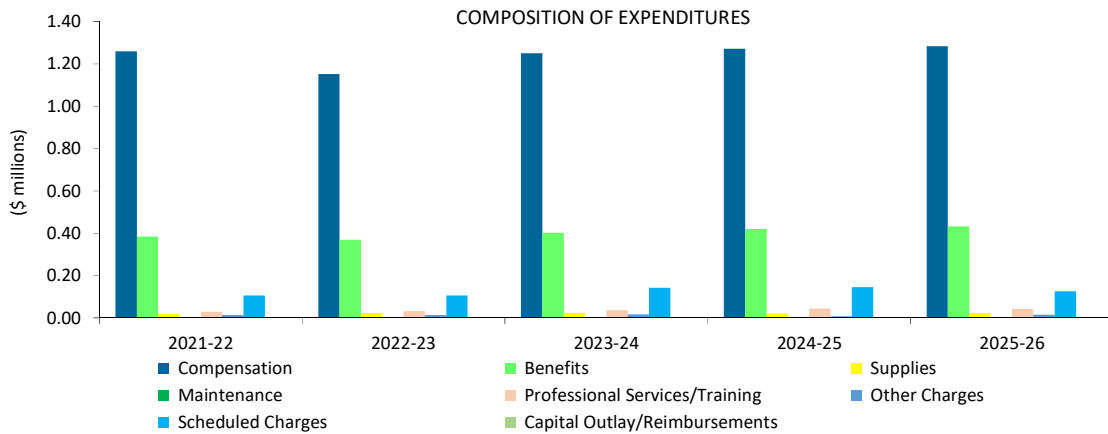
CITY MANAGER

- Successfully completed the \$60 million Public Safety Improvements Project with the opening of the Property/Evidence Warehouse and Crime Lab.
- Opened our 20th Fire Station, bolstering resources to meet the growing needs of South Lubbock.
- Onboarded a new Chief Financial Officer.
- Appointed a new Fire Chief.
- Secured approval of a \$103 million 2024 Street Bond.
- Continued implementation of the \$200 million 2022 Street Bond.
- Strengthened collaborative partnerships with Lubbock County through ongoing involvement in joint programs, projects, and committees.
- Expanded the Lubbock 101 program to deepen community engagement, providing residents with an exclusive behind-the-scenes look at City of Lubbock services and operations.
- Reduced organizational vacancy rates by enhancing recruitment and retention strategies, fostering a stable workforce.
- Continued the Field Services and Office Internship Summer Programs, providing valuable opportunities for young adults to gain work experience.
- Initiated Meet and Confer negotiations with Police and Fire Associations.
- Coordinated and collaborated with local non-profits, sponsors, volunteers and various city departments to provide the community with Fourth on Broadway festivities.
- Supported and advanced the City of Lubbock's legislative priorities by actively monitoring, analyzing, and engaging with Texas Legislature in coordination with the local delegation and our lobbyist during regular and special sessions of the 89th Texas Legislature.

OBJECTIVES FOR FY 2025-26

- Continue to support Council goals and adjust as new priorities are identified.
- Support Council strategic planning efforts.
- Evaluate strategic planning opportunities and study when applicable.
- Improve and expand performance-based accountability metrics.
- Provide training and resources to senior management to allow them to increase their leadership capacity and effectiveness.
- Maintain and expand a customer-centric culture for the organization to emphasize customer service to the community.
- Continue work on future Lake 7.

City Manager Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,259,996	1,152,186	1,249,329	1,272,281	1,283,776	0.9
Benefits	384,506	369,384	402,315	420,999	432,774	2.8
Supplies	19,116	21,823	23,936	20,754	22,400	7.9
Maintenance	-	-	-	-	-	-
Professional Services/Training	29,452	31,771	35,062	44,000	42,000	(4.5)
Other Charges	13,200	13,033	16,764	8,000	15,800	97.5
Scheduled Charges	104,802	106,316	142,206	145,094	125,067	(13.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,811,072	1,694,512	1,869,613	1,911,128	1,921,817	0.6

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
City Manager	9	9	8	8	8	-
TOTAL STAFFING	9	9	8	8	8	-

FULL-TIME POSITIONS			
Administrative Asst	1	City Manager	1
Asst. City Mgr - Community Svcs	1	Deputy City Manager	1
Asst. City Mgr	1	Management Assistant	2
Chief of Staff	1	TOTAL FULL-TIME POSITIONS	8

CITY SECRETARY

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, Game Room, vehicle for hire, and charitable, in a timely manner.

ACCOMPLISHMENTS FOR FY 2024-25

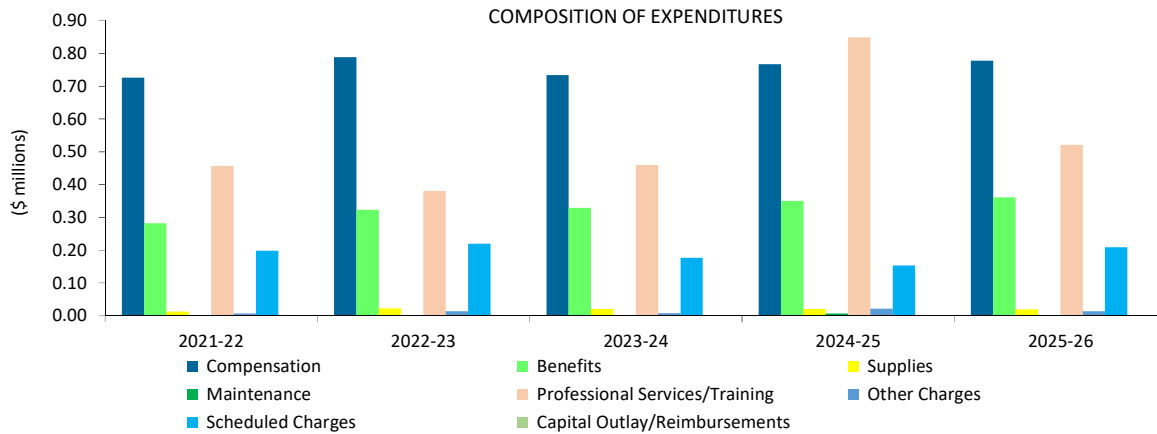
- Received the 2025 Texas Municipal Clerks Association Office Achievement of Excellence Award.
- Administered the November 5, 2024 Special Street Bond Election & Highland Oaks Annexation Election for the City of Lubbock.
- Published the 2024 Annual Boards/Commissions Report.
- Supported monthly meetings of the Appointments Advisory Board and the Permit and License Appeal Board.
- Conducted Board and Commission Staff Liaison Training and Records Management Training via Zoom for City Staff.
- Mailed out letters to 200 congregations, and emailed 51 congregations, to set the 2025 City Council schedule for leading the invocation at the regularly scheduled City Council meetings.
- Acknowledgement of Paternity Certification for seven employees.
- Birth Record Certification for four employees.
- Criminal Justice Information Services (CJIS) Certification for three employees.
- Issued approximately 244 permits (right-of-way, game room, vehicle for hire, and charitable), 1,024 coin-operated game decals, 5,673 birth records, 3,700 death records, and 594 burial transit permits.
- Worked with other City Departments and the City Council to sunset the Comprehensive Plan Oversight Committee and the Neighborhood Redevelopment Commission, as the need for those two boards had expired.
- Worked with the Community Development Department and City Council to merge the Community Development & Services Board and the Urban Renewal Agency Board of Commissioners into a single board.

CITY SECRETARY

OBJECTIVES FOR FY 2025-26

- Administer the 2026 May General Election, runoff election (if necessary), and any Special Election deemed necessary by City Council.
- Increase the number of department users for the electronic Records Management System (Laserfiche), and develop corresponding workflows for each department.
- Continue the process of moving our office's permits to Laserfiche forms for electronic submission and processing.
- Publish the 2025 Annual Boards/Commissions Report.
- Conduct Board and Commission Staff Liaison Training and Records Management Training for City Staff.
- Records Disaster Recovery Plan
- Update Records Management Policy

City Secretary Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 725,911	787,769	734,017	767,101	777,161	1.3
Benefits	281,563	322,984	328,764	351,262	361,690	3.0
Supplies	13,073	22,962	20,232	20,228	19,874	(1.8)
Maintenance	1,236	1,360	1,360	7,200	1,500	(79.2)
Professional Services/Training	456,261	381,050	459,773	849,344	520,954	(38.7)
Other Charges	6,743	14,136	7,850	22,074	14,045	(36.4)
Scheduled Charges	198,458	219,975	177,470	153,922	209,342	36.0
TOTAL EXPENDITURES BY CATEGORY	\$ 1,683,243	1,750,236	1,729,465	2,171,131	1,904,566	(12.3)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
City Secretary	10	11	11	11	11	-
TOTAL STAFFING	10	11	11	11	11	-

FULL-TIME POSITIONS					
City Secretary	1		Records Management Administrator		1
Deputy City Secretary	1		Sr. Deputy Registrar		1
Deputy Registrar	3		Vital Statistics Manager		1
Management Assistant	3		TOTAL FULL-TIME POSITIONS		11

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Records Management Liaison Training	1	1	1	1	1	-
Boards & Commissions Staff Liaison Training	1	1	1	1	1	-
Ordinances/Resolutions Processed	760	711	757	720	720	-
Return to department within 2 workdays after receipt of completed documents	100.0%	100.0%	100.0%	100.0%	100.0%	-
Legal Notices Published	285	240	247	250	250	-
Submit no later than Thursday following Council meeting	100.0%	100.0%	100.0%	100.0%	100.0%	-
City Council Minutes	68	50	53	40	45	12.5
Submit for approval no later than 2 meetings after respective Council	100.0%	100.0%	100.0%	100.0%	100.0%	-
Recreational Street Use Permits/Noise Permits/Carnival Permits	238	210	188	200	200	-
Issue permit no later than 1 day after final approval; or same day late event	100.0%	100.0%	100.0%	100.0%	100.0%	-
Charitable Permits	50	43	35	40	40	-
Issue permit no later than 1 week receipt of completed application	100.0%	100.0%	100.0%	100.0%	100.0%	-
Vehicle for Hire Permits	3	4	2	2	2	-
Issue permit within 1 week of receipt of completed application	100.0%	100.0%	100.0%	100.0%	100.0%	-

City Secretary Overview

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Non-Consent Tow Truck Permits	4	3	8	8	8	-
Issue permit within 2 weeks of receipt of completed application	100.0%	100.0%	100.0%	100.0%	100.0%	-
Transfer Ambulance Permits	5	4	4	4	4	-
Issue permit within 30 days of receipt of completed application	100.0%	100.0%	100.0%	100.0%	100.0%	-
Mobile Billboard Permits	2	2	-	-	-	-
Issue permit within 1 week of completed application]	100.0%	100.0%	100.0%	100.0%	100.0%	-
Game Room - Operating Permits	11	14	15	16	15	(6.3)
Issue permit within 1 business day of receipt of all approvals	100.0%	100.0%	100.0%	100.0%	100.0%	-
Game Room - Decals	693	849	1,024	1,030	1,030	-
Issue decals within 1 business day of receipt of approval (s)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Records Destruction Approval Requests from Departments	79	76	209	200	200	-
Process within 1 wk of receipt	100.0%	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Birth Records Filed	5,978	5,515	5,763	5,900	5,900	-
File within 5 days of receipt]	99.0%	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Death Records Filed	4,408	3,537	3,700	3,500	3,500	-
File within 10 days of receipt]	99.0%	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Medical Amendments Filed	408	518	301	300	300	-
File within 10 days of receipt	99.0%	100.0%	100.0%	100.0%	100.0%	-
Vital Statistics - Acknowledgement of Paternity Filed	25	38	16	15	15	-
File within 1 day of receipt]	99.0%	100.0%	100.0%	100.0%	100.0%	-

FACILITIES MANAGEMENT

MISSION AND PURPOSE

Ensure efficient and consistent management of city facilities and equipment—promoting safety, security, operational excellence, and high-quality experience for all city staff and visitors to any facility maintained by the Facilities Management Department. The department provides the following services:

- Maintains city facilities through effective management and supervision of city repairs and maintenance contracts for:
 - Roofing Projects
 - Custodial Services
 - HVAC R&M
 - Plumbing
 - Stand-By Generators
 - Fire Alarm Control Panels
 - Sprinkler Programs
 - Other Equipment or structural related needs.
- Conducts and oversees environmental inspections for city facilities.
- Ensures compliance of boilers, elevators, fire alarm systems, and fire extinguishers with state regulations and industry best practices.
- Manages Capital Improvement Program (CIP) projects related to city facilities, ensuring they are completed on time, within budget, and aligned with cost-efficiency and environmental responsibility goals.
- Performs both routine and complex preventative maintenance on infrastructure maintained by the department.
- Continuously seeks improvement to enhance customer satisfaction and meet evolving expectations.

GOALS AND OBJECTIVES

- Effectively manage Capital Improvement Program (CIP) projects as assigned or required for city facilities and major capital equipment replacements or repairs.
- Develop and implement comprehensive Preventative and Predictive Maintenance plans for each facility using an approved Computerized Maintenance Management System (CMMS) to enhance accountability and streamline work order management.
- Create and execute scheduled maintenance programs for HVAC systems, generators, fire alarm control panels (FACP), and other critical infrastructure to ensure compliance and alignment with industry best practices for automation and documentation.
- Procure and manage service contracts to ensure efficient and timely responses to service requests.
- Support staff training and employee satisfaction through ongoing evaluation and improvement initiatives.

ACCOMPLISHMENTS FOR FY 2024-2025

- Successfully completed Phase One of the Energy Efficiency Community Block Grant (EECBG) Voucher, with Department of Energy (DOE) approval received on February 8, 2024. The total project value was \$274.4 thousand, with Phase One valued at \$193 thousand. This phase included the full design and replacement of the City of Lubbock Police Academy Chiller System.
- Participated in and completed the Electrical Service for the City Communications Project, receiving special recognition from City Council on April 2, 2025.
- Completed and / or contributed to the following repair and renovation projects using Facilities Management staff:
 - Burgess Rushing Tennis Facility
 - Meadowbrook Clubhouse Countertops
 - Mahon Library Flooring
 - Groves Library Flooring & Paint
 - LPD Academy Sewer Line Replacement
- Completed the following CIP Public Safety Improvements Projects:
 - Public Health District Facility
 - Police Forensics / Property Facility

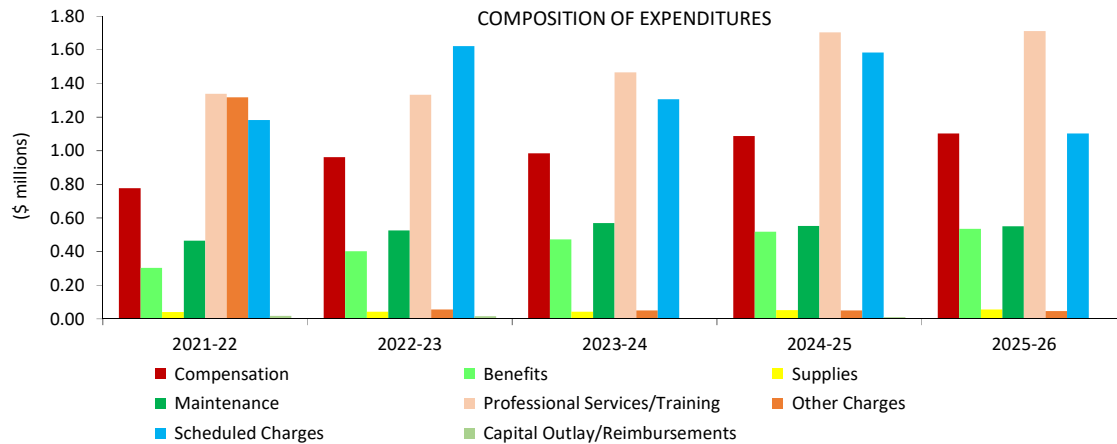
FACILITIES MANAGEMENT

- Completed space planning, electrical design, and infrastructure installation for the Fleet Services Diesel Particulate Filter (DPF) System.
- Hired and onboarded a Facilities Journeyman Electrician, who has successfully executed numerous in-house projects, including LED lighting retrofits and the design and installation of electrical infrastructure for the Fleet DPF System.
- Completed the State Energy Conservation Office (SECO) Grant project for interior and exterior lighting upgrades at the Maggie Trejo Community Center. The SECO Grant was awarded on February 22, 2024, in the amount of \$6.7 thousand.
- Directly managed and completed 32 Job Order Contracts (JOCs) to date, fulfilled approximately 1,554 work order requests, and conducted 86 environmental inspections for JOC projects, including:
 - Airport Administration Offices
 - Airport Electrical and Generator rooms
 - LP&L Business Center
 - Municipal Hill, Streets, LP&L, and Water Department building
 - Silent Wings Museum
- Collaborated with the City IT Department and OpenGov Engineering on the design and implementation of the Facilities Management Cartegraph Work Order and Asset Management System.
- Participated in the successful decommissioning of the former Dollar General store located at the Public Health District Building on 50th Street.
- Engineered and implemented a paver solution for the Citizens Tower 2nd Floor Patio.
- Designed and installed an elevator enclosure on the top deck of the Citizens Tower Parking Garage.
- Supported a citywide initiative to develop and launch an ADA Transition Plan and a public ADA Submittal Portal.

OBJECTIVES FOR FY 2025-26

- Develop and initiate Citizens Tower Chiller Plant Predictive Repair and Maintenance Program.
- Establish, input, and implement a minimum of 50 dedicated Preventative Maintenance schedules to enable automated work order generation and thorough equipment documentation.
- Evaluate and hire a Facilities Management HVAC Journeyman Technician to support departmental operations, including:
 - Implementing an EPA-mandated refrigerant use manifest program.
 - Administering repair and maintenance activities for the Emergency Operations Center HVAC system.
- Complete six roof repair or replacement contracts, totaling 23,382 square feet.

Facilities Management Overview



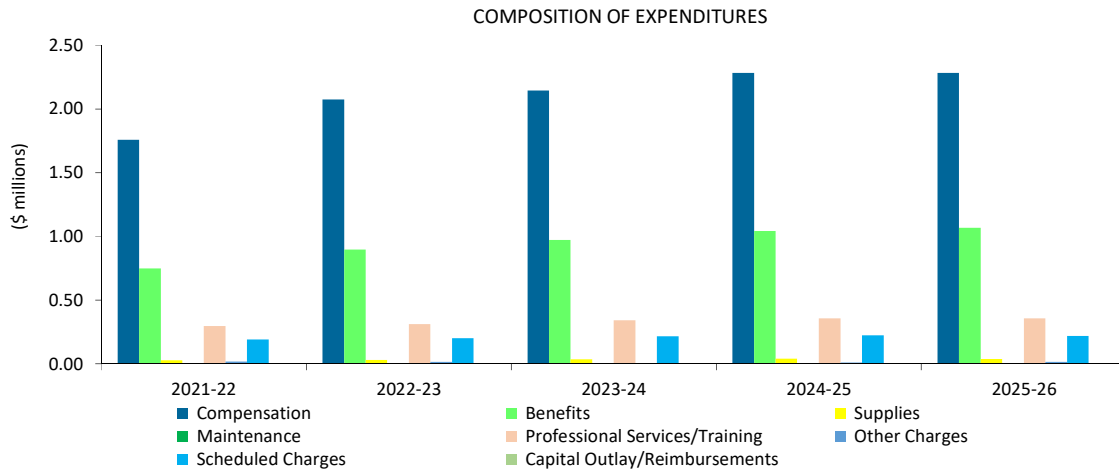
EXPENDITURES BY CATEGORY	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	% Change Budget
Compensation	\$ 776,387	961,482	985,445	1,087,527	1,103,046	1.4
Benefits	304,361	402,846	471,807	518,192	536,327	3.5
Supplies	39,632	43,189	42,730	51,174	56,293	10.0
Maintenance	465,474	527,120	570,021	553,355	551,355	(0.4)
Professional Services/Training	1,339,942	1,333,966	1,466,694	1,704,500	1,711,300	0.4
Other Charges	1,318,854	57,587	50,516	50,384	47,000	(6.7)
Scheduled Charges	1,181,780	1,623,371	1,306,678	1,585,317	1,103,188	(30.4)
Capital Outlay/Reimbursements	18,296	16,198	4,855	9,000	-	(100.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 5,444,727	4,965,760	4,898,746	5,559,449	5,108,509	(8.1)

STAFFING	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	Change Budget
Facilities Management	16	16	16	16	16	-
TOTAL STAFFING	16	16	16	16	16	-

FULL-TIME POSITIONS			
Administrative Asst	1	Facilities Maint Tech Leader	1
Asst. Dir Facilities	1	Facilities Maintenance Supvr	1
City Architect	1	Facilities Mgmt Journey Elec	1
Director of Facilities	1	Project Manager	2
Facilities Maint Tech	6	Senior Project Mgr	1
		TOTAL FULL-TIME POSITIONS	16

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
Service Metrics						
Total facilities operated (square foot)	3,527,145	3,500,446	3,571,611	3,610,633	3,610,633	-
Total SqFt of Roofing Contracted Repairs / Replacements	-	-	-	57,338	23,832	(58.4)
LED Lighting Fixture Retrofits	-	-	-	450	350	(22.2)
Custodial complaints	18	15	54	21	18	(14.3)
Environmental Inspections/Activities	62	50	86	12	10	(16.7)
Capital Improvement Projects	16	12	49	52	15	(71.2)
Job Order Contract Projects	92	50	53	32	35	9.4
Single Discipline Contract Projects	74	79	76	25	50	100.0
Performance Metrics						
Completion of normal work requests within twenty-four hours	93.0%	95.0%	95.0%	93.0%	100.0%	7.5
Emergency call responses within 30 minutes or less	92.0%	100.0%	100.0%	95.0%	100.0%	5.3
Change in Custodial Service Square Footage	-	-	-	34,079	8,032	

Finance Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,758,434	2,075,101	2,145,439	2,284,783	2,284,291	(0.0)
Benefits	747,345	896,562	973,150	1,043,562	1,069,154	2.5
Supplies	27,221	30,674	37,184	39,596	38,404	(3.0)
Maintenance	-	-	-	-	-	-
Professional Services/Training	296,346	312,506	343,138	357,875	358,175	0.1
Other Charges	18,584	15,696	3,346	11,370	15,270	34.3
Scheduled Charges	192,217	201,300	215,679	223,414	218,828	(2.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 3,040,147	3,531,838	3,717,935	3,960,600	3,984,122	0.6

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Accounting	\$ 1,823,717	1,987,913	2,060,490	2,165,145	2,162,631	(0.1)
Financial Planning & Analysis	651,876	833,821	958,368	1,045,618	1,049,114	0.3
Purchasing	564,554	710,104	699,077	749,837	772,377	3.0
TOTAL EXPENDITURES BY DEPARTMENT	\$ 3,040,147	3,531,838	3,717,935	3,960,600	3,984,122	0.6

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Accounting	17	17	17	17	17	-
Financial Planning & Analysis	7	8	8	8	8	-
Purchasing	8	8	8	7	7	-
TOTAL STAFFING	32	33	33	32	32	-

ACCOUNTING

MISSION AND PURPOSE

Manage the City's finances by recording and measuring financial activities in the Annual Financial Report. Provide accounting services that are high-quality, responsive, timely, cost effective, and that comply with legal and authoritative guidelines, i.e. Generally Accepted Accounting Principles, Governmental Accounting Standards Board (GASB), and the Texas Local Government Code.

GOALS AND OBJECTIVES

- Assist departments in improving cash receipts controls, provide credit card 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.

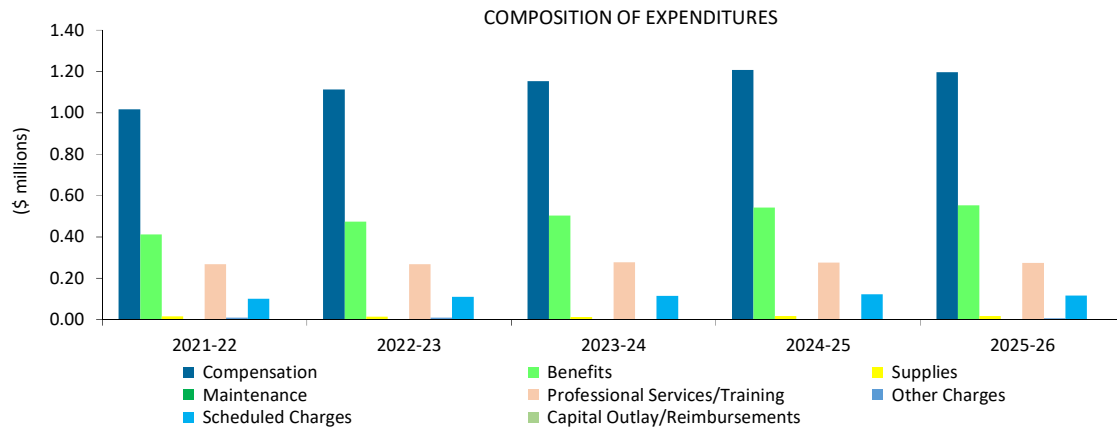
ACCOMPLISHMENTS FOR FY 2024-25

- Received Governmental Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for 39 years and Popular Annual Financial Reporting for 6 years.
- Completed the annual external audit with no findings.
- Implemented GASB 101 Pronouncement Compensated Absences.
- Conducted Kronos/payroll clerk training for 21 payroll clerks, assistant clerks, and managers strengthening 30 cost centers.
- Implemented paperless grant management system.
- Submitted annual report on Hotel Occupancy Revenue to the Comptroller of Public Accounts.
- Accounting participated in a City-wide tabletop cyber exercise in November 2024. The City is investing in determining how each department and function can continue to operate during a cyber incident.

OBJECTIVES FOR FY 2025-26

- Record and measure financial activities.
- Implement process for electronic storage for Accounts Payable records.
- Transition Franchise Fee documentation to digital storage.

Accounting Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,016,955	1,112,567	1,152,804	1,207,997	1,196,114	(1.0)
Benefits	412,508	473,761	503,574	542,224	553,399	2.1
Supplies	14,967	14,307	12,506	16,648	16,164	(2.9)
Maintenance	-	-	-	-	-	-
Professional Services/Training	268,269	267,935	276,926	275,329	274,606	(0.3)
Other Charges	9,468	9,771	196	270	6,270	2,222.2
Scheduled Charges	101,550	109,572	114,485	122,677	116,078	(5.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,823,717	1,987,913	2,060,490	2,165,145	2,162,631	(0.1)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Accounting	17	17	17	17	17	-
TOTAL STAFFING	17	17	17	17	17	-

FULL-TIME POSITIONS

Accounting Manager	2	Director of Accounting	1
Bookkeeper	3	Payroll Technician	2
Capital Program Finance Mgr	1	Senior Accountant	4
Chief Financial Officer	1	Sr Bookkeeper	2
Credit Compliance Specialist	1	TOTAL FULL-TIME POSITIONS	17

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected

Performance Metrics

Month end closed within 10 business days of month	95.0%	95.0%	95.0%	100.0%	100.0%	-
Comprehensive Annual Financial Report (CAFR) by 2nd Council Meeting in February	3/23	2/24	2/25	2/26	2/27	-
GFOA Certificate Awarded	Yes	Yes	Applied	-	-	-
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)	206,607	246,890	249,048	256,270	258,000	0.7

Service Metrics

Reporting funds (number)	47	47	49	49	49	-
Vendor ACH payments (number)	4,803	4,854	9,004	9,050	9,100	0.6
Procurement Card Transactions (number)	38,160	41,665	40,733	40,186	41,700	3.8
1099's issued (number)	655	218	220	250	300	20.0

FINANCIAL PLANNING & ANALYSIS

MISSION AND PURPOSE

Our mission is to provide management and the City Council with the tools and resources needed to be well-informed leaders and effective decision makers. This includes providing resources and assistance to citizens and City departments. FP&A provides timely and accurate information and analysis regarding budgeting, forecasting, and financial policy issues.

Guiding Principals

1. Integrity and Honesty
2. Producing Results for the Community
3. Collaborative and Transparent
4. Fiscal Conservatism and Compliance
5. Reliability and Consistency

GOALS AND OBJECTIVES

- Provide timely monthly financial reports for 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 to provide the lowest cost service to citizens.
- Manage and monitor General Fund financial model.
- Provide assistance to Public Improvement District Boards by providing financial information and assisting in the preparation of the annual service plan.
- 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 for Management and City Council.
- Provide assistance to all City departments related to budget and other financial issues.
- Strive to better communicate financial information to stakeholders including citizens.
- Emphasize the development and growth of employees.

ACCOMPLISHMENTS FOR FY 2024-25

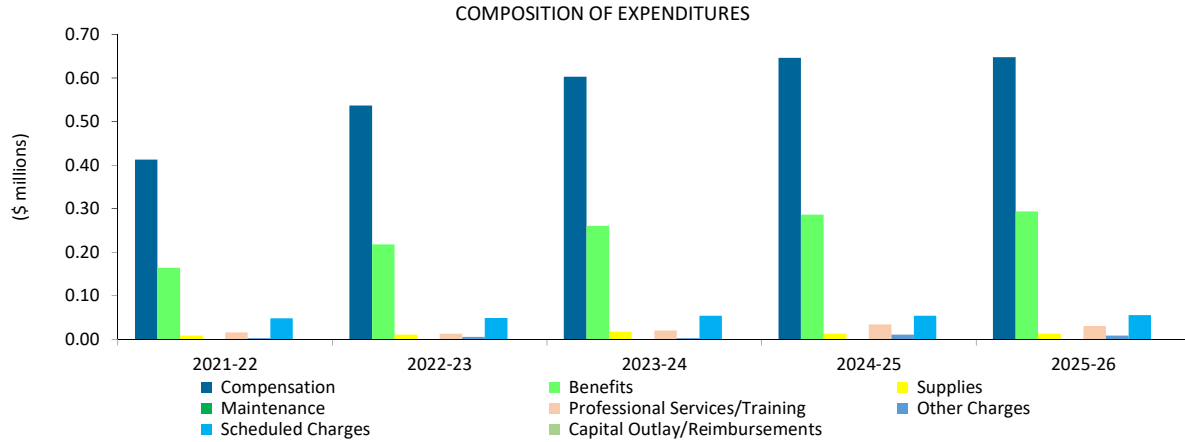
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2024-25 Budget document.
- Completed the annual budget and capital program and presented it to the City Council for adoption, meeting all statutory deadlines and requirements.
- Managed OpenGov platform used throughout the organization in operating and capital program management.
- Updated and revised all financial models to provide accurate revenue and expense projections to adopt appropriate rates on all municipal utilities.
- Provided financial forecasting to management and the City Council to assist in decision-making.
- Completed fee reviews for four departments.
- Prepared Management reports for the City Council and Management.
- Provided financial modeling to assist Tax Increment Reinvestment Zone Boards in preparing the budget and capital plan and all financial planning and reporting.
- Managed the financial affairs of the PIDs including providing quarterly financial reports.
- Provided budget and capital training for departments and city staff involved in budget development.
- Developed and provided capital project management training.
- Provided department heads with monthly budget reports assisting in the monitoring of budgets.
- Created a budget-in-brief as a summary of the annual budget to provide to Citizens and Management

FINANCIAL PLANNING & ANALYSIS

OBJECTIVES FOR FY 2025-26

- Obtain the GFOA Distinguished Budget Presentation Award for the FY 2025-26 Budget document.
- Continue to make improvements to the annual budget document to make it easier to read and understand by Citizens, City Council, and City Staff.
- Continue implementing all modules of OpenGov, create reporting and dashboards, and assist in monitoring and completing annual budgets.
- Provide timely monthly financial reports to Management and the City Council; to include any additional analytics needed to assist in decision making.
- Continue to improve the budget-in-brief as a summary of the annual budget for Citizens and Management.
- Monitor the budget to provide timely information to the City Manager and Management on any necessary changes required due to changes in revenue or expenses.
- Provide financial management support to the Public Improvement District and Tax Increment Reinvestment Zone Boards.
- Continue fee revenue analysis and evaluation for all departments.
- Utilize all resources, including OpenGov, to communicate timely and accurate information to the public.
- Provide additional training to Departments for monitoring operating expenditures and capital projects.
- Utilize existing and new technology to streamline and enhance information.
- Improve website so that financial information is shared and benefits Citizens, City Council and Management.

Financial Planning & Analysis Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 412,758	537,020	602,990	645,991	647,503	0.2
Benefits	164,289	218,331	260,975	286,342	293,676	2.6
Supplies	8,726	10,255	17,261	13,254	12,900	(2.7)
Maintenance	-	-	-	-	-	-
Professional Services/Training	15,721	13,366	20,378	34,710	30,580	(11.9)
Other Charges	2,543	5,843	3,105	11,000	9,000	(18.2)
Scheduled Charges	47,839	49,006	53,660	54,321	55,455	2.1
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 651,876	833,821	958,368	1,045,618	1,049,114	0.3

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Financial Planning & Analysis	7	8	8	8	8	-

FULL-TIME POSITIONS

Asst Dir Finan Plan/Analysis	1	Financial Analyst I	2
Budget Coordinator	1	Financial Analyst III	2
Dir Financial Plan/Analysis	1	Financial Analyst IV	1
TOTAL FULL-TIME POSITIONS			8

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Budget Amendments submitted to City Council for Approval	39	37	43	38	38	-
Budget Change Requests Processed	34	23	45	42	42	-
Fee Review Project - Departments who's fees have been reviewed	1	0	3	4	3	(25.0)
Capital projects closed annually	47	114	68	75	75	-
Capital projects reconciled	42	91	56	40	40	-
No. of Capital Projects Financially Managed	194	255	273	265	265	-
PID Financial Reports prepared	23	17	13	15	15	-
TIF Financial Reports prepared	13	9	8	8	8	-
Performance Metrics						
GFOA Distinguished Budget Award Complete	Yes	Yes	Yes	Yes	Yes	-
Monthly reports completed within 15 working days after month closes	95.0%	91.0%	92.0%	100.0%	100.0%	-
Complete annual budget by deadline	100.0%	100.0%	100.0%	100.0%	100.0%	-
Close capital projects within 30 days of receiving signed closure memo from department	100.0%	100.0%	100.0%	100.0%	100.0%	-
Budget amendments entered into E1 within a week of receiving executed ordinance from City Secretary's Office	100.0%	100.0%	100.0%	100.0%	100.0%	-

PURCHASING & CONTRACT MANAGEMENT

MISSION AND PURPOSE

The Purchasing and Contract Management Department exercises fiscal stewardship by ensuring the effective and efficient procurement of goods and services in a manner that is fair, transparent, and timely. The department provides the following essential services:

- Issue Invitations to Bid, Requests for Proposals, Requests for Qualifications, and offering pre-bid services to procure necessary goods and services.
- Serve as the single point of contact for vendors, suppliers, and bidders seeking to do business with the City.
- Monitor and enforce compliance with local, state, and federal laws and regulations, internal controls, and professional procurement principles.
- Conduct research and offer guidance to ensure that goods and services deliver the best value to the city and the residents of Lubbock.

GOALS AND OBJECTIVES

- Solicit competitive bids and proposals for construction projects, goods, and services to ensure transparency and value for the city.
- Review and assess the impacts of contract modifications, ensuring alignment with procurement policies and objectives.
- Promote participation in the competitive bid process by encouraging engagement from Disadvantaged Business Enterprises (DBEs), Minority- and Women-owned Business Enterprises (MWBES), and local businesses.
- Provide training and mentorship to City personnel on procurement policies and procedures, fostering compliance and professionalism.
- Maintain strong internal controls through an effective and reliable contract management program.
- Coordinate procurement activities seamlessly with City departments, vendors, and external agencies to ensure operational efficiency.

ACCOMPLISHMENTS FOR FY 2024-25

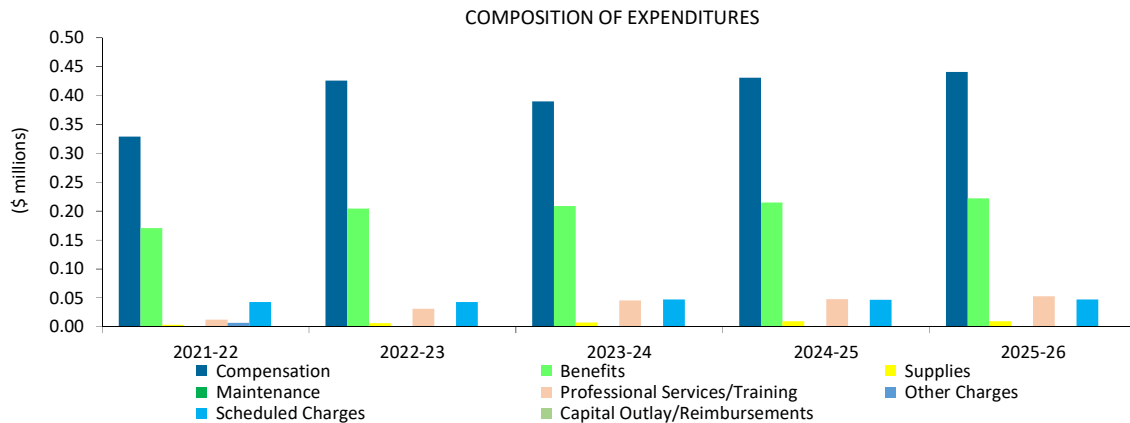
- Processed 622 PUR12 requests: Ensured the efficient handling of goods and services requests using the EnerGov system.
- Conducted four "Purchasing 101" quarterly training sessions: Enhanced City personnel's understanding of procurement policies and procedures.
- Updated the CLIC portal: Revised the system to accept department requests for vendor information changes, new vendor additions, tax exemption certificates, and W-9 requests. Approximately 842 such requests were completed.
- Held auctions for surplus and fleet vehicles: Provided effective management of surplus assets.
- Participated in the Texas Association of School Boards Purchasing Cooperative rebate program: Generated \$111,716 in rebates to support fiscal discipline.
- Monitored 455 term contracts: Used the Access database and Bonfire contract management system for efficient oversight.
- Processed 9,843 direct payment requests (DPR): Ensured timely completion of City department payment needs.
- Averaged 4.8 bids per solicitation: Successfully met goal 3 by promoting competitive bidding.
- Engaged in public outreach events: Represented the City at the TTU Small Business Expo (2023 & 2024) and participated in "How to Do Business with the City" roundtables with Community Development and Code Enforcement (2023/2024).
- Created a Monday Board visible to City staff: Developed a tool to monitor PUR12 request progress, improving communication with Purchasing staff.

PURCHASING & CONTRACT MANAGEMENT

OBJECTIVES FOR FY 2025-26

- Continuously evaluate and improve purchasing processes to enhance efficiency and effectiveness in procurement.
- Adapt to fluctuating costs of goods and services by maintaining contracts that support a fiscally disciplined spending environment for the City.
- Expand the use of Interlocal Agreements to reduce administrative costs and secure savings on goods and services.
- Provide consistent guidance to City employees on daily purchasing processes while ensuring compliance with local, state, and federal guidelines through proactive monitoring and communication of changes.
- Continue Quarterly Purchasing 101 Training sessions to enhance City personnel's knowledge and adherence to procurement policies.
- Increase contractor outreach efforts to foster greater competition and promote best value for the City. This includes hosting vendor meetings to educate them on conducting business with the City.
- Boost public visibility of bid opportunities by participating in vendor fairs and expos, collaborating with local entities and businesses to strengthen partnerships.

Purchasing Overview



EXPENDITURES BY CATEGORY	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	% Change Budget
Compensation	\$ 328,722	425,514	389,645	430,795	440,674	2.3
Benefits	170,548	204,470	208,601	214,996	222,079	3.3
Supplies	3,528	6,111	7,417	9,694	9,340	(3.7)
Maintenance	-	-	-	-	-	-
Professional Services/Training	12,356	31,205	45,835	47,836	52,989	10.8
Other Charges	6,573	83	46	100	-	(100.0)
Scheduled Charges	42,828	42,722	47,533	46,416	47,295	1.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 564,554	710,104	699,077	749,837	772,377	3.0

STAFFING	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	Change Budget
Purchasing	8	8	8	7	7	-
TOTAL STAFFING	8	8	8	7	7	-

FULL-TIME POSITIONS

Assistant Buyer	1	Buyer III	1
Asst. Dir Purchasing	1	Buyer IV	1
Buyer I	1	Dir Purchasing & Contract Mgmt	1
Buyer II	1	TOTAL FULL-TIME POSITIONS	7

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
Service Metrics						
Purchase Orders Processed	13,848	13,339	16,003	14,570	15,501	6.4
Bids prepared for City Council Approval	245	305	273	231	255	10.4
Purchase Orders Issued by Purchasing Department (Millions)	160.2	247.3	239.1	230.0	235.0	2.2
Purchase Orders Issued by Using Departments (Millions)	7.4	7.3	8.4	7.8	8.0	2.6
Public Works Contracts Awarded (Millions)	73.0	125.0	106.0	112.0	125.0	11.6
\$ to Lubbock Vendors (Millions)	61.9	94.6	75.9	82.3	85.0	3.3
\$ to DBE Firms (Millions)	11.4	7.2	25.8	20.2	22.3	10.4
Performance Metrics						
Percent of employees with professional certifications	59.0%	71.0%	79.0%	82.0%	100.0%	22.0
Average no. bids received per solicitation	3.5	3.8	4.8	5.1	5.3	3.9
Competitive sealed bids \$50,000 or > have target-date of 28 to 38 workdays	100.0%	100.0%	100.0%	100.0%	100.0%	-
Request for proposals or qualifications \$50,000 or > have a target-date of 28 to 38 workdays	100.0%	100.0%	100.0%	100.0%	100.0%	-

HUMAN RESOURCES

MISSION AND PURPOSE

The mission of the City of Lubbock Human Resources Department is to cultivate a professional, equitable, and supportive work environment that promotes the well-being and development of all employees. Adhering to our foundational values represented by the acronym I C.A.R.E., we commit to:

- Integrity: Maintaining the highest standards of honesty and ethical conduct in all our operations.
- Customer Service: Delivering superior support and service to our employees and the public.
- Accountability: Ensuring transparency and responsibility in our actions and decisions.
- Respect: Upholding the principles of dignity and fairness for all individuals.
- Excellence: Pursuing continual improvement and exceptional performance in all endeavors.
- By embodying these values, we strive to enhance the quality of life for our workforce and the residents of Lubbock, fostering a workplace that is efficient, effective, and responsive to the needs of our community.

Vision Statement:

The vision of the City of Lubbock Human Resources Department is to be a premier employer of choice, recognized for cultivating future leaders and a culture of excellence. Guided by our values of Integrity, Customer Service, Accountability, Respect, and Excellence, we create an environment where employees feel valued and inspired. Through strategic succession planning and professional development, we develop a dynamic workforce equipped for future challenges. Our commitment to departmental efficiency and effectiveness enhances our service to the citizens of Lubbock, fostering a healthier and more vibrant community.

GOALS AND OBJECTIVES

Enhance Talent Acquisition and Retention

- Attract, recruit, and retain top talent to support the City's service delivery needs.
- Promote the City of Lubbock as an employer of choice through branding and outreach.
- Improve employee onboarding and engagement strategies to support long-term retention.
- Lead initiatives that drive employee productivity, engagement, and organizational excellence.

Support Employee Development and Growth

- Provide ongoing training, certification, and professional development opportunities.
- Implement effective succession planning to develop future leaders.
- Foster a culture of continuous learning and career advancement.
- Support performance management, including employee evaluations and goal setting.

Deliver Excellent HR Services and Support

- Provide responsive, accurate, and high-quality service to employees and departments.
- Monitor HR service metrics and implement process improvements as needed.
- Align HR strategy with departmental and citywide goals.

Strengthen Community and Educational Partnerships

- Collaborate with schools, universities, and local organizations to support workforce development.
- Engage in community outreach and job fair participation to expand talent pipelines.

ACCOMPLISHMENTS FOR FY 2024-25

- Onboarded 426 new employees, meeting workforce needs across departments.
- Reduced time-to-fill for critical roles, improving efficiency in the hiring process.
- Expanded our presence at community job fairs and professional development events, increasing outreach and visibility.
- Shifted New Hire Orientation to the Recruiting Team, streamlining the onboarding process and ensuring a consistent, personalized experience from pre-boarding to integration.
- Attended industry training and certification programs to enhance employee knowledge and skills, including:
 - Society of Human Resource Management Certification Courses
 - NEOGOV Insight training

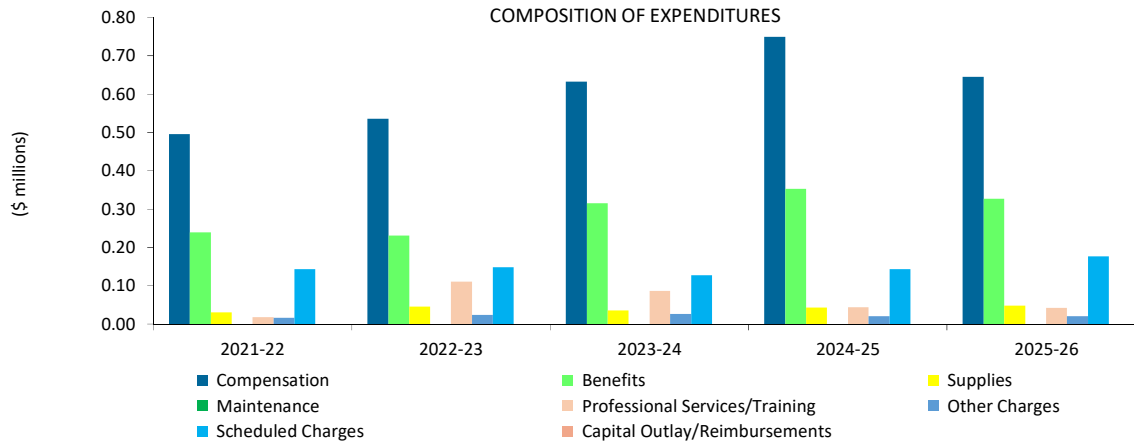
HUMAN RESOURCES

- Strengthened community and educational partnerships through participation in:
 - LISD Community Leadership Academy
 - Career & Technical Education (CTE) Program events
- Implemented collaborative hiring practices by including HR Generalists on departmental interview panels to support hiring managers and ensure quality candidate selection.
- Revamped the biennial compliance training on Harassment and Ethics, making sure it is up-to-date and impactful for employees.
- Created five Supervisor Micro Lessons specifically designed for Supervisors, Managers, and Directors to enhance leadership skills and compliance awareness.
- Hosted 2 College Fairs in 2024 with 12 local colleges and universities.
- The Education Reimbursement Program increased program funds from \$3,000 to \$8,000 for undergraduates and certificates and \$10,000 for graduate degrees. With this increase, we are projecting a 418 percent increase, an estimated \$193,880 in fund usage, and a 24 percent increase in participants for the year.
- Organized and hosted the first Texas Tech University Rawls College of Business Lunch and Learn on March 19, 2025, with 22 participants.
- Partnered with the Department of Defense's Skill Bridge program to help service members transition into civilian employment by equipping them with the necessary skills, knowledge, and abilities.

OBJECTIVES FOR FY 2025-26

- Recruit and Retain Top Talent
- Attract high-quality candidates through strategic outreach and branding.
- Maintain current retention rates by enhancing employee engagement and satisfaction.
- Provide training, certification, and leadership development opportunities.
- Promote succession planning to prepare future leaders.
- Maintain up-to-date HR policies aligned with federal, state, and local laws.
- Promote transparency, accountability, and integrity in all HR practices.
- Uphold dignity and equal opportunity for all employees.
- Offer efficient, responsive support to employees, departments, and leadership.
- Use technology and innovation to streamline HR processes.
- Build talent pipelines through collaboration with schools, colleges, and local organizations.
- Represent the City at community and professional events.

Human Resources Overview



EXPENDITURES BY CATEGORY	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	% Change Budget
Compensation	\$ 495,632	535,489	632,650	749,426	645,088	(13.9)
Benefits	239,173	230,691	315,203	352,800	327,239	(7.2)
Supplies	30,643	46,284	35,748	43,134	47,780	10.8
Maintenance	-	-	-	-	-	-
Professional Services/Training	18,588	111,038	86,911	44,290	42,220	(4.7)
Other Charges	16,514	23,737	26,163	20,445	19,980	(2.3)
Scheduled Charges	143,431	148,093	127,271	143,205	177,166	23.7
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 943,982	1,095,331	1,223,946	1,353,300	1,259,473	(6.9)

STAFFING	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	Change Budget
Human Resources	11	11	12	12	11	(1)
TOTAL STAFFING	11	11	12	12	11	(1)

FULL-TIME POSITIONS

Assistant Director of HR	1	Human Resources Generalist II	1
Director of Human Resources	1	Management Assistant	1
Employee Relations Coordinator	1	Org Dev and Civil Service Mgr	1
Human Resources Coordinator	1	Organizational Development Coordinator	1
Human Resources Generalist I	3	TOTAL FULL-TIME POSITIONS	11

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
Service Metrics						
Number of Positions Opened	780	745	761	656	625	(4.7)
Number of Requisitions Received	555	492	489	460	425	(7.6)
Number of Requisitions Opened	549	488	489	460	425	(7.6)
Number of Applications Received	13,396	15,984	20,503	21,010	22,000	4.7
Number of New Employees Hired	509	510	528	426	500	17.4
Minority Applications Received - Non-Civil Service	57.0%	56.0%	58.0%	60.8%	61.0%	0.3
Minority Applications Received - Civil Service	55.0%	56.0%	61.0%	53.0%	56.0%	5.6
Reclassifications	34	66	43	37	25	(32.4)
Promotions	184	191	125	167	170	1.8
Number of Employee Grievances Resolved	31	21	34	31	25	(19.4)
Performance Metrics						
Market Surveys for position comparison	16	30	35	50	50	-
Turnover Rate	1.7%	1.5%	1.4%	1.4%	1.0%	(25.9)
Retention Rate	98.3%	98.4%	98.6%	98.7%	99.0%	0.4
Average # of days to Post a Job - from Department Requisition	4.5	4.3	467.0%	489.0%	400.0%	(18.2)
Average # of days to Post a Job - from Vacancy	72.64	69.5	75.9	71.0	65.0	(8.5)
Organizational Training Ind. Employees	-	2,576	480.0	393.0	500.0	27.2
Education Reimbursement Program						
Number of Participants	-	14	24	39	40	-
Participants enrolled in Associate's Degrees	-	2	1	6	8	2.6
Participants enrolled in Bachelor's Degrees	-	8	11	18	20	33.3
Participants enrolled in Master's Degrees	-	3	10	13	10	11.1
Participants enrolled in Certification Programs	-	1	2	2	2	(23.1)

INTERNAL AUDIT

MISSION AND PURPOSE

The mission of Internal Audit is to provide risk-based, objective assurance and consulting services designed to add value and enhance the City's operations. Internal Audit supports the city in achieving its goals by applying a systematic, disciplined approach to evaluate and improve risk awareness and management, the effectiveness of internal controls, fraud prevention and detection, regulatory compliance, and governance processes.

Internal Audit performs engagements and assurance-related services to ensure that:

- Risks are appropriately identified and managed.
- Financial, managerial, and operational information is accurate, reliable, and timely.
- Employee actions comply with policies, standards, procedures, and applicable laws and regulations.
- Assets are adequately safeguarded and managed.
- Programs, plans, and objectives are clearly defined and achieved.
- Quality and continuous improvement is fostered in the City's operating processes through internal controls.
- Ethics and values within the City are promoted.
- Legislative and regulatory issues are recognized and addressed.
- Management of Contracts is effective and complied with according to the terms and conditions.
- Effective information technology and security controls are maintained.

GOALS AND OBJECTIVES

- Adhere to the Institute of Internal Auditors' International Professional Practices Framework (IPPF), Global Internal Audit Standards (GIAS), and Generally Accepted Government Auditing Standards (GAGAS).
- Add value by delivering independent and objective assurance and consulting services that align with the City's strategies, objectives, and risk profile.
- Promote organizational improvement by identifying opportunities to enhance governance, risk management, and internal control processes to strengthen City operations.
- Evaluate compliance with City policies and procedures, the Code of Ordinances, applicable laws and regulations, and contractual obligations.
- Assess the timeliness, reliability, and integrity of financial and operational information.
- Support the City's management team in achieving both short- and long-term strategic objectives.
- Conduct procedures to assess whether City assets are appropriately identified, recorded, insured, and effectively managed.
- Develop innovative, evidence-based recommendations to enhance, strengthen, and sustain operational efficiency across relevant City departments, projects, and control environments.
- Design research methodologies, conduct analytical fieldwork, and formulate sustainable improvement strategies and control enhancements for process improvement initiatives.

ACCOMPLISHMENTS FOR FY 2024-25

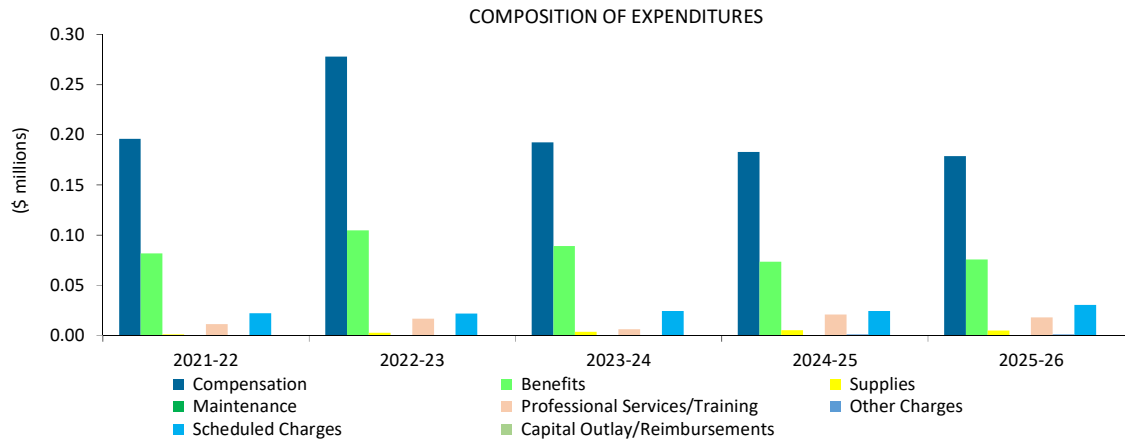
- Prepared and submitted a risk-based Annual Audit Plan, including a budget, for review and approval by the City Manager and the Audit and Investment Committee.
- Continued to expand the portfolio of special projects aimed at assisting departments and management in improving process and procedure efficiencies.
- Conducted a Self-Assessment of Risk analysis involving City departments, senior management, and City Council.
- Employed a Process Improvement Analyst to support efficiency initiatives across city departments.
- Advanced staff professional development through ongoing education and training.
- Collected performance metrics and further refined service level standards and best practices.

INTERNAL AUDIT

OBJECTIVES FOR FY 2025-26

- Prepare and submit a risk-based Annual Audit Plan, including a budget, for review and approval by City Manager and the Audit and Investment Committee.
- Approval of revised 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.
- Approval of a revised Anti-Fraud Administrative Policy and Procedures.
- Review and revise the risk-based Audit Universe for Annual Audit Planning.
- Develop Quality Assessment Process in accordance with Institute of Internal Audits standards

Internal Audit Overview



EXPENDITURES BY CATEGORY	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	% Change Budget
Compensation	\$ 195,972	278,183	192,526	182,784	178,702	(2.2)
Benefits	81,664	104,817	88,959	73,630	75,756	2.9
Supplies	1,022	2,683	3,482	5,254	4,900	(6.7)
Maintenance	-	-	-	-	-	-
Professional Services/Training	11,304	16,463	6,132	20,950	17,955	(14.3)
Other Charges	136	-	-	900	900	-
Scheduled Charges	22,080	21,874	24,345	24,396	30,395	24.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 312,179	424,021	315,444	307,914	308,608	0.2

	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	% Change Budget
STAFFING						
Internal Audit	3	3	3	2	2	-
TOTAL STAFFING	3	3	3	2	2	-

FULL-TIME POSITIONS

Internal Audit Manager	1
Process Improvement Analyst	1
TOTAL FULL-TIME POSITIONS	2

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
Service Metrics						
Number of Audits included in Audit Plan	9	9	7	8	9	12.5
Annual Audit Plan Completed	78%	67%	64%	100%	100%	-
Number of Special Projects	9	15	8	5	5	-
Special Projects Completed	89%	87%	90%	100%	100%	-
Number of Process Improvement Projects	-	17	8	7	7	-
Process Improvement Projects Completed	-	60%	37%	100%	100%	-
Performance Metrics						
Audits completed within budgeted time	80%	67%	64%	100%	100%	-
Audit Reports include Recommendations	90%	100%	100%	100%	100%	-
Audited Program's Efficiency and Effectiveness						-
Audit Reports Represent an Independent, Reliable, and Objective Assessment of Department Programs	90%	90%	90%	100%	100%	-
Audit Recommendations are Reasonable and Help to Improve Operations	90%	95%	95%	100%	100%	-
Internal Audit Kept Departments Informed on	95%	95%	95%	100%	100%	-
Internal Audit Provided Updates and Timely Information Throughout Process	95%	95%	95%	100%	100%	-
Report was Clear and Concise, Easy-to-Read and Follow	100%	100%	100%	100%	100%	-
Report was Objective and Fair	100%	100%	100%	100%	100%	-
Internal Audit Professionalism	100%	100%	100%	100%	100%	-
Internal Audit Request Input and Participation	95%	95%	95%	100%	100%	-

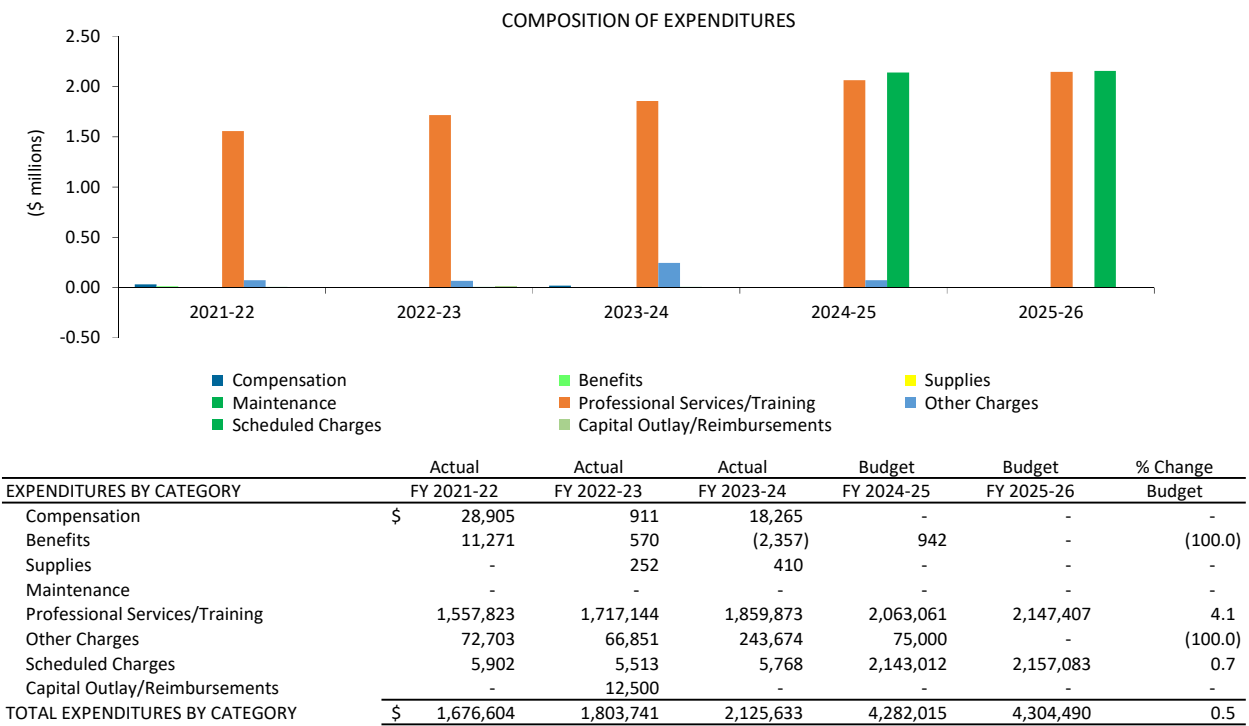
NON-DEPARTMENTAL

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 (LCAD) property tax collection fees* - \$1.7 million. This funds the City of Lubbock portion of the Lubbock Central Appraisal District's annual operating budget.
- *Professional Dues*: \$182.5 thousand. This funds the City of Lubbock membership dues for specific entities.
 - Ports to Plains membership dues are \$134 thousand.
 - Texas Municipal League (TML) dues are \$18.5 thousand.
 - South Plains Association of Governments (SPAG) dues are \$30 thousand.
- *Patient Centered Outcomes Research Institute (PCORI) Fee* - \$19.0 thousand. This is an annual fee that must be paid by all health plans. The PCORI fee 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* - No funding is required for workers compensation, information technology and liability insurance cost for Ports to Plains employee. This employee is no longer on the City of Lubbock payroll.
- *Professional Services* - \$225.1 thousand.
 - Lobbyist - \$132 thousand. This funds the City of Lubbock contract with a lobbyist to assist in legislative matters.
 - Zac Tax - \$24 thousand. This funds the City of Lubbock contract to provide detailed sales tax data for the city.
 - Short Term Rental Software - \$69.1 thousand. This funds Short Term Rental Compliance software.
- *Electric Utilities* - \$2.2 million for street lighting.

Non-Departmental Overview



COMMUNICATION & PUBLIC ENGAGEMENT

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. Communications & Public Engagement/311 provide the following services:

- Serve as the voice of the organization for internal and external communications including television, web, print, social media mediums.
- Write and edit news releases for external distribution.
- Respond to 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.
- Enforce City's social media policy and brand guidelines.
- Assist departments in the creation and management of social media accounts.
- Coordinate and send event and advisory notifications through the LBKAlert Emergency notification system.
- Work with all departments within the organization as a sort of communication triage to keep things running smoothly and citizens informed.
- Provide media services, training, graphic design, campaign strategy and creation for City departments.
- Create print and digital graphics for City departments.
- Provide audio/visual support for City departments.
- Create print and digital graphics for external partners and campaigns.
- Provide audio/visual support for external partners and campaigns.
- Operate City Government Access Channel providing 24-hour coverage, online streaming, and video-on-demand of City of Lubbock meetings and events.
- Record and broadcast City Council meetings, public meetings, and City news conferences.
- Produce videos to spotlight City programs, services, events and staff.
- Serve as the 'organizational search engine' for departments to ask for direction or advice regarding City services and departments.
- Coordinate and format employee broadcast emails for internal distribution.
- Communications & Public Engagement and 311 both serve as trustees of the MyLBK app. Keep it current with options for citizens to report issues to the correct City departments.
- Provide centralized contact support through 311 Call Takers that answer citizen questions, enter citizen service requests for department response, or connect citizens 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. This system also integrates with the MyLBK app.

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, government access channel, LBKAlert), both external and internal 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 several options for citizens to report an issue or seek information: MyLBK app, 311, telephone, social media, website, etc.
- Provide 311 online services that are easy to use and provide answers to frequently asked questions
- Effectively convey the City's message to citizens.
- Assist other departments, and the City as a whole, in gaining exposure and recognition for services, programs, accomplishments and staff.

COMMUNICATION & PUBLIC ENGAGEMENT

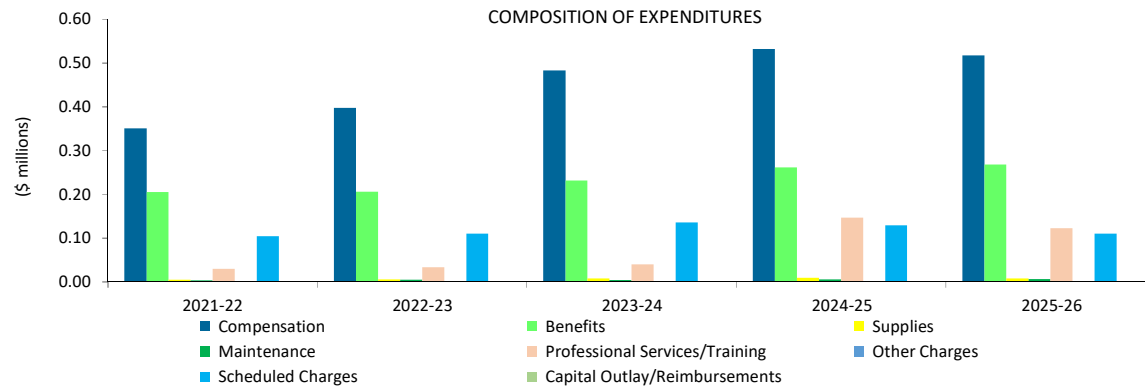
ACCOMPLISHMENTS FOR FY 2024-25

- Continued to gain audience engagement on all social media platforms as strategies continue to evolve due to changing algorithms, consumer trends and other factors.
- Designed multi-use film set in department studio.
- Filmed/produced 20 one-hour podcasts in studio.
- Procured LiveU equipment to enable department's first-ever remote live broadcast capability.
- Procured new control room equipment with switcher, and portable production unit.
- Increased collaboration with community partners to better publicize what partners do, while increasing content on our platforms.
- Managed hundreds of media requests, elevated media relations with the City (locally, state-wide, nationally and internationally) through ongoing measles situation in the region.
- Built approximately 360 web pages and trained staff in different departments to run respective departmental webpages.
- Produced Mayor's State of the City address: presentation, videos, and day of production.
- Created and launched full-scale marketing campaigns with several high-profile community partners.
- Created and executed full-scale communications and marketing campaign for the City's Splash Pads.
- Won awards at TATO conference for video content.

OBJECTIVES FOR FY 2025-26

- Make website, and our content as accessible as possible.
- Continue to build trust internally and externally, and do more projects for other departments, and community partners.
- Continue education and networking opportunities through staff conference attendance.
- Collaborate with City partners to gather more content to put on the City channel.
- Create more diverse programming options for MyLBK Connect channel.
- Continue to grow audience engagement on all social media platforms.
- Increase programming for City channel including talk show format, weekly shows, PSAs, feature stories, etc.
- Engage with departments to do more staff highlights and stories.
- Incorporate changing trends into all our products to stay fresh and on the forefront of technology and methods.

Communication & Public Engagement



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 351,064	397,336	483,318	532,347	517,362	(2.8)
Benefits	205,172	206,233	231,296	262,044	268,177	2.3
Supplies	5,006	5,768	8,297	9,558	7,823	(18.2)
Maintenance	3,821	4,682	4,345	5,601	6,033	7.7
Professional Services/Training	29,695	33,495	40,271	147,000	123,000	(16.3)
Other Charges	1,234	975	87	-	-	-
Scheduled Charges	104,390	110,844	135,983	129,243	110,021	(14.9)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 700,380	759,333	903,597	1,085,793	1,032,416	(4.9)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Communication And Public Engagement	6	6	6	6	6	-
311 Call Center	5	3	3	3	3	-
TOTAL STAFFING	11	9	9	9	9	-

FULL-TIME POSITIONS				
Asst. Dir Comm & Public Engage	1	Director of Comm & Public Engagement		1
Call Taker I	1	Graphic Designer		1
Call Taker II	2	Production Manager		1
Comm & Pub Eng Video Producer	2	TOTAL FULL-TIME POSITIONS		9

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
311 Calls Answered by Call Takers	47,380	46,639	43,595	35,000	40,000	14.3
News Releases sent out	392	388	390	385	400	3.9
Employee Broadcasts sent out	188	250	291	324	300	(7.4)
Main City Facebook Likes (Total)	30,550	32,670	33,486	33,700	34,000	0.9
Main City X Followers (Total)	14,402	14,569	14,819	14,720	14,500	(1.5)
Graphic Design Projects	172	127	130	175	200	14.3
Video Projects (Stories, PSA)	179	181	140	150	200	33.3
Meeting Broadcasts	29	36	59	48	50	4.2
MyLBK app downloads	2,166	2,800	2,839	2,880	3,000	4.2
Service requests through app	4,039	4,906	7,481	5,160	5,250	1.7
Service requests through web	3,898	5,994	8,655	5,412	6,000	10.9
Service requests through 311	660	483	551	410	400	(2.4)

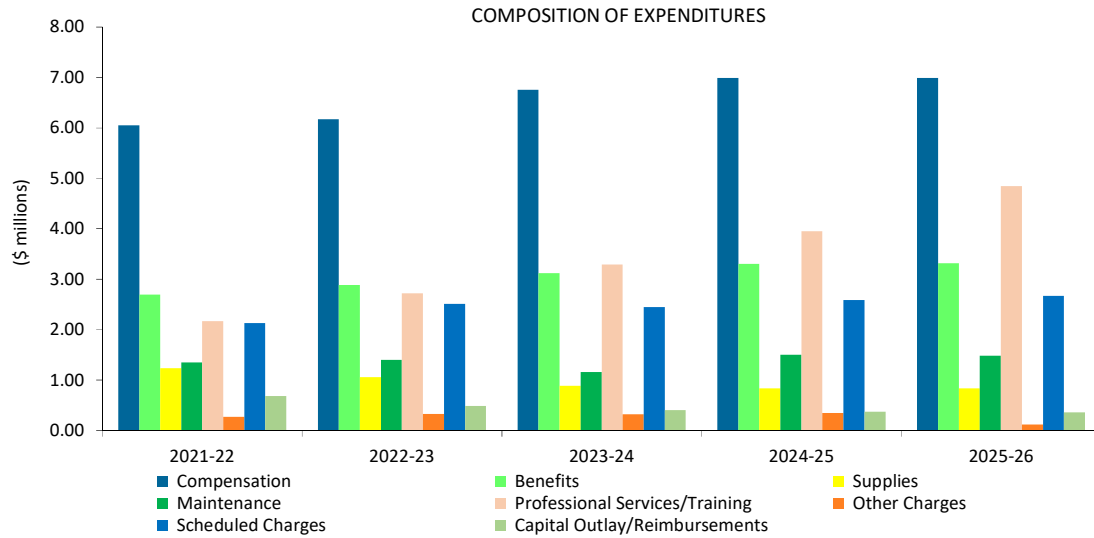
Department Expenditures

	Actual	Actual	Actual	Budget	Budget	% Change
Communication & Public Engage.	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
EXPENDITURES BY CATEGORY						
Compensation	\$ 278,966	307,277	384,581	400,484	399,470	(0.3)
Benefits	136,274	150,165	166,612	191,831	195,410	1.9
Supplies	3,711	4,462	5,849	6,054	5,423	(10.4)
Maintenance	3,821	4,682	4,345	5,601	6,033	7.7
Professional Services/Training	29,695	33,447	40,248	147,000	123,000	(16.3)
Other Charges	1,234	975	87	-	-	-
Scheduled Charges	60,216	67,408	88,232	103,480	87,391	(15.5)
TOTAL COMMUNICATION & PUBLIC ENGAGE.	\$ 513,915	568,417	689,955	854,450	816,727	(4.4)

	Actual	Actual	Actual	Budget	Budget	% Change
311 Call Center	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
EXPENDITURES BY CATEGORY						
Compensation	\$ 72,098	90,058	98,737	131,863	117,892	(10.6)
Benefits	68,898	56,068	64,684	70,213	72,767	3.6
Supplies	1,295	1,306	2,448	3,504	2,400	(31.5)
Professional Services/Training	-	48	23	-	-	-
Scheduled Charges	44,174	43,436	47,751	25,763	22,630	(12.2)
TOTAL 311 CALL CENTER	\$ 186,464	190,917	213,643	231,343	215,689	(6.8)



Cultural and Recreation Services



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 6,054,637	6,170,370	6,750,354	6,986,740	6,994,136	0.1
Benefits	2,695,178	2,885,299	3,121,485	3,302,296	3,316,157	0.4
Supplies	1,239,570	1,055,759	891,972	841,183	836,376	(0.6)
Maintenance	1,347,848	1,403,688	1,163,295	1,507,575	1,483,667	(1.6)
Professional Services/Training	2,167,876	2,720,575	3,293,403	3,951,487	4,849,018	22.7
Other Charges	270,285	331,440	323,778	348,611	121,435	(65.2)
Scheduled Charges	2,129,433	2,509,657	2,445,249	2,586,287	2,669,168	3.2
Capital Outlay/Reimbursements	686,579	487,594	411,062	371,980	361,306	(2.9)
TOTAL EXPENDITURES BY CATEGORY	\$ 16,591,406	17,564,382	18,400,598	19,896,159	20,631,263	3.7

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Libraries	\$ 3,877,653	3,889,993	4,142,501	4,488,133	4,210,059	(6.2)
Cultural Arts	1,199,204	1,327,039	1,369,108	1,401,703	1,403,363	0.1
Parks and Recreation	11,514,549	12,347,350	12,888,989	14,006,323	15,017,841	7.2
West Texas Veterans Cemetery	-	-	-	-	(6,458)	-
TOTAL EXPENDITURES BY DEPARTMENT	\$ 16,591,406	17,564,382	18,400,598	19,896,159	20,624,805	3.7

STAFFING	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Libraries	35	35	35	35	35	-
Cultural Arts	9	9	9	9	9	-
Parks and Recreation	83	79	72	72	72	-
West Texas Veterans Cemetery	-	-	-	-	9	9
TOTAL STAFFING	127	123	116	116	125	9



LIBRARIES

MISSION AND PURPOSE

To serve the community by providing convenient and open access to information, recreation, cultural, and lifelong learning resources. We want to serve as a staple in our community by providing free, open access to knowledge and resources in spaces where the community is welcome.

We provide a varied, extensive number of free programs and activities for all ages, technology access that is free to the public, resources and partnerships that provide learning opportunities, and promote a love of reading through educational endeavors.

GOALS AND OBJECTIVES

- Conduct a variety of innovative programs for all ages in response to community needs.
- Continue to expand the digital collection to meet rising demand.
- Support staff professional development, specifically in the areas of customer service and education.
- Continue to expand partnerships with schools, community organizations, and other city departments.
- Expand Back to School Bash resources and opportunities.

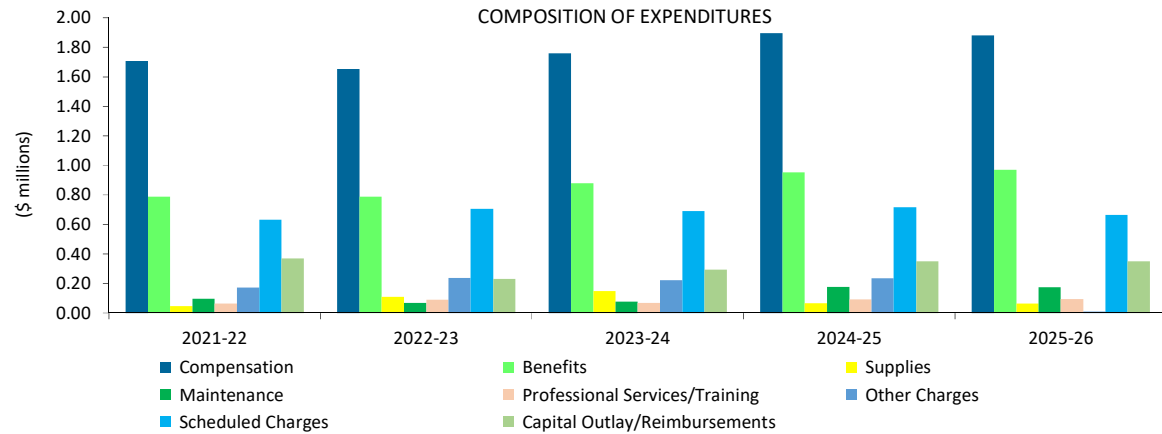
ACCOMPLISHMENTS FOR FY 2024-25

- Hosted Staff Enrichment Day to provide training and team building for staff to expand their skills and potential.
- Hosted a successful African American History Month program.
- Hosted a successful National Night Out event.
- Hit the 17,000-follower mark on social media through increased marketing efforts.
- Hosted a successful 2025 City-Wide Back to School Bash.
- Significantly increased program participation.
- Formed new partnerships with city departments and community organizations at all locations.
- Implemented hoopla digital catalog offerings.
- Expanded outreach endeavors, specifically Senior Outreach with twenty facilities on the rotation.
- Installed and hosted a ribbon cutting event for Patterson Book Benches.
- Installed and hosted a ribbon cutting event for a book vending machine at Patterson.
- Sent staff to Texas Library Association Conference to gain professional development credits and gather information to disseminate throughout the system.
- Awarded the Texas State Library's "Libraries Change Communities" and received special recognition from council.
- Remained accredited for the 25-26 fiscal year.
- Partnered with Animal Services to increase adoptions.
- Operated as warming and cooling centers during extreme weather events.
- Awarded CH Foundation funds in the amount of \$20,000.
- Hosted successful online auction to raise funds for United Way.
- Awarded Family Place grant in the amount of \$7500.

OBJECTIVES FOR FY 2025-26

- Create and disseminate a broad scale survey to gather information and responses from the citizens of Lubbock in the areas of patron satisfaction, effectiveness of library services, and community needs. This will be an annual survey going forward.
- Revitalize storytimes across the system.
- Increase city and community partnerships.
- Consider implementing programs with correctional facilities to expand literacy and educational opportunities.

Libraries Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,707,071	1,653,102	1,759,708	1,897,006	1,881,025	(0.8)
Benefits	787,168	788,977	879,545	953,521	969,753	1.7
Supplies	47,528	110,929	147,696	65,573	64,179	(2.1)
Maintenance	96,784	69,386	77,227	176,601	175,333	(0.7)
Professional Services/Training	65,011	90,098	69,974	92,090	94,090	2.2
Other Charges	171,673	239,035	222,787	236,045	9,475	(96.0)
Scheduled Charges	631,808	707,322	691,125	716,067	664,974	(7.1)
Capital Outlay/Reimbursements	370,609	231,144	294,437	351,230	351,230	-
TOTAL EXPENDITURES BY CATEGORY	\$ 3,877,653	3,889,993	4,142,501	4,488,133	4,210,059	(6.2)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Mahon Library	21	20	20	20	20	-
Godeke Library	5	5	5	5	5	-
Patterson Library	4	5	5	5	5	-
Groves Library	5	5	5	5	5	-
TOTAL STAFFING	35	35	35	35	35	-

FULL-TIME POSITIONS						
Administrative Asst	3		Library Assistant			9
Customer Service Representative	8		Library Director			1
Librarian I	7		Materials Handler			1
Librarian II	5		Sr Library Asst			1
			TOTAL FULL-TIME POSITIONS			35

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Materials circulated						
Mahon	223,821	247,546	244,842	249,738	254,732	2.0
Godeke	205,734	217,689	278,634	284,206	289,890	2.0
Patterson	21,960	25,890	35,009	35,709	36,423	2.0
Groves	111,486	115,488	110,872	113,089	115,350	2.0
Digital Materials	233,223	277,622	293,978	305,737	317,966	4.0
Materials circulated Total	796,224	884,235	963,335	988,479	1,014,361	2.6
Library Attendance						
Mahon	106,312	103,907	123,107	128,031	133,152	4.0
Godeke	86,498	97,751	110,283	114,694	119,281	4.0
Patterson	32,182	38,739	48,020	49,940	51,937	4.0
Groves	54,202	56,550	63,927	66,484	69,143	4.0
Library Attendance Total	279,194	296,947	345,337	359,149	373,513	4.0
Program Attendance						
Mahon	8,890	14,859	14,969	15,418	15,880	3.0
Godeke	9,396	9,316	10,267	10,575	10,892	3.0
Patterson	5,335	6,260	13,729	14,140	14,564	3.0
Groves	5,757	8,432	10,669	10,989	11,318	3.0
Program Attendance Total	29,378	38,867	49,634	51,122	52,654	3.0

Libraries Overview

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Information User Assistance						
Mahon	105,643	106,274	75,655	77,924	80,261	3.0
Godeke	80,085	71,324	74,822	77,066	79,377	3.0
Patterson	34,712	51,160	45,147	46,501	47,896	3.0
Groves	49,572	49,677	48,929	50,396	51,907	3.0
Electronic Database Information Uses	-	-	21,771	23,000	23,096	0.4
Information User Assistance Total	270,012	278,435	266,324	274,887	282,537	2.8
Computer Lab Usage						
Mahon	16,288	18,184	18,267	18,632	19,004	2.0
Godeke	7,220	8,902	8,917	9,095	9,276	2.0
Patterson	6,936	8,357	7,798	7,953	8,112	2.0
Groves	6,558	8,140	8,210	8,374	8,541	2.0
Computer Lab Usage Total	37,002	43,583	43,192	44,054	44,933	2.0

Department Expenditures

Mahon Library	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,089,715	979,127	1,040,846	1,082,282	1,047,060	(3.3)
Benefits	488,835	480,031	510,837	550,696	552,497	0.3
Supplies	35,151	76,889	97,420	44,172	43,840	(0.8)
Maintenance	95,794	68,952	76,749	175,101	173,833	(0.7)
Professional Services/Training	63,936	89,611	68,722	91,000	93,000	2.2
Other Charges	6,533	38,070	43,225	7,000	7,000	-
Scheduled Charges	329,391	367,046	335,600	356,047	343,177	(3.6)
Capital Outlay/Reimbursements	179,932	52,963	59,003	128,750	128,750	-
TOTAL MAHON LIBRARY	\$ 2,289,288	2,152,689	2,232,402	2,435,048	2,389,157	(1.9)

Godeke Library	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 234,975	251,690	245,487	307,181	326,733	6.4
Benefits	106,829	104,453	121,691	136,313	144,406	5.9
Supplies	4,989	10,636	19,697	6,631	6,277	(5.3)
Maintenance	990	225	-	500	500	-
Professional Services/Training	71	167	211	400	400	-
Other Charges	163,850	199,685	177,555	227,570	1,000	(99.6)
Scheduled Charges	69,553	86,724	87,449	93,557	103,676	10.8
Capital Outlay/Reimbursements	66,584	67,837	105,288	74,160	74,160	-
TOTAL GODEKE LIBRARY	\$ 647,841	721,417	757,378	846,312	657,152	(22.4)

Patterson Library	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 193,780	206,004	238,184	248,693	247,845	(0.3)
Benefits	97,082	103,214	125,159	133,882	136,928	2.3
Supplies	3,516	10,008	14,324	7,054	6,700	(5.0)
Maintenance	-	-	-	500	500	-
Professional Services/Training	525	71	550	340	340	-
Other Charges	460	351	505	675	675	-
Scheduled Charges	149,641	162,129	173,653	172,135	131,633	(23.5)
Capital Outlay/Reimbursements	54,574	65,352	68,785	74,160	74,160	-
TOTAL PATTERSON LIBRARY	\$ 499,577	547,130	621,160	637,439	598,781	(6.1)

Groves Library	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 188,600	216,281	235,191	258,850	259,387	0.2
Benefits	94,422	101,279	121,858	132,630	135,922	2.5
Supplies	3,872	13,397	16,255	7,716	7,362	-
Maintenance	-	208	478	500	500	-
Professional Services/Training	480	249	491	350	350	-
Other Charges	829	929	1,502	800	800	-
Scheduled Charges	83,224	91,423	94,424	94,328	86,488	(8.3)
Capital Outlay/Reimbursements	69,520	44,991	61,361	74,160	74,160	-
TOTAL GROVES LIBRARY	\$ 440,947	468,757	531,561	569,334	564,969	(0.8)

CULTURAL ARTS

MISSION AND PURPOSE

The City of Lubbock operates three Cultural Arts facilities that serve to enrich the lives of residents and visitors through preservation, education, and celebration of art, history, and culture.

The Buddy Holly Center is a historic site with a dual mission: to preserve, collect, and promote the legacy of Buddy Holly and the broader musical heritage of Lubbock and West Texas. Its programs are designed to foster public interest and cultivate an environment where art and music are actively celebrated.

The Silent Wings Museum preserves and promotes the history of the World War II military glider program by providing an engaging setting for the display, collection, documentation, and interpretation of related artifacts and information. The museum's programs foster community engagement and honor the legacy of veterans and historical achievements.

The Garden and Arts Center serves as a community venue offering exhibition and meeting spaces, along with a wide range of affordable artistic and educational programs for all age groups. Offerings include art classes, music recitals, monthly exhibitions, gardening classes and shows, an annual fall arts festival, and meeting spaces for various cultural and nonprofit organizations.

The Cultural Arts Departments provide the following services:

- Collect artifacts, photographs, and archival documents related to Buddy Holly, West Texas music, and the World War II Military Glider Pilot program.
- Present dynamic and educational exhibitions focused on Buddy Holly, West Texas music, the fine arts, the World War II Glider Pilot Program, and aviation history.
- Provide free and low-cost educational and outreach programs for the community.
- Operate gift shops offering books, DVDs, clothing, art pieces, musical instruments, and souvenirs.
- Fulfill collection loan requests and offer research and reference services to the public, researchers, and educational institutions.
- Offer meeting and rental spaces for cultural groups and the public at the Buddy Holly Center, Silent Wings Museum, Garden and Arts Center, Buddy & Maria Elena Holly Plaza, and the historic St. Paul's Chapel.
- Create safe, engaging environments that offer educational and entertainment opportunities for both residents and visitors.

GOALS AND OBJECTIVES

- Host world-class exhibitions, educational programs, and special events for the West Texas region and visitors from around the world.
- Maintain recognition as national, historical, and cultural attractions.
- Promote local museums and cultural venues to both visitors and residents.
- Maintain, diversify, and enhance the quality of local cultural, recreational, and educational opportunities.
- Preserve and strengthen the City's patriotic and historical connections.
- Leverage population growth and travel trends to attract new visitors and volunteers.
- Provide equitable access and inclusive programming to ensure all community members can enjoy the facilities' collections, information, services, and class offerings.

ACCOMPLISHMENTS FOR FY 2024-25

Buddy Holly Center

- Maintained a robust schedule of contemporary visual art exhibitions in the Fine Arts Gallery and participated in the First Friday Art Trail; also served as host for monthly New Hire Orientation tours.
- Welcomed participants of the Texas Music Office's annual Sounds and Cities conference, drawing attendees from across the state.

CULTURAL ARTS

- Hosted Shutter and Sound: The Jazz Photography of Bob Willoughby, a traveling exhibition funded by a generous grant from the CH Foundation. The exhibit was well received and included a visit by Billy Gibbons of ZZ Top.
- Commemorated the “Day the Music Died” on February 3 with guided gallery tours led by Education and Curatorial staff. Attendees had the opportunity to meet Buddy Holly’s niece, Sherry Holley, and nephew, Eddy Weir.
- Expanded its popular Monday evening guitar lessons, offering two full classes for three 10-week sessions throughout the year.
- Reintroduced drum classes on Tuesday evenings during the spring and fall semesters.
- Delivered multiple classes and workshops aligned with the Fine Arts Gallery exhibition schedule.
- Upgraded its theater with a new large-scale monitor, Bright Sign digital media player, and an improved, closed-captioned video presentation.
- Presented the annual Summer Showcase Concert Series, featuring live music every Thursday evening from May 15 through August 14. Guests enjoyed gallery access and children’s crafts during the concerts.
- Hosted the Buddy Holly Birthday Bash on September 7, featuring gallery tours, a documentary screening, craft activities, birthday treats, and a courtyard performance by the Rock Masons, led by Eddy Weir.
- Continued to increase tours, courtyard rentals, educational programs, and class offerings.

Silent Wings Museum

- Presented the annual report at the National WWII Glider Pilots Association reunion in Dayton, Ohio.
- Hosted its annual Veterans Day Reception and Dance on November 8, with big band music by Finessence and swing lessons from Social Dance Lubbock. On November 11, the museum offered free admission for a commemorative event featuring remarks from Mayor Mark McBrayer, performances by local school groups, and a documentary screening. All events were supported by a grant from the Helen Jones Foundation.
- Partnered with the City’s GIS department to present a Saturday program series in conjunction with the Unfamiliar Territory exhibition.
- Opened In the Game Together: Toys for a Nation at War, a new in-house exhibition.
- Collaborated with Facilities staff to plan building repairs and renovations.
- Hosted the annual D-Day Commemoration on June 7–8, funded by the CH Foundation, with free admission, historic aircraft, living history presentations, crafts, and guided tours.
- Served as the site for the West Texas Endurance Club’s Willie McCool Half-Marathon in September.
- Continued to expand tours, rentals, City Manager breakfasts, and introduced Monday youth programs during the summer.
- Advanced the second phase of its theater renovation project with the installation of lighted display cabinetry, supported by the Evelyn M. Davies Foundation.

Municipal Garden and Arts Center (GAC)

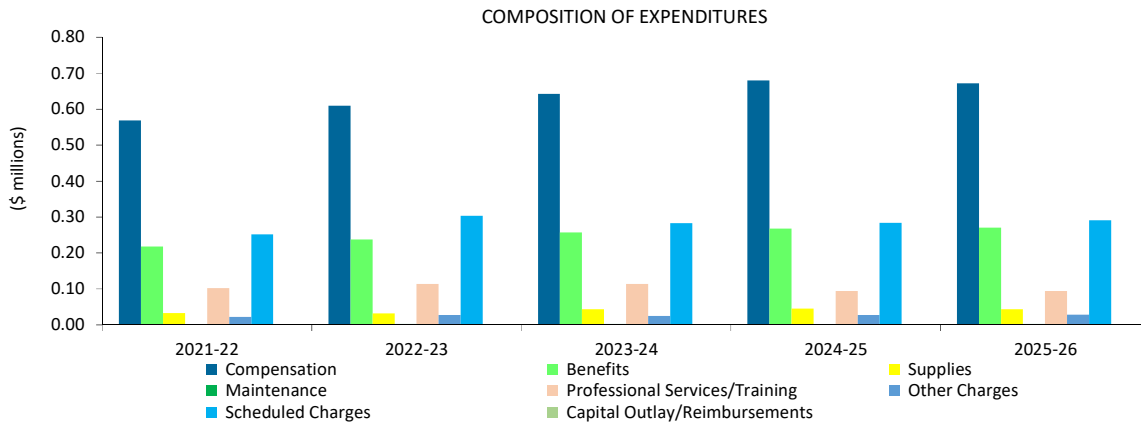
- Hosted the 35th annual National Arts Program Exhibition from October 19 to November 23, featuring 96 works by 58 artists. The exhibition was judged by local art professionals and recognized during the First Friday Art Trail.
- Continued enhancing the monthly e-newsletter to promote upcoming events, classes, and exhibitions.
- Maintained a full schedule of recitals, meetings, rentals, and events, including City Manager breakfasts and monthly gatherings for community groups.
- Strengthened partnerships with schools and arts organizations, including an expanding collaboration with the TTU School of Music, which resulted in a wide array of student musical recitals.
- Partnered with TTU School of Art BFA students to exhibit their artwork in the center’s foyer and accent gallery.
- Coordinated with Facilities to prioritize delayed exterior renovation projects.
- Offered unique summer classes in clay, ceramics, woodturning, painting, bookmaking, and photographic processes for children and adults.
- Successfully hosted the annual Fall Festival on September 13, featuring regional artisans, performers, and food vendors.

CULTURAL ARTS

OBJECTIVES FOR FY 2025-26

- The three Cultural Arts facilities will continue to strengthen community engagement by providing high-quality exhibitions, programs, and services.
- The department will ensure equal access for all members of the community to collections, information, services, and programming.
- Staff will expand their interest in Cultural Arts offerings through increased activity and engagement across all social media platforms.
- Fundraising efforts will be increased through the pursuit of grant opportunities, expanded community partnerships, and growth in membership.
- Educational and volunteer opportunities at all Cultural Arts facilities will be broadened and more actively promoted.
- All facilities will collaborate with the Facilities Department to implement building upgrades that enhance safety, improve aesthetics, enrich visitor and user experiences, and optimize use of storage, gallery, and exhibition spaces.
- Interactive technologies related to visitor services, exhibitions, and educational programming will be augmented to improve accessibility and engagement.
- Advertising and outreach will be expanded to promote the availability of Cultural Arts facilities—including the Buddy and Maria Elena Holly Plaza and the historic St. Paul's Chapel—with the goal of increasing rentals and community use.
- Visitor survey tools will be revamped and deployed across multiple platforms to collect and analyze feedback, assess how well programming meets public needs and interests, and guide improvements accordingly.

Cultural Arts Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 569,419	609,591	642,753	679,778	672,375	(1.1)
Benefits	218,627	237,794	257,472	268,606	270,906	0.9
Supplies	32,528	32,189	43,766	45,304	44,203	(2.4)
Maintenance	1,660	2,236	2,699	1,850	1,966	6.3
Professional Services/Training	102,601	114,102	114,108	94,717	94,717	-
Other Charges	22,262	27,491	25,275	27,510	28,110	2.2
Scheduled Charges	252,107	303,636	283,036	283,938	291,086	2.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,199,204	1,327,039	1,369,108	1,401,703	1,403,363	0.1

STAFFING	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
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	-

FULL-TIME POSITIONS			
Education and Volunteer Coord	1	Garden & Arts Center Supvr	1
Gift Shop and Sales Manager	1	Management Assistant	1
Marketing & Events Coordinator	1	Municipal Museums Curator	1
Municipal Museums Curator	1	Museum Assistant Manager	1
Museums Director	1	TOTAL FULL-TIME POSITIONS	9

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Museum Attendance	38,826	36,073	36,752	39,000	38,000	(2.6)
Garden & Art Center Attendance	13,250	16,837	22,526	17,000	20,000	17.6
Number of Exhibitions	102	127	128	120	120	-
Cultural Arts Gift Shop Merchandise Sales	184,261	170,401	169,924	170,000	170,000	-
Revenue from Museum Admissions	170,176	169,810	151,482	172,000	167,000	(2.9)
Revenue from Cultural Arts Classes	17,790	26,260	24,474	21,000	24,000	14.3
Percent of Positive Feedback Overall Visitor Experience	97.0%	96.0%	96.0%	96.0%	96.0%	1.0
Percent of Positive Feedback regarding Educational Programs	95.0%	99.0%	98.0%	96.0%	96.0%	1.0
Percent of Positive Feedback pertaining to Exhibitions	96.0%	96.0%	96.0%	96.0%	96.0%	1.0

Cultural Arts Expenditures

Buddy Holly Center	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 285,421	311,755	322,665	336,180	343,225	2.1
Benefits	101,702	111,220	119,416	118,297	125,754	6.3
Supplies	13,779	12,160	17,560	18,923	18,569	(1.9)
Maintenance	-	-	851	-	-	-
Professional Services/Training	65,063	64,599	61,821	48,245	48,245	-
Other Charges	7,795	8,907	5,640	8,560	8,560	-
Scheduled Charges	107,752	120,470	98,324	115,642	102,896	(11.0)
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL BUDDY HOLLY CENTER	\$ 581,512	629,110	626,277	645,847	647,249	0.2

Silent Wings Museum

EXPENDITURES BY CATEGORY						
Compensation	\$ 208,020	220,753	233,853	246,229	234,467	(4.8)
Benefits	90,792	98,730	107,912	115,864	111,762	(3.5)
Supplies	10,095	9,226	13,545	13,167	12,774	(3.0)
Maintenance	1,660	1,965	1,848	1,850	1,966	6.3
Professional Services/Training	24,083	20,790	24,012	16,122	16,122	-
Other Charges	12,237	15,465	16,512	14,150	14,750	4.2
Scheduled Charges	116,116	149,652	140,957	138,134	155,989	12.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL SILENT WINGS MUSEUM	\$ 463,004	516,582	538,638	545,516	547,830	0.4

Garden & Arts Center

EXPENDITURES BY CATEGORY						
Compensation	\$ 75,977	77,084	86,234	97,369	94,683	(2.8)
Benefits	26,133	27,844	30,144	34,445	33,390	(3.1)
Supplies	8,654	10,802	12,661	13,214	12,860	(2.7)
Maintenance	-	271	-	-	-	-
Professional Services/Training	13,455	28,713	28,275	30,350	30,350	-
Other Charges	2,230	3,119	3,123	4,800	4,800	-
Scheduled Charges	28,239	33,513	43,756	30,162	32,201	6.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL GARDEN & ARTS CENTER	\$ 154,688	181,347	204,193	210,340	208,284	(1.0)

PARKS AND RECREATION

MISSION AND PURPOSE

The mission of the Lubbock Parks and Recreation Department is to deliver a variety of safe, accessible, affordable, and diverse programs through the utilization of facilities, open spaces, and scenic resources to enrich the lives of the citizens and visitors of the City of Lubbock. The vision of the Lubbock Parks and Recreation Department is to create exceptional and enriching experiences through diverse recreation opportunities that highlight natural, cultural, historic, and scenic resources.

- **Operational Excellence:** Commitment to providing safe, high-quality facilities, services, and open spaces that offer superior value and customer service to customers and the community.
- **Civic Responsibility:** As public servants, aim to better the world around us through inclusive recreation opportunities, facilities, safe spaces, and compassionate and helpful staff.
- **Community:** Strive to develop a feeling of belonging for citizens through engaging and equitable programming and by maintaining active and developing partnerships essential to becoming a treasured component of the community.

The department is broken into four divisions: Park Maintenance, Park Development, Community Recreation, and Outdoor Recreation.

- **Park Maintenance** provides maintenance of parks, city facilities, rights-of-way and medians.
- **Park Development** delivers design services including park planning, construction management and contract administration.
- **Community 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 and safety programs.

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 2024-2025

- The 16th Annual Pumpkin Trail, held in October 2024, brought in a total attendance of 12,474 people for the four-day event held at the Lubbock Memorial Arboretum. The public donated over 1,262 jack-o-lanterns.
- The 68th Annual Santa Land lasted 12 nights. There were 46,004 participants who visited Santa Land and 13 community groups who performed on stage. Concession revenues totaled just over \$35.5 thousand.
- Senior center staff continued to offer congregate service for the Senior Meal Program providing 20,000+ meals.
- New recreation management software, CivicRec, was implemented throughout the Parks and Recreation Department. This established an online reservation platform for park and facility rentals, activity reservation, informational pages, and an ADA compliant webpage utilized across all Parks and Recreation facilities.
- Community and senior centers continued to program large community gatherings including:
 - Adaptive Play Day (Maxey Park and Maxey Community Center) with just over 1,100 participants.
 - Egg-Stravaganza (Mae Simmons Community Center) with just over 350 participants.
 - Senior Dances (Lubbock Adult and Maggie Trejo) with about 400 between the two.
 - Santa Paws (Hodges) and Breakfast with Santa (Maxey) with about 400 participants between the two.
- Parks and Recreation's social media continued to grow. The Lubbock Parks and Recreation has 21,000 followers on Facebook and 2,643 followers on Instagram.
- Safety City staff collaborated with groups like Lubbock Police Department, Lubbock Power and Light, and other community service groups to share safety information to participants at the facility.
- Expanded programming for summer programs during parks and recreation month, to include National Night Out and the Movies in the Park summer series, Fitness in the Parks, and Yoga in the Parks.

PARKS AND RECREATION

- Expanded the sponsorship program for recreation program and events.
- Extended operational hours at the Maggie Trejo and Mae Simmons Community Centers during the summer months to increase programming and facility utilization.
- Resurfaced, painted and marked four tennis courts at the Burgess-Rushing Tennis Center.
- Renovated the Pro Shop at the Burgess-Rushing Tennis Center.
- Established a maintenance contract for all three splash pads with Kraftsman.
- Designed, bid, and supervised construction for the following CIP's:
 - Playground and amenity replacement at Mackenzie South Park and Maedgen Park
 - Restroom replacements at Clapp Park and Maxey Park
 - Pickleball Facility at McAlister Park
 - Canyon Lakes cattail removal and maintenance plan
 - New golf car storage facility at Meadowbrook Golf Course
 - New maintenance yard with storage at Lake Alan Henry
 - Twelve new walking trails at multiple city parks
- Developed new CIP proposals, including surveying the sites, developing detailed estimates, designs, and renderings for the following projects:
 - Amenity Replacement Program: including tennis court resurfacing and amenity replacements such as playgrounds, surfacing, benches, picnic tables, shade shelters, etc.
 - Trail grant with TPWD for new trailhead kiosk and wayfinding signs at Dunbar Lake Bike Trail
- Updated and maintained a database of all park equipment on installation date and condition, to include benches, shelters, tables, and grills.
- Re-applied for Tree City USA program through tree planting and Arbor Day initiatives.
- All new Park Development staff received training on current software packages, such as AutoCAD, Cartegraph, and Sketchup within two months of hire date.
- Worked with the GIS Department to update existing data sets with data received from the Parks, Recreation and Open Spaces Master Plan for inclusion into the Cartegraph information system to include updated park amenities and equipment.
- Used satellite locating systems to map and identify positioning of various displays and exhibits for Santa Land.
- Analyzed the entire park system to determine how similar parks are throughout the city and determined the need for more unique amenities.
- Conducted a comprehensive audit of all lighting fixtures across the park system and continued retrofitting park lighting to LED lighting throughout the park system, resulting in reduction of annual lighting energy costs.
- Implemented a revised inspection protocol (mowing, trash and playgrounds), enabling more thorough assessments to ensure parks are mowed, clean and safe, and all playgrounds are safe and up to code.
- Developed a comprehensive standard operating procedure (SOP) manual covering all aspects of park operations, conducted training sessions. Implemented the new SOP, raising the bar for maintenance quality and consistency.
- Developed an annual maintenance plan.
- Developed and implemented a comprehensive nuisance animal management program.
- Contracted a professional turf management program for Berl Huffman Athletic Complex and Thomas Martin Youth Sports Complex, contracting specialized fertilization and cultivation services to optimize playing conditions and elevate the aesthetic quality of the athletic fields.
- Enhanced irrigation capabilities at Berl Huffman Athletic Complex through the installation of a new well system, ensuring consistent and efficient water distribution.
- Selected a new golf course management company to oversee and optimize operations at Meadowbrook Golf Club to enhance overall experience and ensure high-quality course conditions for members and patrons.
- Developed and executed a comprehensive cultivation plan aimed at restoring the area surrounding Lake 1.
- Made structural and mechanical adjustments to the Tornado Memorial fountain system to eliminate potential water damage.
- Elmore Playground safety surfacing replacement completed by removing the pour in play surface and filled with wood fiber mulch.
- Demolition of Mackenzie Playground to prepare grounds for new playground to be installed.
- 150 trees planted including 75 Trees planted at McAlister Park, 58 adopt-a-trees.
- Assisted Levelland in City cleanup for trees that were destroyed during the windstorm.

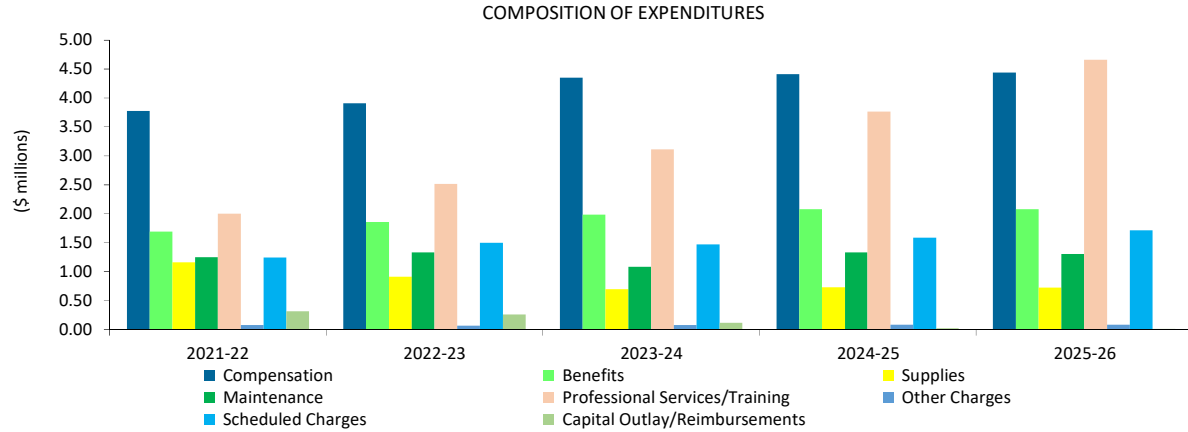
PARKS AND RECREATION

- Maintenance team members competed at the West TRAPS Maintenance Rodeo with 11 placing in the top 5.
- Redesigned the Mowing contracts for City Parks, City Facilities, Medians, Turnarounds and ROW's to be more efficient overall.
- Developed a turf rehabilitation plan for Lake 1 to be restored with natural grass.

OBJECTIVES FOR FY 2025-2026

- Continue to implement Parks, Recreation and Open Spaces Master Plan.
- Continue to implement Annual Maintenance Plan with specialized crews.
- Continue best practices to help create a higher retention rate for part-time staff.
- Review and update job descriptions across each division of the department.
- Turf rehabilitation plan for Lake 1 to be restored with natural grasses.
- Continue collecting information for the Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.
- Continually create awareness across Lubbock to inform citizens what their local community centers have to offer through engaging content on the Parks and Recreation social media accounts.
- Gain an additional 2,000+ followers across all social media platforms including Facebook, Instagram and Twitter.
- Increase total number of league registrations through strategized marketing and promotional opportunities.
- Review and revise all established Parks and Recreation policies and procedures.
- Continue to develop department wide sponsorship opportunities.
- Continue to develop a volunteer program across the department for events, park projects, and community centers.
- Continue to implement program evaluations to identify needs within the community and measure the success of the programs.
- Expand programming during the summer months across all community centers.
- Resurface, paint and mark four tennis courts at Burgess Rushing Tennis Center.
- Expand current sports leagues offered for both youth and adult.
- Implement new independent contractor agreements for the Community Centers.
- Increase the visibility of available spaces to reserve to enhance revenue generation.
- Streamline and update the special events and park reservation process.
- Complete the current CIP's that are in progress on time and in budget.
- Oversee the construction and budget management of all new Capital Projects approved by Council.
- Continue Tree City USA program and oversee Adopt-A-Tree program for successful implementation.
- Continue playground replacement and amenity replacement programs.
- Continue to work with the GIS department to input updated data sets into the Cartegraph software for current park database components.
- Ensure all ARPA funded projects continue to progress and have all funding expensed by the deadline.
- Continue to offer training and professional development opportunities to all staff.
- Continue to retrofit all park lighting to LED lighting throughout the entire park system.
- Reevaluate and utilize amended playground inspection form for future CIP development.
- Implement new operating policies and procedures at Meadowbrook Golf Course and conduct a Master Plan.
- Assess and revise standard operating procedures and internal processes and identify inefficiencies and maintenance needs to uphold a standard of excellence for leadership in Park Maintenance division.
- Continue to implement a progression (step) plan to allow for higher retention rates throughout the whole department.
- Expand and enhance the Park Maintenance part-time labor program by implementing strategic recruitment initiatives, comprehensive training opportunities, and defined career paths to attract, develop, and retain a talented pool of part-time employees.

Parks and Recreation Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 3,778,148	3,907,676	4,347,893	4,409,956	4,440,736	0.7
Benefits	1,689,382	1,858,528	1,984,467	2,080,169	2,075,498	(0.2)
Supplies	1,159,515	912,641	700,510	730,306	727,994	(0.3)
Maintenance	1,249,404	1,332,066	1,083,370	1,329,124	1,306,368	(1.7)
Professional Services/Training	2,000,264	2,516,376	3,109,321	3,764,680	4,660,211	23.8
Other Charges	76,349	64,914	75,716	85,056	83,850	(1.4)
Scheduled Charges	1,245,517	1,498,700	1,471,087	1,586,282	1,713,108	8.0
Capital Outlay/Reimbursements	315,969	256,450	116,625	20,750	10,076	(51.4)
TOTAL EXPENDITURES BY CATEGORY	\$ 11,514,549	12,347,350	12,888,989	14,006,323	15,017,841	7.2

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Park Maintenance	66	63	56	58	58	-
Park Development	4	4	4	2	2	-
Community Recreation	10	10	10	10	10	-
Outdoor Recreation	3	2	2	2	2	-
TOTAL STAFFING	83	79	72	72	72	-

FULL-TIME POSITIONS			
Administrative Asst	2	Park Development Coordinator	1
Asst Athletic FS Foreman	1	Park Environment Maintenance Foreman	1
Asst Director of Parks and Rec	1	Park Inspector	3
Asst Irrigation Foreman	1	Park Irrigation Foreman	1
Asst Park Construction Foreman	1	Park Maintenance Foreman	1
Asst Park Environment Maintenance Foreman	1	Park Maintenance Supervisor	2
Asst Park Maintenance Foreman	1	Park Master Electrician	2
Asst Recreation Coordinator	1	Park Operations Manager	2
Asst Turf Maintenance Foreman	1	Park Operations Superintendent	1
Athletic Field Services Foreman	1	Pesticide Applicator	2
Bldg Maintenance Technician II	1	Parks and Recreation Director	1
Equipment Operator I	1	Parks Yard Keeper	1
Heavy Equipment Operator I	1	Pesticide Applicator	2
Heavy Equipment Operator II	2	Public Information Specialist	1
Irrigation Apprentice	5	Recreation Center Supervisor	4
Irrigation Technician	1	Recreation Coord	2
Management Assistant	1	Recreation Services Superintendent	1
Park Construction & Maintenance Worker	6	Senior Citizen Center Supervisor	2
Park Construction Foreman	1	Sr Grounds Maint Worker	10
Contract Administrator	1	Turf Maintenance Foreman	1
TOTAL FULL-TIME POSITIONS			72

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Park Maintenance						
Trees planted (excluding memorial trees)	13	124	167	150	150	-
Turf acres treated with pesticides by contractor	4,064	4,064	4,064	4,064	1,485	(63.5)
Fertilized acreage applied by contractor	1,127	2,253	2,253	2,253	2,253	-
Irrigation RPZ's inspected and repaired within 30 days of written notice	168	168	168	168	168	-
Parks receiving tree maint. & removal annually	25	27	25	30	35	16.7

Parks and Recreation Overview

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
<i>Park Development</i>						
Number of CIPs sent out to RFP/ITB within two weeks of City Council approval funding*	5	2	3	2	2	-
Number of CIPs completed within days allotted in Notice to Proceed*	5	7	5	5	5	-
Number of presentations created for Parks Advisory Board, Neighborhood Associations, User Group Meetings, and delivered within two weeks.*	8	5	3	4	4	-
Number of plans created for in-house construction projects completed within requested timeline.**	2	2	6	5	5	-
Designs and estimates created for projects requested by City Council or City	4	7	5	5	5	-
Number of map/archive requests processed and delivered within one day	45	30	35	25	25	-
Each playground inspected annually	56	56	58	58	58	
<i>Community Recreation</i>						
Community Center attendance	45,261	46,469	45,276	45,500	46,000	1.1
Senior Center attendance	56,074	56,591	34,869	35,250	36,000	2.1
Senior Meal Program - Total Meals Provided	31,347	22,826	18,150	19,000	19,500	
Special event participation (Pumpkin Trail and Community Center Special Events)	23,036	20,308	17,869	18,500	19,000	2.7
Party house/Shelter rentals	251	224	215	220	245	11.4
<i>Outdoor Recreation</i>						
Softball team registrations	192	217	202	210	215	2.4
Volleyball team registrations	61	87	82	85	90	5.9
Flag football team registrations	-	-	10	12	18	50.0
Safety City participation (does not include special events)	2,823	3,304	2,571	2,600	2,650	1.9
Special Events participation (Santa Land and Safety Trails Special Events)	39,501	48,957	48,951	49,150	49,750	1.2
Show Wagon rentals	20	23	19	22	24	9.1
Equipment rentals	44	158	236	250	275	10.0
Tennis center reservations	7,571	6,929	7,013	7,025	7,050	0.4
Tennis center tournament participation	1,684	1,192	3,056	3,250	3,500	7.7

* Percentages have been used in the past, but switching to quantities to better represent productivity.

** Unable to create construction plans due to lack of qualified personnel.

Parks and Recreation Expenditures

Park Maintenance	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 2,536,167	2,751,845	2,981,238	3,040,008	3,136,217	3.2
Benefits	1,255,651	1,419,746	1,503,725	1,569,350	1,616,275	3.0
Supplies	892,548	673,695	463,702	472,265	484,578	2.6
Maintenance	1,216,699	1,296,348	1,022,915	1,264,120	1,204,654	(4.7)
Professional Services/Training	1,762,076	2,232,067	2,792,403	3,422,440	4,358,621	27.4
Other Charges	42,110	21,198	23,605	33,600	33,600	-
Scheduled Charges	755,221	889,047	877,298	981,404	1,051,382	7.1
Capital Outlay/Reimbursements	309,563	254,216	116,625	20,750	10,076	(51.4)
TOTAL PARK MAINTENANCE	\$ 8,770,034	9,538,161	9,781,510	10,803,937	11,895,403	10.1

Park Development

EXPENDITURES BY CATEGORY						
Compensation	\$ 183,572	213,046	231,015	260,065	157,254	(39.5)
Benefits	87,136	100,529	111,020	122,710	68,368	(44.3)
Supplies	7,685	7,645	6,726	8,506	5,700	(33.0)
Maintenance	1,170	2,317	2,198	4,176	4,733	13.3
Professional Services/Training	9,376	21,231	34,031	30,500	22,000	(27.9)
Other Charges	2,503	360	5,683	4,456	2,250	(49.5)
Scheduled Charges	67,049	87,107	106,311	136,206	133,528	(2.0)
Capital Outlay/Reimbursements	2,565	2,234	-	-	-	-
TOTAL PARK DEVELOPMENT	\$ 361,056	434,470	496,984	566,619	393,833	(30.5)

Community Recreation

EXPENDITURES BY CATEGORY						
Compensation	\$ 650,089	650,212	851,016	839,877	852,963	1.6
Benefits	249,596	257,189	300,699	315,722	317,163	0.5
Supplies	102,144	108,918	125,096	122,097	100,038	(23.8)
Maintenance	8,429	12,684	12,998	20,452	48,248	(23.8)
Professional Services/Training	107,052	123,022	153,458	150,125	114,425	(23.8)
Other Charges	2,651	2,537	4,199	3,500	3,500	-
Scheduled Charges	286,775	352,818	330,693	320,252	368,723	15.1
Capital Outlay/Reimbursements	3,841	-	-	-	-	-
TOTAL COMMUNITY RECREATION	\$ 1,410,576	1,507,381	1,778,160	1,772,025	1,805,060	1.9

Outdoor Recreation

EXPENDITURES BY CATEGORY						
Compensation	\$ 408,321	292,572	284,624	270,006	294,302	9.0
Benefits	96,999	81,064	69,023	72,387	73,692	1.8
Supplies	157,138	122,383	104,986	127,438	137,678	8.0
Maintenance	23,106	20,718	45,259	40,376	48,733	20.7
Professional Services/Training	121,760	140,055	129,429	161,615	165,165	2.2
Other Charges	29,086	40,819	42,229	43,500	44,500	2.3
Scheduled Charges	136,472	169,728	156,785	148,420	159,475	7.4
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL OUTDOOR RECREATION	\$ 972,882	867,338	832,335	863,742	923,545	6.9

WEST TEXAS STATE VETERANS CEMETERY

MISSION AND PURPOSE

The City will operate and maintain the West Texas Veterans Cemetery according to the guidelines set forth in the Cemetery Management and Operation Agreement between the City of Lubbock and The Texas General Land Office.

Texas State Veterans Cemeteries are special resting places, close to home, where friends, family and fellow Texans can honor Texas Veterans. The sacrifices they laid upon the altar of freedom will never be diminished or forgotten. Texas State Veterans Cemeteries are built through a partnership between the State of Texas and the U.S. Department of Veterans Affairs and are managed by the Texas Veterans Land Board. The burial benefits at this cemetery include a gravesite in any one of the open cemeteries with available space, opening and closing of the grave, perpetual care, a government headstone or marker, a burial flag, and a Presidential Memorial Certificate, at no cost to the family.

GOALS AND OBJECTIVES

- Operate and maintain the Veterans Cemetery as a national shrine and in accordance with all applicable federal, state, and local requirements and consistent with the terms of the contract.
- Provide excellent and compassionate customer service to the public, families, visitors, funeral homes and associated governmental agencies.
- Assist families in completing the burial process in a compassionate manner.
- Properly and professionally care for Cemetery property, gravesites, and facilities, as set forth in the Texas Veteran Land Board Cemetery Operating Manual.
- Maintain all records in an orderly, efficient, and professional manner.
- Maintain and beautify the Cemetery property.
- Conduct graveside services with associated amenities.
- Record and preserve Cemetery documents, transactions, and records.

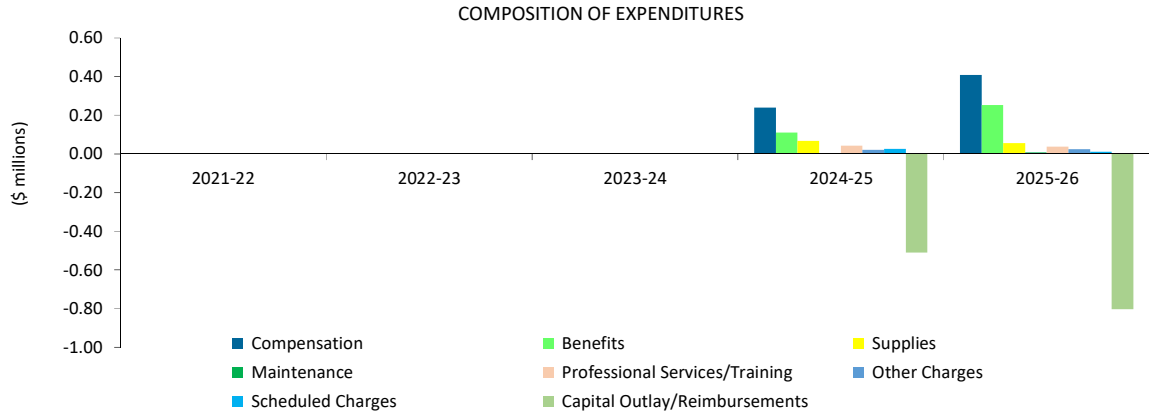
ACCOMPLISHMENTS FOR FY 2024-25

- Executed a partial year agreement to begin the hiring process, purchase supplies and City owned equipment for the management of the cemetery.
- Recruited and employed the first Executive Director.
- Began recruiting, employing and training additional staff.
- Actively communicated with the Board and Onsite Representative.

OBJECTIVES FOR FY 2025-26

- Open the cemetery in December 2025.
- Develop, implement, operate and maintain all necessary administrative systems including accounting, personnel, reporting, administrative records, purchasing, and information technology systems.
- Continue to recruit, employ, and train all necessary staff.
- Submit a Disaster Preparedness Plan within 30 days of contract execution.
- Submit a risk management and loss prevention policy within 30 days of contract execution.
- Maintain a compliance score of 90% or higher on all inspections.
- Actively communicate with the Board and Onsite Representative.

West Texas Veterans Cemetery Overview



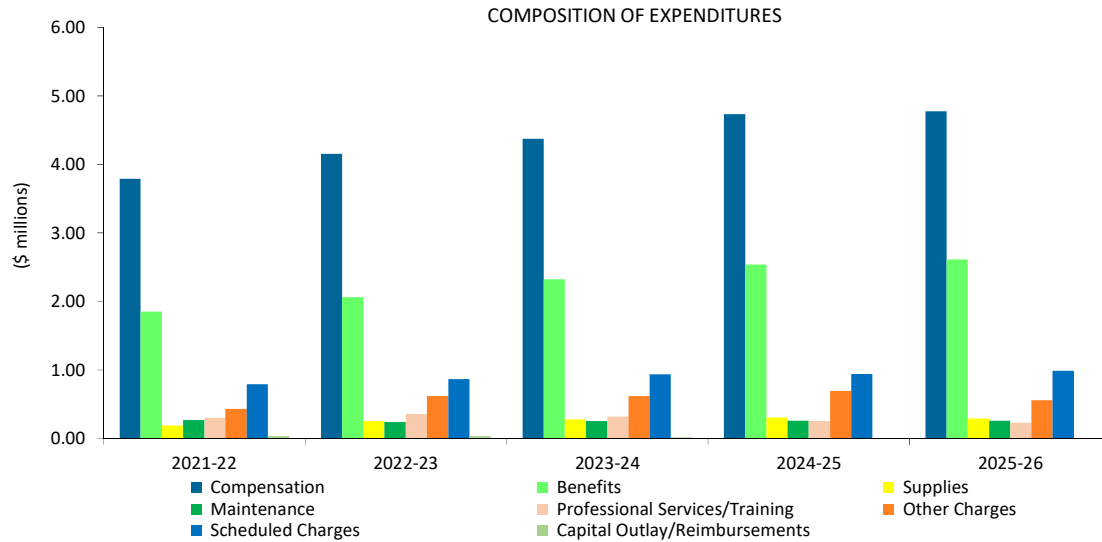
EXPENDITURES BY CATEGORY	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	% Change Budget
Compensation	\$ -	-	-	239,681	407,974	70.2
Benefits	-	-	-	111,190	252,185	126.8
Supplies	-	-	-	67,400	56,000	(16.9)
Maintenance	-	-	-	1,000	7,500	650.0
Professional Services/Training	-	-	-	42,500	37,740	(11.2)
Other Charges	-	-	-	21,800	23,800	9.2
Scheduled Charges	-	-	-	25,500	11,400	(55.3)
Capital Outlay/Reimbursements	-	-	-	(509,071)	(803,057)	57.7
TOTAL EXPENDITURES BY CATEGORY	\$ -	-	-	-	(6,458)	-

STAFFING	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	Change Budget
West Texas Veterans Cemetery	-	-	-	-	9	9
TOTAL STAFFING	-	-	-	-	9	9

FULL-TIME POSITIONS				
Cemetery Superintendent (Director)	1		Heavy Equipment Operator I	1
Cemetery Supervisor (Operations Manager)	1		Heavy Equipment Operator II	1
Cemetery Foreman	1		Senior Grounds Maintenance Worker	2
Cemetery Sales & Svc Rep	2		TOTAL FULL-TIME POSITIONS	9

METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Funeral Services				0	150	-
Interment Registrations				1,000	200	(80.0)
Local Ceremonies				0	4	-
Annual Ceremonies				0	2	-
Graves levelled annually				0.0%	100.0%	-
Number trees planted				0	10	-
Inspection of 90% or higher				0	4	-
Mowing cycles completed on time				0.0%	100.0%	-

Development Services



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 3,789,353	4,153,715	4,376,066	4,734,825	4,777,761	0.9
Benefits	1,852,053	2,063,703	2,325,500	2,542,914	2,614,118	2.8
Supplies	188,992	254,866	281,203	305,728	292,639	(4.3)
Maintenance	271,858	243,038	255,391	261,773	262,358	0.2
Professional Services/Training	300,515	356,911	319,536	255,955	230,720	(9.9)
Other Charges	433,180	617,194	617,575	693,005	560,442	(19.1)
Scheduled Charges	793,522	868,767	935,100	942,348	986,880	4.7
Capital Outlay/Reimbursements	34,746	35,742	15,761	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 7,664,219	8,593,936	9,126,132	9,736,548	9,724,918	(0.1)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Building Safety	\$ 2,635,563	2,890,107	2,960,789	3,103,534	3,140,189	1.2
Codes Enforcement	2,489,169	2,923,062	3,139,374	3,302,665	3,096,518	(6.2)
Environmental Health	1,030,940	1,241,451	1,327,445	1,478,078	1,701,630	15.1
Vector Control	500,180	541,806	576,810	627,819	653,091	4.0
Planning	1,008,367	997,510	1,121,713	1,224,452	1,133,490	(7.4)
TOTAL EXPENDITURES BY DEPARTMENT	\$ 7,664,219	8,593,936	9,126,132	9,736,548	9,724,918	(0.1)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Building Safety	31	32	32	32	32	-
Codes Enforcement	29	28	29	29	29	-
Environmental Health	15	16	16	16	16	-
Vector Control	5	5	5	5	5	-
Planning	11	11	11	11	10	(1)
TOTAL STAFFING	91	92	93	93	92	(1)



BUILDING SAFETY

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:

- Intake of applications for structural, plumbing, mechanical, electrical, roofing, and other associated permits
- Review plans for residential and commercial projects for code compliance
- Assign residential and commercial building addresses
- Issue and track permits
- Inspect permitted installations 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 built environment
- Enforce adopted codes and ordinances in an efficient, fair and equitable manner
- Communicate clearly, respond promptly, and educate citizens, contractors, and stakeholders to improve understanding and approval
- Maintain partnerships with the public, building community, City departments and other organizations to obtain code compliance
- Educate the public about the Department's mission and purpose
- Foster relationships with other Building Safety Departments
- Provide quality plan review and permit issuance services
- Maintain a high level of efficient, professional and friendly customer service
- Develop knowledgeable, dependable staff through continuous training, clear expectations, and performance measurement.

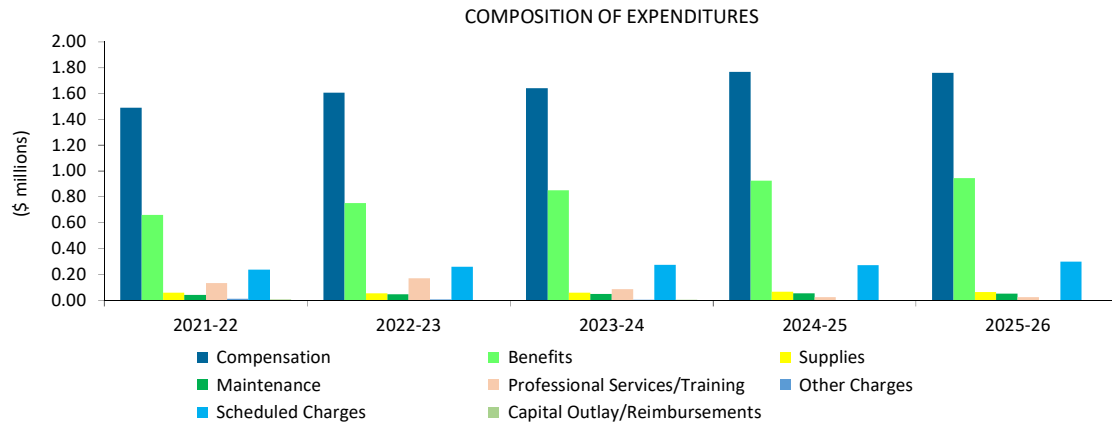
ACCOMPLISHMENTS FOR FY 2024-25

- Maintained or exceeded department performance measures.
- Initiated the review with Model Codes and Construction Advisory Board of the 2024 International Codes and 2023 National Electrical Code.
- Promoted employee training programs focused on assisting staff members in obtaining International Code Council professional certifications in their areas of expertise.
- Implemented more efficient processes within the department resulting in faster processing times for customers.
- Increased the number of professional staff certifications obtained from the International Code Council by seven.
- Improved residential plan review turnaround time of less than 14 days to 99 percent.
- Improved commercial plan review turnaround time of less than 30 days to 100 percent.
- Increased the percentage of online residential permit submittals to 85 percent and commercial permit submittals to 99 percent.

OBJECTIVES FOR FY 2025-26

- Complete the review of the 2024 International Codes and 2023 National Electrical Code and initiate the adoption process with Models Code and Construction Advisory Board.
- Continue development of staff through internal and external training programs aimed at the enrichment of building code professionals.
- Attain 60 percent of staff certified through the International Code Council.
- Increase rate of online residential plan submission to 92 percent.
- Initiate digital surveys to get feedback on our staff and the services we provide.
- Work towards 100 percent digital archival and retention records.
- Accomplish 100 percent rate of residential plan reviews completed within 14 calendar days.
- Maintain 100 percent rate of commercial plan reviews completed within 30 calendar days.
- Exceed a 99 percent rate of inspections completed within 24 hours of request.

Building Safety Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,489,846	1,605,873	1,641,179	1,766,188	1,760,786	(0.3)
Benefits	659,415	752,495	850,672	924,516	945,170	2.2
Supplies	59,075	53,502	59,589	64,953	62,768	(3.4)
Maintenance	41,100	46,415	47,072	52,180	48,796	(6.5)
Professional Services/Training	132,510	168,811	83,316	23,130	23,130	-
Other Charges	11,128	4,208	2,263	1,480	1,480	-
Scheduled Charges	236,282	258,803	274,520	271,087	298,059	9.9
Capital Outlay/Reimbursements	6,207	-	2,178	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 2,635,563	2,890,107	2,960,789	3,103,534	3,140,189	1.2

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Building Safety	31	32	32	32	32	-
TOTAL STAFFING	31	32	32	32	32	-

FULL-TIME POSITIONS

Asst Building Official	1	Management Assistant	1
City Building Official	1	Plan Examiner	6
Combination Inspector	1	Senior Plan Examiner	2
Customer Service Rep	3	Senior Trades Inspector	4
Development Technician	2	Trades Inspector	9
Division Dir of Development Services	1	TOTAL FULL-TIME POSITIONS	32
Lead Administrative Assistant	1		

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Construction Activity						
Construction dollar volume (Millions)	1,612	1,732	1,219	1,213	1,444	19.0
New residential permits	2,556	1,712	1,549	1,486	1,826	22.9
New non-residential permits	934	645	810	800	797	(0.3)
Addition/alteration permits	1,937	3,349	3,211	3,426	3,329	(2.8)
Other permits	15,886	13,791	12,684	13,088	13,862	5.9
Plan Review Activity						
Construction plans reviewed	4,372	3,903	3,795	3,283	3,838	16.9
Plan Examiner daily workload	1.1	2.0	1.9	1.6	1.9	16.9
Percent reviewed within 14 days (Residential)	97%	99%	99%	99%	100%	1.0
Percent reviewed within 30 days (Commercial)	94%	100%	100%	100%	100%	-
Inspection Activity						
Structural inspections	22,572	17,405	17,861	17,565	18,851	7.3
Daily workload	18	14	14	14	15	7.3
Electrical inspections	18,149	15,390	14,802	15,419	15,940	3.4
Daily Workload	18	15	15	15	16	3.4
Plumbing/mechanical inspections	32,819	25,639	23,896	25,330	26,921	6.3
Daily Workload	26	20	19	20	21	6.3
Average Inspector daily workload	21	17	16	17	18	5.8
Percent responded within targeted response time	100%	100%	99.7%	99%	99%	-

CODE ENFORCEMENT

MISSION AND PURPOSE

To promote the health and safety of the community through education, inspection, and enforcement of ordinances relating to Zoning, Junked Vehicles, Public Nuisance, Weeds and Rubbish abatement, and Property Maintenance/Structural Standards Court cases. Educate the public and businesses on municipal ordinance violations through on-site training and public speaking events related to public health and safety issues.

GOALS AND OBJECTIVES

- Educate and inform staff to ensure quality of service provided to the public and businesses.
- Support the growth of community service organizations and neighborhood associations that can be relied on as a resource for Code Administration.
- Enforce municipal ordinances that address physical signs of urban blight, social disorder, 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 Administration Department.
- In partnership with Solid Waste, Police Department, Lubbock Fire Rescue, and other City of Lubbock departments, work with property owners and neighborhoods to address blight and nuisance conditions that affect the health and safety of our citizens.

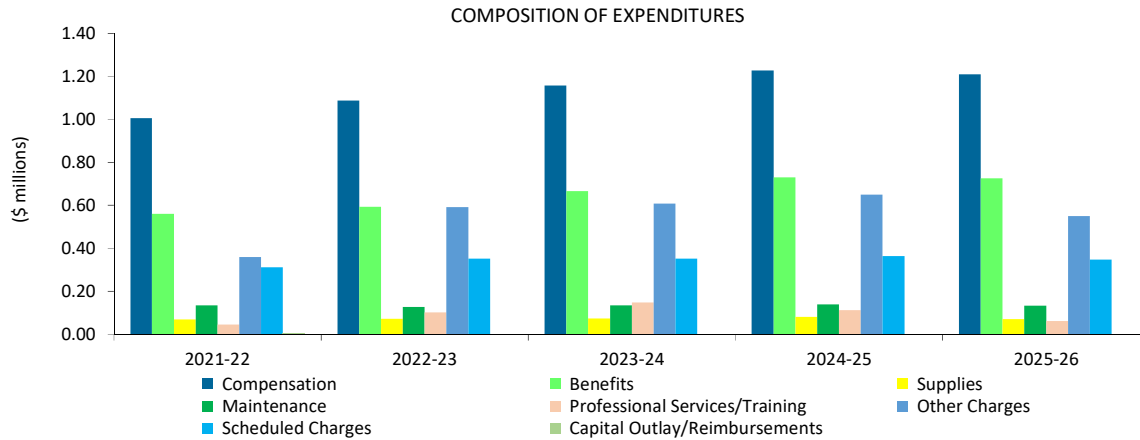
ACCOMPLISHMENTS FOR FY 2024-25

- 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.
- Conducted a regional Continuing Education Unit (CEU) training for Registered Code Administration Officers in person and by ZOOM meeting with 82 attendees.
- Maintained data for the web-based code enforcement activity mapping, updated on a monthly basis.
- Maintained the Code Administration statistical data/performance measure dashboard, incorporated into the city-wide performance metric out-facing system.
- Continuation of the Substandard Structure Grant Program, a program that allows property owners with a substandard structure to voluntarily allow the City of Lubbock to demolish the structure at no cost to them.
- Partnered with Perdue, Brandon, Fielder, Collins, and Mott, LLP in issuing tax warrants and recovering past due and abatement lien monies owed to the City of Lubbock.

OBJECTIVES FOR FY 2025-26

- Increase number of substandard structures compliance by utilizing the Substandard Structure Grant Program.
- 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.
- Conduct monthly Neighborhood Deployments, FAIR exercises, and Specific Violation training to engage the community in department activities.
- Research and explore other municipalities' efforts to increase NEIGHBORHOOD SERVICES activities, such as neighborhood clean ups, repairs to dwellings, and other activities that build strength in the neighborhoods. This will possibly include partnering with Keep Lubbock Beautiful, internal departments, and external organizations in these efforts.
- Continue to support Neighborhood Associations by being a liaison for all City of Lubbock services.
- Explore opportunities with the Planning Department and the Neighborhood Planner position to encourage participation from Neighborhood Associations and neighborhood groups to be more involved in the development and maintenance of our residential neighborhoods.
- Code Administration will expand a positive virtual presence through the department web page, through the Communications and Public Engagement 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.

Codes Enforcement Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,005,362	1,087,212	1,158,035	1,227,457	1,208,446	(1.5)
Benefits	560,562	591,910	666,026	730,653	726,196	(0.6)
Supplies	68,723	71,956	73,921	80,094	70,747	(11.7)
Maintenance	134,913	127,773	134,395	138,586	133,185	(3.9)
Professional Services/Training	44,995	100,774	148,028	111,955	60,950	(45.6)
Other Charges	359,200	591,350	607,451	650,000	550,000	(15.4)
Scheduled Charges	312,021	352,087	351,517	363,920	346,994	(4.7)
Capital Outlay/Reimbursements	3,393	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 2,489,169	2,923,062	3,139,374	3,302,665	3,096,518	(6.2)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Code Enforcement	29	28	29	29	29	-
TOTAL STAFFING	29	28	29	29	29	-

FULL-TIME POSITIONS

Asst Director of Code Enforcement	1	Director of Code Enforcement	1
Code Admin Field Supervisor	2	Graffiti Removal Specialist	1
Code Inspector I	7	Management Assistant	1
Code Inspector II	13	Office Assistant	3
		TOTAL FULL-TIME POSITIONS	29

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Educational Programs (LINC)	14	26	38	30	50	66.7
Citizen Contact	11,695	13,083	12,465	12,500	13,000	4.0
Graffiti cases initiated	959	680	848	900	1,000	11.1
Housing cases initiated	1,182	1,252	1,432	1,400	1,400	-
Junk Vehicle cases initiated	1,913	1,749	1,898	2,000	2,000	-
Junk Vehicle Days to voluntary compliance	11	11	10	11	11	-
Junk Vehicle Days to Administrative/Judicial Action	11	11	12	11	11	-
Weed cases initiated	18,113	20,690	21,984	20,000	21,000	5.0
Weed Days to voluntary compliance	10	8	11	8	8	-
Weed Days to Administrative/Judicial Action	10	8	10	8	8	-
Zoning cases initiated	8,791	10,257	10,472	11,000	11,000	-
Zoning Days to voluntary compliance	6	10	6	10	10	-
Zoning Days to Administrative/Judicial Action	10	10	8	10	10	-
Average Days from Complaint to Inspection	2	2	3	2	2	-

ENVIRONMENTAL HEALTH

MISSION AND PURPOSE

To promote the health and safety of the community through education, inspection, and enforcement of ordinances, rules, and laws relating to food establishments, mobile food units, temporary food events, recreational water facilities, and body art establishments, foster care homes, and other public health concerns. Educate the public and businesses through on-site training and classes related to food safety, recreational water facilities, and public health issues.

GOALS AND OBJECTIVES

- Ensure compliance with City ordinances, state rules, and federal laws for establishments permitted by environmental health through inspection and education.
- Address and investigate general environmental nuisances.
- Conduct detailed plan reviews with owners and contractors of new, remodeled, or converted food establishments, recreational water facilities, body art establishments, and other permitted establishments, to ensure compliance with City ordinances and rules prior to construction or remodel of establishments. Provide training for food establishments on food safety issues and compliance with Texas Food Establishment Rules and Food and Drug Administration food code.

ACCOMPLISHMENTS FOR FY 2024-25

- Created reporting capabilities in Hedgehog software to aid staff on standardizing and conformity of inspections and compliance activities.
- Environmental Health received two second year grants from National Environmental Health Association and Food and Drug Administration to achieve objectives of the Voluntary Standards Program for food safety.
- All staff members hold either Texas Regressed Sanitarian (RS) credentials or NEHA's Registered Environmental Health Specialist / Registered Sanitarian (REHS/RS) credentials.
- Hosted in-person annual pool school with approximately 100 in attendance.
- Completed self-assessment of all nine FDA voluntary standards.
- Three inspectors obtained or renewed Certified Pool Operators certification.
- Five inspectors obtained Certified Pool Inspector Credentials.
- One inspector standardized by FDA through Texas Department of State Health Services. Inspector classified as Standard for City of Lubbock Environmental Health Department.
- All inspectors standardized according to DSHS and FDA Standards.
- Five environmental Health staff attended the Texas Environmental Health Association annual education in-person conference for training, education, and required continuing education units.
- Two staff members were elected to the Texas Environmental Health Association Governing Council.
- Staff participated in virtual education conferences for food safety continuing education units.
- Five staff members participated in the Association of Food and Drug officials' food safety and inspection virtual boot camp.
- Six staff members attended the Association of Food and Drug Officials in-person meeting.
- Two staff members attended in-person National Environmental Health Associations annual education conference.
- Three staff members attended the Texas Mosquito Control Association workshop.
- Two staff members attended the Conference for Food Protection biennium conference.
- Department provided on demand food safety education programs for food establishments and participated in local health fairs.

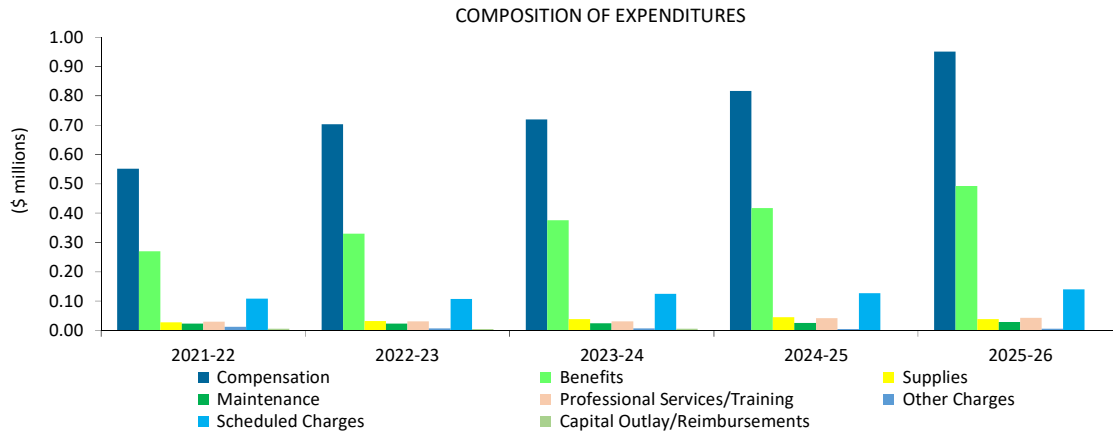
OBJECTIVES FOR FY 2025-26

- Increase the number of inspections performed at food establishments, recreational water facilities, and Body art facilities to meet inspections goals based on program assessments.
- Increase staff's knowledge skills and abilities on general environmental health and food safety issues.

ENVIRONMENTAL HEALTH

- Complete and have audited FDA voluntary standards; Standard 1: Regulatory Foundation. Achieve partial compliance of Standard 2: Trained Regulatory Staff, Standard 3: Inspection Program Based on HACCP Principles, Standard 4: Uniform Inspection Program, and Standard 9: Program Assessment.
- Continue progress building a foodborne illness risk factor study of our permitted food establishments.
- Continue the development of reporting and inspection capabilities of Hedgehog software to aid and track progress on completion of all retail food voluntary standards.
- Use data obtained from violations discovered during routine inspections to develop training and education for our permitted facilities.
- Five environmental health staff will attend the Association of Food and Drug Officials annual conference for training and the required continuing education units.
- Two environmental health staff will attend National environmental Health Association annual conference receive training and obtain required continuing education units.
- Five environmental health staff will attend the Texas Environmental Health Association annual conference for required continuing education units.
- Staff will attend Chapter Texas Environmental Health Association events for the required continuing education units.
- Continue to host in-person pool school.
- Continue participation with the Conference on Food Protection in-person and virtual events.
- Continue to provide on demand food safety education in permitted facilities and at public request.
- Continue participation in local health fairs attended by students, businesses, and the public.
- Increase staff participation with Food and Drug Administration and Centers for Disease Control training events when available.

Environmental Health Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 551,299	703,270	720,115	816,582	951,263	16.5
Benefits	270,395	330,763	375,617	417,475	493,076	18.1
Supplies	28,187	32,152	38,990	44,723	38,859	(13.1)
Maintenance	22,852	23,806	24,824	25,253	29,330	16.1
Professional Services/Training	30,472	30,760	31,027	41,950	42,920	2.3
Other Charges	13,069	7,199	6,416	4,681	5,762	23.1
Scheduled Charges	108,559	108,220	124,570	127,414	140,420	10.2
Capital Outlay/Reimbursements	6,107	5,280	5,885	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,030,940	1,241,451	1,327,445	1,478,078	1,701,630	15.1

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Environmental Health	15	16	16	16	16	-
TOTAL STAFFING	15	16	16	16	16	-

FULL-TIME POSITIONS

Administrative Asst	1	Environ. Health Sanitarian II	10
Business Administrator	1	Environ. Health Sanitarian III	1
Dir of Environmental Health	1	Management Assistant	1
Environ. Health Sanitarian I	1	TOTAL FULL-TIME POSITIONS	16

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Food Inspections	2,008	2,129	2,309	2,500	2,600	4.0
Temporary Food Inspections	654	694	810	800	800	-
Recreational Water Inspections	423	383	402	450	475	5.6
Body Art Inspections	41	33	*117	100	100	-
Smoking Inspections	72	73	100	100	100	-
Food Establishment Complaints	227	269	383	350	385	10.0
Environmental Health Complaints	261	190	158	210	230	9.5

VECTOR CONTROL

MISSION AND PURPOSE

Promote and protect public health and quality of life for the citizens of our City and County through surveillance, site evaluations, species collection and identification, and treatment of breeding and resting sites of mosquitos. Provide public outreach and education when requested.

GOALS AND OBJECTIVES

Develop, train, and implement processes where vector control staff utilize site specific vector control lake/drain basins, and other breeding site identification numbers. Add new locations ID's when new sites are identified. Develop and improve the capabilities of the vector control program to efficiently monitor the number of sites that are being inspected by field personnel by utilization of GIS based software capable of monitoring site locations and logging treatments and observations. Perform service request in a timely manner.

ACCOMPLISHMENTS FOR FY 2024-25

- Collaborated with City of Lubbock's GIS department to establish and launch a Public Notification System that allows citizens to submit service requests for biting mosquito issues, report mosquito breeding sites, and submit information regarding public or organization special events. Online portals opened in April 2024, between April and November 2025, 1,385 Adult Mosquito (biting sites), 109 breeding sites and 37 Special Event service requests were received enabling Vector Control program to monitor and make operational treatment plans.
- Vector Control program developed and implemented a revised Waiver Agreement that integrated permission to treat sites with larvicide and surveillance activities for all jurisdictional areas in Lubbock County. The City of Lubbock GIS department assisted with integration of mapping features to set up a Visual feature to enable Vector Staff to distinguish which sites have treatment and surveillance permissions.
- Continued work with the city of Lubbock's GIS department allowed vector control to identify sites and integrate them into a GIS based Adulticide treatment map layer for the City and Lubbock County, these site designation numbers were integrated into the Public Notification System.
- Review of 5 districts that include areas in southwest Lubbock, canyon lakes, and east Lubbock identified approximately 78 new vector treatment sites, and 47 inlet/outlet sites. Original storm water, flood control map layered data, for areas reviewed had a total of 55 lake sites. Sites were set up to combine storm water retention areas based upon inter-connected culverts and assigned site ID numbers.
- Continued review of Lubbock's landmass allowed our GIS group to clean up data and establish vector lake and drain basin identification numbers.
- Continued work with GIS group to establish a survey process and a data collection process for field staff to uniformly evaluate sites attributes as it relates to factors associated with suitability for mosquito breeding.
- Utilized site attribute data to establish a risk-based rating system for numbered locations.
- Continued collaboration with Texas Tech vector-borne Zoonosis laboratory by submitting adult mosquito specimens collected from sites across the City of Lubbock and Lubbock County for arbovirus surveillance. Specimen collected and processed by vector control department enabled the detection of West Nile Virus occurrence in the mosquito population and treatment of those sites.
- Joint collaboration study with Texas Tech University was initiated. The purpose of the study will focus on the effectiveness of Mosquito Larvicide and Adulticide treatments.
- Staff attended the Texas mosquito Control Association fall, spring, and annual conferences.
- Staff members assisted with Public Health immunization clinics.

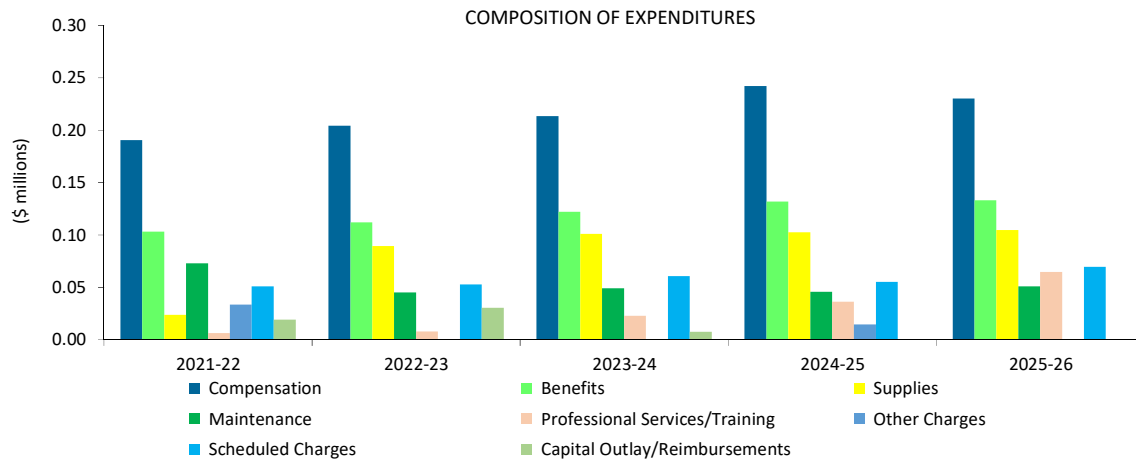
OBJECTIVES FOR FY 2025-26

- Continue work with GIS to enhance, identify and number sites for treatment.
- Continue collaboration with Texas Tech Vector-borne zoonosis Laboratory regarding arbovirus screening.
- Add equipment to enhance treatment capabilities of rapidly expanding residential growth within city and county.
- Add equipment necessary to treat areas inaccessible by current equipment.

VECTOR CONTROL

- Continue work with GIS group to establish a survey process for field staff to uniformly evaluate sites' physical and location attributes as they relate to factors associated with suitability for mosquito breeding.
- Add additional traps to enhance surveillance activities and promote public relations.
- Send 3 staff members to the Texas Mosquito Control Association annual and regional conferences.
- Send 2 staff members to the American Mosquito Control Association annual conference.

Vector Control Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 190,509	204,213	213,460	242,050	230,250	(4.9)
Benefits	103,073	112,175	122,079	131,834	132,959	0.9
Supplies	23,760	89,423	101,003	102,364	104,685	2.3
Maintenance	72,994	45,044	49,099	45,754	51,047	11.6
Professional Services/Training	6,361	7,742	22,867	36,170	64,595	78.6
Other Charges	33,568	-	-	14,344	-	(100.0)
Scheduled Charges	50,878	52,747	60,604	55,303	69,555	25.8
Capital Outlay/Reimbursements	19,038	30,461	7,698	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 500,180	541,806	576,810	627,819	653,091	4.0

	Actual	Actual	Actual	Budget	Budget	% Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Vector Control	5	5	5	5	5	-
TOTAL STAFFING	5	5	5	5	5	-

FULL-TIME POSITIONS

Vector Control Coordinator	1
Vector Control Worker	4
TOTAL FULL-TIME POSITIONS	5

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Percent of valid vector control complaint calls responded to within 2 business days	93.8%	94.8%	90.0%	80.0%	80.0%	-
Service Requests	-	-	20	20	20	-
Number of valid sites treated and/or surveyed within 2 business days.	-	-	18	19	19	-
Percent of valid vector control complaint calls responded to within 2 business days	-	-	90.0%	80.0%	80.0%	-

Vector Control Overview

METRICS/PERFORMANCE MEASURES*	Actual		Actual		Actual		Projected		Target		% Change	
	FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		from Projected	
Larvicide applied by month by acres	Sites	Acres	Sites	Acres	Sites	Acres	Sites	Acres	Sites	Acres	Sites	Acres
May	-	-	-	-	0	0	4	48	3	36	(25.0)	(25.0)
June	-	-	-	-	18	107.29	24	288	20	240	(16.7)	(16.7)
July	-	-	-	-	40	217.34	30	365	28	336	(6.7)	(7.9)
August	-	-	-	-	57	316.87	18	225	15	300	(16.7)	33.3
September	-	-	-	-	85	224.98	24	288	20	240	(16.7)	(16.7)
Totals	-	794	-	1204	200	866	100	1214	86	1152	(14.0)	(5.1)
Larvicide applied by month by Sq. Ft.	Sites	Acres	Sites	Acres	Sites	100 sq ft	Sites	100 sq ft	Sites	100 sq ft	Sites	Acres
May	-	-	-	-	0	0	10	1000	10	1000	-	-
June	-	-	-	-	5	1700	25	6000	20	4000	(20.0)	(33.3)
July	-	-	-	-	25	4950	25	4000	24	3500	(4.0)	(12.5)
August	-	-	-	-	15	6600	25	2500	24	3500	(4.0)	40.0
September	-	-	-	-	32	5500	20	1500	15	1500	(25.0)	-
Totals	-	-	-	-	77	18,750	105	15,000	93	13,500	(11.4)	(10.0)

**Changing metrics from only acres treated to both sites and acres treated. This change will define actuals goals of Vector service responsibilities.*

PLANNING

MISSION AND PURPOSE

The mission of the Planning Department is to guide the growth and development of the City of Lubbock in a well-planned, sustainable manner. Through responsible planning and community engagement, we aim to enhance the quality of life for residents, preserve the city's character, and support economic prosperity. Our purpose is to ensure a high-quality, aesthetically pleasing, and functional built environment through effective land use planning, zoning administration, urban design, subdivision regulation, and historic preservation.

The Planning Department provides a wide range of services to support community development and ensure regulatory compliance, including:

- Delivers excellent customer service to citizens, developers, elected and appointed officials, and City staff.
- Administers the Comprehensive Plan and Unified Development Code to promote the health, safety, and welfare of the community.
- Coordinates zoning, development, and annexation processes to protect and enhance current and future community assets.
- Promotes the use and preservation of public spaces and cultural heritage sites.
- Supports urban design initiatives and historic preservation efforts, including downtown revitalization.
- Ensures that new development complements existing land uses and does not negatively impact surrounding areas.
- Manages the platting of properties within city limits and the extraterritorial jurisdiction (ETJ).
- Oversees the City's permitting process for short-term rentals and alcoholic beverage licenses.
- Reviews commercial, residential, and signage plans for compliance with the Unified Development Code.
- Engages with the community to provide education and training on planning policies and regulations.
- Administers the City's first Neighborhood Planning Program to support grassroots revitalization efforts.

GOALS AND OBJECTIVES

- Serve the needs of citizens, developers, and contractors by addressing planning-related concerns effectively and responsively.
- Regularly update and maintain the Comprehensive Plan, including its land use, historic preservation, and growth management components.
- Deliver high-quality, timely services for zoning, platting, and annexation processes.
- Promote cross-training and interdepartmental education to streamline and improve the development review process.
- Advocate for the interests of all community members through proper and professional planning practices.
- Provide ongoing training and professional development opportunities for the Planning and Zoning Commission, Zoning Board of Adjustment, and the Urban Design and Historic Preservation Commission.
- Support the successful implementation of the goals outlined in Plan Lubbock 2040, the City's Comprehensive Plan.

ACCOMPLISHMENTS FOR FY 2024-25

- Continued implementation of the Comprehensive Plan, Plan Lubbock 2040.
- Maintained and amended the Unified Development Code (UDC) as needed to ensure effective and current regulations.
- Sustained the streamlined administrative platting process outlined in the UDC.
- Reduced the number of cases requiring review by the Planning and Zoning Commission, Zoning Board of Adjustment, and Urban Design and Historic Preservation Commission, due to modernized UDC regulations.
- Provided ongoing education and training to staff and members of the development community on the UDC.
- Advanced the Neighborhood Planning Program, completing projects in the Jackson-Mahon and Dunbar-Manhattan Heights neighborhoods in alignment with their adopted Neighborhood Plans.

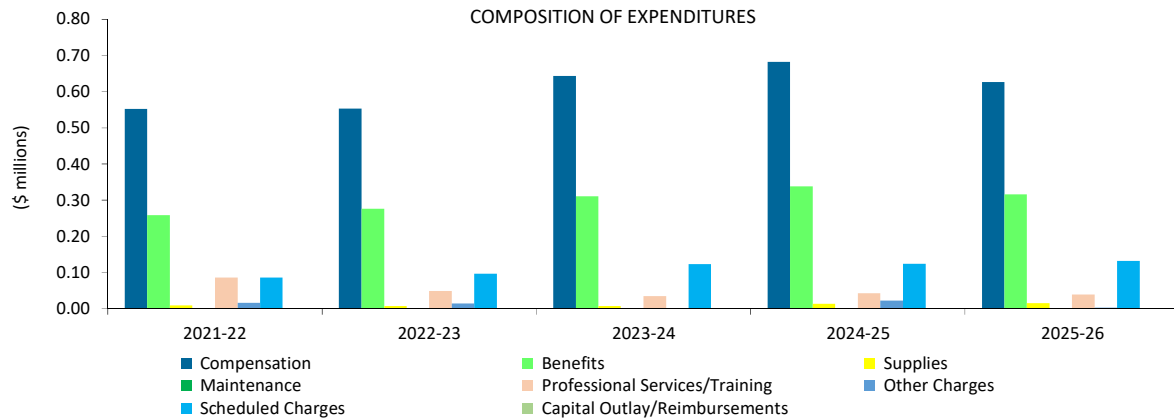
PLANNING

- Adopted a third Neighborhood Plan for the Parkway-Cherry Point (District 2) neighborhood and began implementation of its recommended projects.
- Initiated development of a fourth Neighborhood Plan in the Arnett Benson (District 1) neighborhood.
- Updated and refined the SPIN Program (Special Projects in Neighborhoods) to prioritize project applications within Districts 1 and 2.
- Contracted with Safebuilt to complete a Comprehensive Zoning Map Analysis and initiated zone change requests based on the findings.
- Transitioned short-term rental registration and hotel occupancy tax collection from the GovOS platform to Deckard Technologies, assisting hundreds of citizens with re-registration and system navigation.
- Migrated the UDC from the Encode platform to eCode360, consolidating all adopted ordinances into a single, user-friendly platform.
- Successfully completed the City's first Annexation by Election for the Highland Oaks subdivision and managed additional petition-based annexation requests.
- Processed numerous zoning and development-related applications.
- Facilitated pre-development meetings to support applicants and improve project outcomes.
- One staff member obtained AICP Certification (American Institute of Certified Planners) through the APA, bringing the department's total to three certified planners, including the Director and Neighborhood Planner.
- Several team members continued preparing for the International Code Council (ICC) Zoning Inspector and Property Maintenance Inspector certifications.
- Staff attended both State and National American Planning Association (APA) conferences to earn Certification Maintenance (CM) credits and participate in professional training opportunities.

OBJECTIVES FOR FY 2025-26

- Complete all outstanding zone change requests for areas identified in the Comprehensive Zoning Map Analysis.
- Continue implementation of the Comprehensive Plan, Plan Lubbock 2040, to guide sustainable development and community growth.
- Maintain ongoing implementation of the Unified Development Code (UDC) and expand education efforts for staff, citizens, developers, contractors, and business owners.
- Advance implementation of project recommendations from adopted Neighborhood Plans for the Jackson-Mahon (District 1), Dunbar-Manhattan Heights (District 2), and Parkway-Cherry Point (District 2) neighborhoods.
- Finalize the Neighborhood Plan for Arnett Benson (District 1) and begin implementation of its recommended projects.
- Review and update key performance indicators (KPIs) for neighborhoods in Districts 1 and 2 to identify the next four neighborhoods to receive Neighborhood Plans.
- Continue implementation of the SPIN Program (Special Projects in Neighborhoods) to support localized improvements.
- Enhance the development process through interdepartmental training and education across Development Services departments.
- Ensure all planners and senior staff obtain at least one International Code Council (ICC) certification and support eligible staff in achieving their AICP certification through the American Planning Association.

Planning Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 552,336	553,147	643,277	682,548	627,016	(8.1)
Benefits	258,607	276,360	311,107	338,436	316,717	(6.4)
Supplies	9,248	7,832	7,700	13,594	15,580	14.6
Maintenance	-	-	-	-	-	-
Professional Services/Training	86,177	48,824	34,297	42,750	39,125	(8.5)
Other Charges	16,216	14,437	1,444	22,500	3,200	(85.8)
Scheduled Charges	85,782	96,910	123,887	124,624	131,852	5.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,008,367	997,510	1,121,713	1,224,452	1,133,490	(7.4)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Planning	11	11	11	11	10	(1)
TOTAL STAFFING	11	11	11	11	10	(1)

FULL-TIME POSITIONS

Development Technician	1	Neighborhood Planner	1
Director of Planning	1	Planner	4
Management Assistant	2	Planning and Zoning Manager	1
TOTAL FULL-TIME POSITIONS			10

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Special Exceptions	43	41	2	-	-	-
Variances	66	71	50	34	27	(20.6)
Zone Cases	98	87	53	50	40	(20.0)
Specific Use Cases	19	9	4	12	10	(16.7)
Urban Design & Historic Preservation	17	18	8	5	7	40.0
Commission (UDHPC) Cases	49	58	36	22	24	9.1
Admin Approvals- Design Guidelines	12	14	19	22	25	9.1
TABC Applications- New	81	93	79	53	58	13.6
TABC Applications- Renewals	209	269	196	120	144	9.4
Sign Permits Reviewed	369	390	348	269	295	20.0
Preliminary Plats	84	68	37	34	38	9.7
Final Plats	172	130	73	98	118	11.8
Commercial Permit Reviews	576	831	980	998	1,047	-
Residential Permit Reviews	1,311	2,322	2,326	2,174	2,282	5.0
Alternative Energy Source Permits	-	-	380	331	364	10.0
Zoning Verification Letters	195	68	116	77	85	10.4
Open Records Requests	188	128	183	146	160	9.6
Implementation of Plan Lubbock 2040**						

Progress on the Implementation Steps, identified by letter:

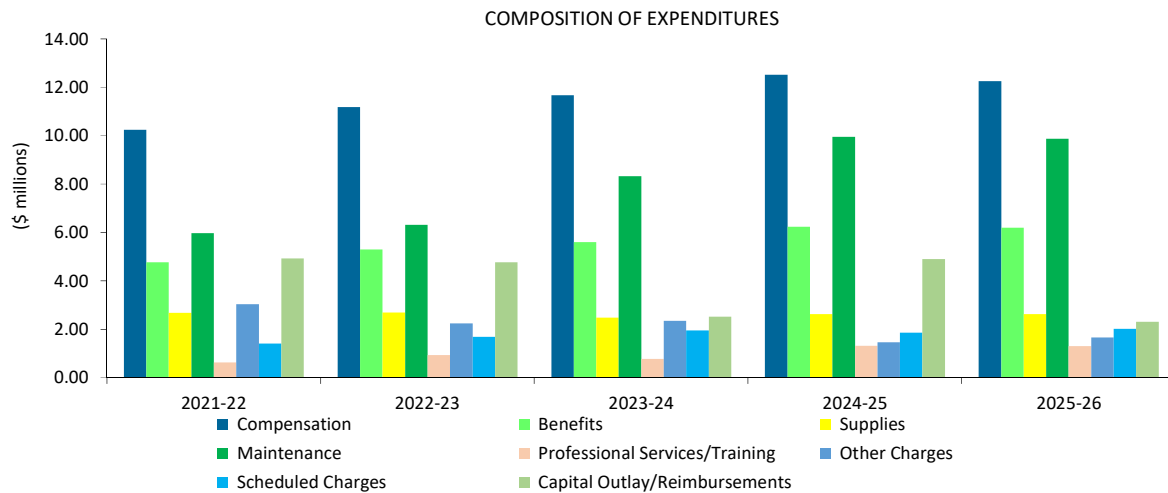
A. Creation of a Unified Development Code	90.0%	100.0%	Completed	Completed	Completed	-
C. Incorporate the revised thoroughfare paving cross sections into the subdiv. regs.	90.0%	100.0%	Completed	Completed	Completed	-
D. Develop an Impact Fee program	100.0%	100.0%	Completed	Completed	Completed	-
K. Adoption of Neighborhood Planning Prgm	75.0%	100.0%	Completed	Completed	Completed	-
L. Create design standards and gateway designations for key areas	50.0%	50.0%	50.0%	50.0%	100.0%	100.0

Interdepartmental Efficiency (Reviews)

Residential permits - 5 business days or less	98.0%	99.0%	99.0%	100.0%	100.0%	-
Commercial permits- 10 business days or less	100.0%	100.0%	100.0%	100.0%	100.0%	-

**Goals listed are from Plan Lubbock 2040

Public Works



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 10,245,099	11,184,021	11,666,703	12,518,495	12,244,930	(2.2)
Benefits	4,778,431	5,301,771	5,609,398	6,231,850	6,196,243	(0.6)
Supplies	2,684,107	2,688,617	2,492,431	2,626,264	2,620,201	(0.2)
Maintenance	5,976,890	6,306,726	8,328,447	9,951,615	9,869,779	(0.8)
Professional Services/Training	620,773	933,143	780,662	1,316,511	1,304,144	(0.9)
Other Charges	3,034,331	2,245,971	2,343,088	1,461,411	1,662,772	13.8
Scheduled Charges	1,414,838	1,683,404	1,955,632	1,858,833	2,015,350	8.4
Capital Outlay/Reimbursements	4,927,260	4,777,778	2,513,513	4,899,193	2,303,200	(53.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 33,681,729	35,121,430	35,689,873	40,864,172	38,216,619	(6.5)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Engineering	\$ 753,595	1,042,421	949,518	889,408	1,018,105	14.5
Solid Waste	24,744,211	25,496,575	25,007,340	28,533,025	26,642,496	(6.6)
Streets	4,318,158	4,779,682	5,423,181	6,792,384	5,905,600	(13.1)
Traffic	3,865,765	3,802,752	4,309,834	4,649,355	4,650,418	0.0
TOTAL EXPENDITURES BY DEPARTMENT	\$ 33,681,729	35,121,430	35,689,873	40,864,172	38,216,619	(6.5)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Engineering	45	45	45	45	44	(1)
Solid Waste	99	99	99	100	99	(1)
Streets	47	43	43	43	43	-
Traffic	34	34	34	33	32	(1)
TOTAL STAFFING	225	221	221	221	218	(3)



ENGINEERING

MISSION AND PURPOSE

The City of Lubbock's Engineering Department ensures responsible development and infrastructure growth guided by core values of outstanding service, effective teamwork, continuous improvement, and community involvement. Protecting public health, safety, and welfare is paramount. We achieve this by strategically designing and constructing infrastructure projects, considering future needs and city resources. Our timely review and coordination of development plans, plats, and drainage analyses maintain quality and ensure proper infrastructure throughout Lubbock.

The Capital Projects and Design Department drives internal design, project and consultant management, and construction management for city capital projects. We efficiently plan water, wastewater, stormwater, and roadway projects, actively seeking alternative funding, including federal and state resources, to minimize the burden on Lubbock citizens and Public Works.

Development Engineering Services collaborates with the development community to enforce City design standards for maintainable and efficient infrastructure. This includes floodplain management, coordinating water and sewer connections, and analyzing infrastructure to support new development.

Engineering Inspection Services safeguards public health, safety, and infrastructure longevity by providing thorough construction oversight. Our proactive approach minimizes conflicts and ensures contractors adhere to all City ordinances, standards, specifications, and applicable laws, delivering a high-quality 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.
- Assist and provide engineering services to the Public Works Department for all projects as needed.
- Maintain record drawings for all City projects and Development projects.

Development Engineering Services

- Provide technical assistance to citizens, developers, contractors, and consulting engineers concerning engineering infrastructure development.
- Maintain and provide analysis for the water distribution and sewer collection systems.
- Provide support for the public and the development community to obtain water and sewer services.
- The Development Engineering Services group will review and return comments within five working days for 75 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 85 percent of submittals.
- Provide quality and timely service to community related flood zone development, flood insurance and floodplain mapping. This includes identifying needs for further analysis, working with consultants to develop the analysis and coordinating the efforts with FEMA as necessary.
- Maintain records and process water and sewer adjacent main payments.
- Maintain records of impact fee credit agreements.

ENGINEERING

Engineering Inspection Services

- Continue training all Inspections Services team members to better serve the citizens of Lubbock.
- Continue improving Cartegraph integration in the development inspection and acceptance process.
- Provide ongoing training for all Engineering Inspection Department team members.
- 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.

ACCOMPLISHMENTS FOR FY 2024-2025

Capital Projects and Design

- Continued improvements to water and wastewater treatment plants and water and wastewater infrastructure.
- Completed construction and in-house design of multiple water, sewer, stormwater and roadway projects.
- Continued improvements of various headwalls and erosion projects around parks systems and easements for Storm Water.
- Completed 98th street from Upland to Alcove Ave.
- Completed construction of Phase 3 of the Unimproved Roadways Project.
- Completed design and began construction of C.O. Phase 3 of the Unimproved Roadways Project.
- Completed the design of Phase 4 of the Unimproved Roadways project.
- Began construction of Phase 4 of the Unimproved Roadways project
- Constructed ADA ramps and associated sidewalks improving accessibility around the City of Lubbock.
- Completed construction of the Downtown Sanitary Sewer Interceptor Improvements.
- Completed the construction of the Playa Lake 054 lateral Extension that will utilize the Northwest Lubbock Drainage Improvement infrastructure in adding relief to the playa.
- Completed work on the Flood Infrastructure Floodway Study.
- Completed construction of the 66th Street Playa Lake drainage improvements.
- Completed construction of 146th street from Indiana Ave to Quaker Ave.
- Ongoing construction of Upland Avenue from 66th Street to 82nd Street.
- Completed the design of Upland Avenue from 4th Street to 19th Street.
- Completed the design of Upland Avenue from 19th Street to 34th Street.
- Completed the design of Upland Avenue from 34th Street to 50th Street.
- Completed the design of Upland Avenue from 50th Street to 66th Street.
- Completed the design of 34th street from Upland Ave to Milwaukee Ave
- Completed construction of back of curb improvements along 34th Street from Slide Road to Quaker Avenue and from Avenue Q to I-27.
- Completed the design of Milwaukee Avenue from 4th Street to the North City Limits.
- Completed the design of 82nd Street from I-27 to MLK Boulevard.
- Completed the design of MLK Boulevard from 74th Street to 82nd Street.
- Completed the construction of Iola Ave from 120th Street to 130th Street.
- Continued the design of water line improvements ahead of future arterials (Bond Roadways).
- Completed the design of a new pump station and pipeline in conjunction with the West Lubbock Water System Expansion project.
- Began construction of West Lubbock Water System Expansion project.
- Completed construction of the replacement of the Primary clarifier associated with Plant No. 4 at the Southeast Water Reclamation Plant.
- Began and completed a Water System Study of the Electrical System and began designing and implementing electrical system improvements and additional safety features.
- Continued acquiring the needed Right of Way parcels to build the November 2022 roadway bond projects.
- Completed construction of 114th Street from Quaker Avenue to Indiana Avenue.
- Completed construction of the Detroit Avenue Lift Station No. 34 Replacement.

ENGINEERING

- Completed design of the scalping lift station for the Canyon lakes sewer line at 5th and Oak Ave.
- Completed design of the 127th and Indiana Ave Storm Water Channel.
- Selected consultants and began design of all 2024 bond road projects.
- Completed the design of Upland Avenue from 19th Street to 34th Street.
- Completed the design of 114th Street from Frankford Avenue to Slide Rd.
- Begin the design of Upland Avenue from 50th street to 66th Street.
- Demolish 74th and Genoa Elevated Storage Tank
- Purchased land for the Elevated Storage Tank associated with West Lubbock Expansion Project.

Development Engineering Services

- Worked extensively with other Departments (Planning, Building Safety, etc.) to implement the Unified Development Code (UDC).
- Performed new impact fee study and implemented through council.
- Fully implemented the new water and sewer tap process, including registering contractors, moving payments into Energov, providing some limited inspections and establishing a procedure to ensure acceptable installations.

Engineering Inspection Services

- Continued cross-training of inspection staff to be familiar with water, wastewater, stormwater, and roadway projects.
- Provided ongoing training for all Engineering Inspection Department team members.
- Restructured the Development Inspectors from three inspectors only inspecting utilities and three inspecting streets/drainage to one inspector inspecting a complete project
- Selected a new Construction Services Manager.
- Begin implementing new ways to improve the quality of inspections

Development Inspectors inspected:

- 24 Miles of Water Lines
- 7 Miles of Sewer lines
- 39.6 Miles of Streets

Capital Improvement Inspectors inspected 24 CIP projects including:

- Upland Water Line 34th to 50th
- 5 phases of various water line change outs
- Loop 88 Sewer line relocations
- 98th St Upland to Alcove
- Additional Phase of Unpaved Roadway Projects
- ADA projects
- 146th street Quaker Ave to Indiana Ave

Right-of-Way Department:

- Issued 2503 Permits
- Competed 30,484 Locates
- Survey Department performed over 200 Survey Projects

OBJECTIVES FOR FY 2025-2026

Capital Projects and Design

- Complete construction of unpaved bond road projects
- Complete the design of all 2022 bond road projects.
- Complete right of way acquisition for all 2022 bond road projects
- Continue improvements to water and wastewater treatment plants and water and wastewater infrastructure.
- Finish the Wastewater System Electrical Study to identify and address system deficiencies and safety issues.
- Continue optimization of system-wide treatment and pumping systems.
- Complete the next phase of the Downtown sewer lines
- Complete Right of Way acquisitions for the Upland Avenue corridor between 98th and 114th Street.

ENGINEERING

- Complete construction of Upland Avenue from 66th Street to 82nd Street.
- Construct ADA ramps and sidewalks around the City of Lubbock improving accessibility.
- Complete the design of Upland Avenue from 98th street to 114th Street.
- Complete construction of the 66th Street Playa Lake drainage improvements.
- Complete design and begin construction of Upland Ave from 34th Street to 50th Street.
- Begin the construction of 34th Street from Upland Avenue to Milwaukee Avenue.
- Begin the construction of Milwaukee Avenue from 4th Street to the North City Limits.
- Demolish Lowhead B Pumping Station.
- Complete design of Pump Station #11 replacement and begin bidding early procurement packages.
- Complete the design of Elevated Storage and associated pipelines for West Lubbock Expansion project
- Complete the design of the primary clarifiers for Plant No.4 at the Southeast Water Reclamation Plant.
- Continue the design of headworks improvements at the Southeast Water Reclamation Plant.
- Begin the design of an equalization basin at the Southeast Water Reclamation Plant.
- Complete the construction of the secondary clarifiers associated with Plant No. 4 at the Southeast Water Reclamation Plant.
- Complete design of a waterline to connect the water transmission line at 74th and MLK to the waterline at 80th street and Avenue P.
- Continue improvements of various headwalls and erosion projects around parks systems for Storm Water
- Continue Storm Water rehabilitation and maintenance projects around the City of Lubbock.
- Complete design for the full rehabilitation of the Mackenzie Park Low Water Crossing.

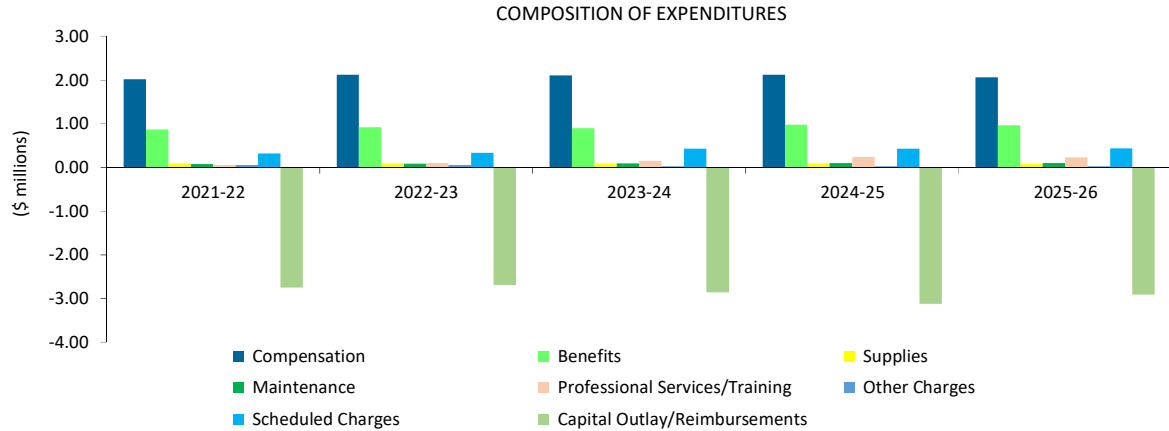
Development Engineering Services

- Continue to support the Capital Improvements Advisory Committee (CIAC) on the Impact Fee process, including expanding the service areas as annexations occur and tracking Impact Fee Credit Agreements.
- Help implement the approved Unified Development Code and participate in the ongoing amendment process with City staff and the development community.
- Continue identifying and analyzing drainage basins that are within the city limits and have potential to impact development in the near future.
- Focus on staff development by encouraging membership in professional organizations and completing continuing education activities.
- Work with City of Lubbock Utilities to create a more efficient workflow for customers to request water meters.
- Work to create a better Plat comment section to assist developers.

Engineering Inspection Services

- Increase size and participation for the next City of Lubbock and DPC Conference.
- Work with Facility Maintenance Department to see if there is office space large enough to house the entire Inspection Services Department.
- Review, update, and rewrite the City of Lubbock Code of Ordinance pertaining to development construction.
- Continue training Engineering Inspection Team to improve infrastructure quality, extending life of the infrastructure reducing the need for maintenance cost.
- Work to create an Assistant Construction Service Manager position

Engineering Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 2,023,139	2,125,278	2,108,796	2,125,041	2,068,609	(2.7)
Benefits	866,487	920,652	901,154	980,156	962,306	(1.8)
Supplies	92,475	98,931	98,864	99,897	88,450	(11.5)
Maintenance	82,959	87,993	91,866	104,163	101,568	(2.5)
Professional Services/Training	61,981	103,490	149,268	241,876	234,766	(2.9)
Other Charges	57,746	61,159	31,730	31,612	31,612	-
Scheduled Charges	319,561	337,923	429,729	431,791	438,793	1.6
Capital Outlay/Reimbursements	(2,750,754)	(2,693,005)	(2,861,890)	(3,125,128)	(2,907,999)	(6.9)
TOTAL EXPENDITURES BY CATEGORY	\$ 753,595	1,042,421	949,518	889,408	1,018,105	14.5

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Engineering Inspection Services	17	18	18	18	18	-
Engineering Development Services	12	11	11	11	11	-
Engineering CIP & Design	16	16	16	16	15	(1)
TOTAL STAFFING	45	45	45	45	44	(1)

FULL-TIME POSITIONS			
Administrative Asst	2	Engineering CAD Technician	2
Assistant City Engineer	2	Engr CAD Designer	1
Civil Engineer III	1	Engr CAD Manager	1
Civil Engineering Assoc I	5	GIS Data Analyst	1
Civil Engineering Assoc II	1	Pro Rata Specialist	1
Civil Engineer I	1	Right of Way Agent	2
Civil Engineer II	1	ROW Management Coord	1
Construction Services Manager	1	Sr Civil Engineer I	1
Development Constr Coord	1	Sr Civil Engineer II	4
Development Constr Inspector	7	Sr Surveyor	1
Div Director of Eng/City Eng	1	Sr Construction Inspector	2
Development Technician	1	Water Util Locator/Inspector	4
TOTAL FULL-TIME POSITIONS			45

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Capital Project and Design						
External CIP Design Phase	27	23	25	26	19	(26.9)
External CIP Construction Phase	15	17	19	11	22	100.0
Internal CIP Design Phase	20	13	15	10	12	20.0
Internal CIP Construction Phase	9	8	9	8	10	25.0
Development Engineering Services						
Subdivision Plats reviewed	255	247	99	244	230	(5.7)
Plans reviewed	415	456	522	450	425	(5.6)
Pre-Development Consultations	61	50	57	68	55	(19.1)
Drainage Analysis	237	266	216	184	200	8.7
Floodplain Item Reviews	3,895	3,199	3,242	3,200	3,200	-

Engineering Overview

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Engineering Inspection Services						
Material tests performed	1,971	2,175	1,653	1,750	2,000	14.3
Tests finding faulty materials	60	78	56	75	65	(13.3)
Construction inspections	18,306	20,234	21,562	20,500	19,000	(7.3)
Inspections finding faulty construction	550	448	509	450	400	(11.1)
Utility cut permits issued	1,700	1,819	2,033	1,800	1,900	5.6
Utility cut inspections	2,010	1,900	2,503	2,520	2,100	(16.7)
Commercial Driveway inspection	150	164	130	135	140	3.7
Commercial Driveway inspection in less than 4 hours	140	160	125	130	130	-
Locates Made	15,555	27,739	26,538	30,484	28,500	(6.5)
Locates Causing infrastructure damage	2	1	1	2	-	(100.0)
Locates made on time	15,555	27,739	26,538	30,484	28,500	(6.5)
Capital Project and Design						
Construction budget will not exceed 110% of original budget (Goal 95%)	89.0%	88.0%	85.0%	90.0%	95.0%	5.6
Total budget will not be exceeded (Goal 95%)	94.0%	92.0%	92.0%	95.0%	95.0%	-
In House Design Schedule is met (Goal 95%)	93.0%	92.0%	94.0%	93.0%	95.0%	2.2
Construction schedule is met (Goal 95%)	93.0%	95.0%	94.0%	91.0%	80.0%	(12.1)
Development Engineering Services						
Percentage of construction plans reviewed within 5 days of assignment - Goal of 75%	47.0%	45.0%	53.0%	55.0%	75.0%	36.4
Percentage of construction plans reviewed within 10 days of assignment (Goal 95%)	84.0%	83.0%	86.0%	95.0%	95.0%	-
Percentage of drainage plan review comments issued within 15 business days of assignment (Goal 95%)	72.0%	70.0%	73.0%	75.0%	80.0%	6.7

Department Expenditures

Inspection Services						
EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 675,912	825,660	843,474	599,407	648,136	8.1
Benefits	303,353	374,259	393,025	295,790	317,386	7.3
Supplies	73,370	76,729	71,812	68,850	61,700	(10.4)
Maintenance	76,169	82,535	84,313	100,663	98,568	(2.1)
Professional Services/Training	15,111	17,481	17,819	20,408	20,319	(0.4)
Other Charges	27,548	30,718	26,147	23,362	23,362	-
Scheduled Charges	145,537	148,702	173,538	180,843	190,410	5.3
Capital Outlay/Reimbursements	(1,062,128)	(1,219,877)	(1,304,111)	(1,026,057)	(846,446)	(17.5)
TOTAL ENGINEERING INSPECTION SERVICES	\$ 254,872	336,208	306,017	263,266	513,435	95.0

Development Services						
EXPENDITURES BY CATEGORY						
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	% Change
Compensation	\$ 747,576	676,471	694,423	839,088	817,444	(2.6)
Benefits	288,870	271,010	278,771	361,997	369,575	2.1
Supplies	8,650	10,656	12,856	14,329	12,100	(15.6)
Maintenance	1,660	1,965	1,848	-	-	-
Professional Services/Training	12,304	33,895	44,097	57,555	50,595	(12.1)
Other Charges	11,313	7,293	4,704	3,250	3,250	-
Scheduled Charges	92,701	99,165	136,405	128,297	129,374	0.8
Capital Outlay/Reimbursements	(866,000)	(794,749)	(878,134)	(1,023,680)	(1,042,350)	1.8
TOTAL ENGINEERING DEVELOPMENT SERVICES	\$ 297,075	305,705	294,969	380,836	339,988	(10.7)

CIP & Design						
EXPENDITURES BY CATEGORY						
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	% Change
Compensation	\$ 599,650	623,147	570,899	686,546	603,029	(12.2)
Benefits	274,264	275,383	229,358	322,369	275,345	(14.6)
Supplies	10,455	11,546	14,195	16,718	14,650	(12.4)
Maintenance	5,130	3,493	5,706	3,500	3,000	(14.3)
Professional Services/Training	34,567	52,114	87,353	163,913	163,852	(0.0)
Other Charges	18,885	23,149	879	5,000	5,000	-
Scheduled Charges	81,323	90,056	119,787	122,651	119,009	(3.0)
Capital Outlay/Reimbursements	(822,626)	(678,379)	(679,645)	(1,075,391)	(1,019,203)	(5.2)
TOTAL ENGINEERING CIP & DESIGN	\$ 201,647	400,508	348,532	245,306	164,682	(32.9)

SOLID WASTE

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 84,400 residential customers and 2,132 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 (WTRDF) located in Abernathy, Texas, which opened in 1999, and is one of the largest permitted areas for a landfill in the State of Texas. With 1,260 acres, the expected useful life of this landfill is greater than 100 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 339,900 tons of municipal solid waste
- Roll-off services for municipal accounts, cleanups, and special events.
- Support 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 seven satellite recycling sites.
- Provide household hazardous waste drop-off program.

GOALS AND OBJECTIVES

- Continue promotion of litter reduction, beautification and recycling education via Recycle Lubbock and KLB program community outreach efforts.
- Maintain and grow community relationships with local businesses, Texas Tech University (TTU), Lubbock Christian University (LCU) and other local organizations through KLB.
- Continue partnerships with Code Enforcement, Parks & Recreation, neighborhood associations, church and civic groups, and local entities to conduct neighborhood and City cleanups.
- Grow Citizen Convenience Station Reuse Barn Program.
- Maintain route service for the illegal dumping and large item Bulky Crew collection program.
- Achieve a compaction rate above 1400 pounds per cubic yard (lbs/cy)
- Continue efforts to rebalance and realign waste collection routes.
- Maintain Move Out program to include Move In for TTU students.
- Maintain CDL training program for new hires.
- Continue reorganization of the Solid Waste Department to better address current operations and to prepare for expanded service for collection and diversion and succession planning.

ACCOMPLISHMENTS FOR FY 2024-25

- Promoted and increased participation in the "10 on Tuesday" litter abatement pledge program through the Arts Festival and National Night Out.
- Keep Lubbock Beautiful (KLB) continued partnership with RaiderComm Marketing Team at Texas Tech University leading to a successful marketing campaign in conjunction with Recycle Lubbock for the annual Moveout-Give Back program.
- KLB newly launched Reel in and Recycle Program kept over 1000 yards of mono-filament fishing line out of the Canyon Lakes system with 12 receptacles.
- KLB facilitated community involvement with Lubbock Christian University student volunteers for a Day of Service in partnership with the Volunteer Center of Lubbock.
- KLB maintained its Good Standing in the Keep Texas Beautiful Affiliate system and applied for Gold Star Recognition.
- KLB continued the annual Art Contest and conducted the annual Lubbock leading Landscape Award.

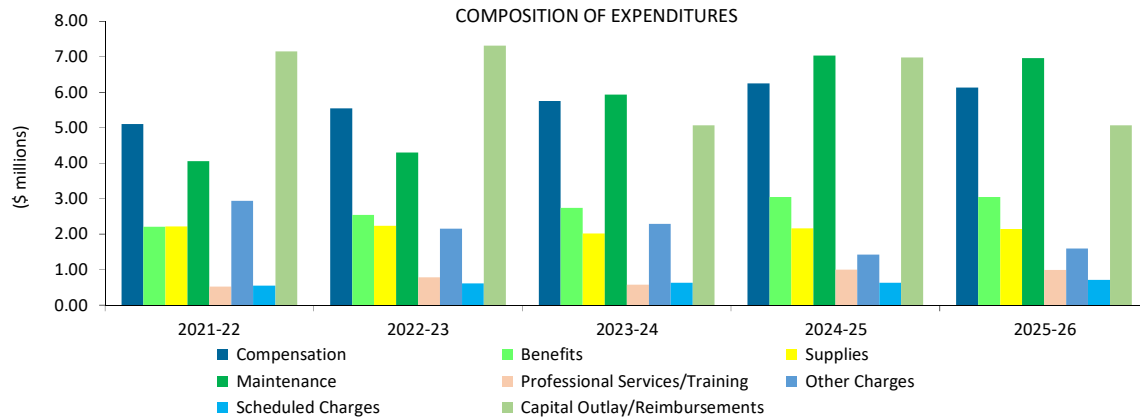
SOLID WASTE

- KLB continued partnerships with Code Enforcement, Parks & Recreation, neighborhood associations, church and civic groups, and local entities by conducting 16 neighborhood and City cleanups.
- Completed construction for a new cell at WTRDF.
- Completed construction of entrance road improvements at WTRDF.
- Expanded Household Hazardous Waste appointments.
- Continued expansion of the roll-out cart collection in neighborhoods without designated alleyways.
- Achieved a compaction rate of over 1400 pounds per cubic yard.
- Began permitting efforts for a new Solid Waste Transfer Station.
- Completed upgrades to the gas collection and flare system at Caliche Canyon Landfill.
- Began rebalancing and realigning waste collection routes.
- Conducted Move Out program to include Move In for TTU students.
- Maintained CDL training program for new hires and successfully hired approximately 13 employees.

OBJECTIVES FOR FY 2025-26

- Continue promotion of litter reduction, beautification and recycling education via Recycle Lubbock and KLB program community outreach efforts.
- Maintain and grow community relationships with local businesses, TTU, LCU and other local organizations through KLB.
- Begin implementation of proposed KLB litter survey and youth ambassador program while expanding reach and participation of existing events and programs
- Continue partnerships with Code Enforcement, Parks & Recreation, neighborhood associations, church and civic groups and local entities to conduct neighborhood and City cleanups.
- Grow Citizen Convenience Station Reuse Barn Program.
- Maintain route service for the illegal dumping and large item Bulky Crew collection program.
- Host a household hazardous waste drop-off event
- Update satellite drop-off recycling centers
- Achieve a higher compaction rate above 1400 lb/cy
- Obtain Permitting approval for the transfer station facility
- Continue efforts to rebalance and realign waste collection routes.
- Addition of GPS system to improve compaction, minimize compactor operational hours, and maintain grades to fill elevation
- Maintain Move Out program to include Move In for TTU students.
- Maintain CDL training program for new hires.
- Continue reorganization of the Solid Waste Department to better address current operation and to prepare for expanded service.

Solid Waste Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 5,102,781	5,542,640	5,749,492	6,248,695	6,130,028	(1.9)
Benefits	2,212,159	2,542,431	2,740,955	3,043,181	3,041,367	(0.1)
Supplies	2,219,921	2,236,281	2,018,822	2,166,673	2,147,341	(0.9)
Maintenance	4,052,570	4,302,319	5,933,765	7,034,035	6,955,900	(1.1)
Professional Services/Training	518,920	786,355	573,477	1,004,523	989,798	(1.5)
Other Charges	2,944,821	2,156,793	2,290,661	1,420,897	1,598,092	12.5
Scheduled Charges	548,781	613,647	632,093	631,235	706,756	12.0
Capital Outlay/Reimbursements	7,144,259	7,316,108	5,068,076	6,983,786	5,073,214	(27.4)
TOTAL EXPENDITURES BY CATEGORY	\$ 24,744,211	25,496,575	25,007,340	28,533,025	26,642,496	(6.6)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Residential Collection	69	67	67	67	65	(2)
Transfer Station	-	-	-	1	-	(1)
Solid Waste Disposal	24	24	24	24	24	-
Environmental Services	6	8	8	8	10	2
TOTAL STAFFING	99	99	99	100	99	(1)

FULL-TIME POSITIONS			
Administrative Asst	2	Equipment Technician	1
Constr & Maint Wrkr	1	Heavy Equipment Operator II	1
Customer Service Rep	1	Heavy Equipment Operator III	9
Director of Solid Waste	1	Lead Administrative Asst	1
Heavy Equipment Operator II	54	Senior Foreman	1
HEO II - Apprentice	1	Solid Waste Environ Compliance Coord	1
Solid Waste Cust Serv Supvr	1	Solid Waste Foreman	1
Solid Waste Foreman	5	Sr Equipment Technician	1
SW Collections Supervisor	1	SW Disposal Supervisor	1
Customer Service Rep	4	Heavy Equipment Operator II	6
Environ Compliance Spec II	1	Solid Waste Educator Spvr.	1
Equipment Operator I	2	SW Fleet Maint & Repair Coord	1
TOTAL FULL-TIME POSITIONS			99

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Residential Dumpsters in Use	-	-	-	10,614	13,814	30.1
Residential Carts in Use	-	-	-	29,437	29,806	1.3
Residential - Containers in Use	28,806	29,948	31,191	-	-	-
Service containers twice per week	90.0%	90.0%	79.9%	84.8%	90.0%	6.1
Spot check 320 alleys/week - collection stds	90.0%	90.0%	90.0%	90.0%	90.0%	-
Support 24 neighborhood cleanups	83.3%	133.3%	166.0%	166.0%	100.0%	(39.8)
Ensure employees wear safety equipment	90.0%	90.0%	90.0%	90.0%	90.0%	-
Residential-Solid Waste Collected (per ton)	132,321	135,093	135,320	137,469	139,000	1.1
Recycling-Tons collected at Drop-off Center	1,067	1,595	1,083	1,096	1,200	9.5
Recycling - Tons of Brush/Bulky Items	1,605	1,595	1,998	2,010	2,050	2.0
Disposal - Yearly compaction rate for:						
Caliche Canyon Landfill (lb/cy)	978	841	980	980	985	0.5
West Texas Region Disposal Facility (lbs/cy)	1,312	1,400	1,410	1,410	1,420	0.7
Disposal - Collection fee error rate	<1%	<1%	<1%	<1%	<1%	-
Disposal - Ensure employees wear required safety equipment	100.0%	100.0%	100.0%	100.0%	100.0%	-
Disposal - Total tons disposed	334,424	333,541	339,948	339,161	343,000	1.1
Disposal - Tons disposed per day	1,110	1,111	1,129	1,139	1,144	0.4

Solid Waste Expenditures

Residential Collection						
	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 3,457,455	3,489,003	3,688,824	4,038,530	3,816,958	(5.5)
Benefits	1,529,940	1,737,376	1,895,939	2,076,071	1,998,728	(3.7)
Supplies	1,394,964	1,410,689	1,292,676	1,335,880	1,326,156	(0.7)
Maintenance	2,574,260	2,849,056	3,921,748	4,634,551	4,706,886	1.6
Professional Services/Training	24,418	39,294	39,970	31,581	31,581	-
Other Charges	2,139,532	1,914,261	1,770,018	1,289,657	1,405,612	9.0
Scheduled Charges	290,948	362,227	359,160	331,165	387,009	16.9
Capital Outlay/Reimbursements	1,878,626	943,393	617,865	405,877	368,729	(9.2)
TOTAL RESIDENTIAL COLLECTION	\$ 13,290,143	12,745,299	13,586,200	14,143,312	14,291,659	1.0

Transfer Station						
EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	108,535	37,500	(65.4)
Benefits	-	-	-	42,380	13,509	(68.1)
TOTAL TRANSFER STATION	\$ -	-	-	150,915	54,199	(64.1)

Inmate Clean-Up						
EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	-	-
Benefits	-	-	-	-	-	-
Supplies	22,117	17,696	22,737	24,365	14,494	(40.5)
Maintenance	33,281	27,880	35,857	33,111	30,684	(7.3)
Professional Services/Training	196,955	451,630	306,050	349,928	349,928	-
Other Charges	-	-	-	-	-	-
Scheduled Charges	4,377	3,524	3,749	4,466	4,447	(0.4)
TOTAL INMATE CLEAN-UP	\$ 256,730	500,730	368,393	411,870	399,553	(3.0)

Solid Waste Disposal						
EXPENDITURES BY CATEGORY						
Compensation	\$ 1,255,052	1,515,888	1,542,603	1,571,906	1,631,225	3.8
Benefits	545,634	605,246	642,188	698,495	732,337	4.8
Supplies	733,914	757,872	657,809	740,551	736,520	0.6
Maintenance	1,372,360	1,329,479	1,833,105	2,259,860	2,093,080	0.6
Professional Services/Training	247,239	275,233	204,505	490,539	493,274	0.6
Other Charges	779,873	221,702	493,392	118,440	178,680	50.9
Scheduled Charges	223,807	216,602	236,971	264,651	276,234	4.4
Capital Outlay/Reimbursements	5,228,270	6,344,713	4,418,958	6,574,389	4,704,485	(28.4)
TOTAL SOLID WASTE DISPOSAL	\$ 10,386,149	11,266,736	10,029,530	12,718,831	10,845,835	(14.7)

Environmental Services						
EXPENDITURES BY CATEGORY						
Compensation	\$ 390,274	537,749	518,065	524,724	644,345	22.8
Benefits	136,585	199,808	202,828	226,235	296,793	31.2
Supplies	68,926	50,024	45,601	57,692	67,271	16.6
Maintenance	72,669	95,904	143,054	106,113	125,250	18.0
Professional Services/Training	50,308	20,199	22,953	132,475	114,725	(13.4)
Other Charges	25,416	20,830	27,251	12,800	13,800	7.8
Scheduled Charges	29,649	31,294	32,212	30,953	39,066	26.2
Capital Outlay/Reimbursements	37,363	28,002	31,253	3,520	-	(100.0)
TOTAL ENVIRONMENTAL SERVICES	\$ 811,190	983,810	1,023,218	1,094,512	1,301,250	18.9

Business Services						
EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	5,000	-	(100.0)
Supplies	-	-	-	8,185	-	(100.0)
Maintenance	-	-	-	400	-	(100.0)
TOTAL BUSINESS SERVICES	\$ -	-	-	13,585	-	(100.0)

STREETS

MISSION AND PURPOSE

The mission of the City of Lubbock Street Department is to provide the Citizens of Lubbock with a well-maintained and developed public right-of-way to enhance mobility and provide for the safe movement of the public while providing support for the storm water drainage system. The City of Lubbock Street Department provides the following services:

- Timely response to citizen requests.
- Prompt repair of potholes.
- Perform various maintenance tasks on paved and unpaved streets.
- Perform street repair and patching for utility cuts.
- Maintain and repair asphalt paved and unpaved streets, alleys, concrete streets, and valley gutters.
- Clean and clear debris from streets.
- Respond to emergencies involving snow, ice, and/or flooding.
- Provide barricades for special events and emergencies.
- Set up work zone and monitor work zone safety for Public Works operations necessary for a safe work environment for personnel and an orderly movement of all users of City right-of-ways.
- Clean, repair, and perform maintenance of storm sewer inlets and drainage 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 as needed for a clean and operational Right-of-Way.
- Respond to pothole repair requests within four days with a goal to correct any unsafe situation in 48 hours.
- Treat and plow 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 Index (PCI) for all paved streets within the City of Lubbock above 70 percent.
- Provide assistance in utility cut repairs, base failure repairs, and construction projects for all 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.

ACCOMPLISHMENTS FOR FY 2024-25

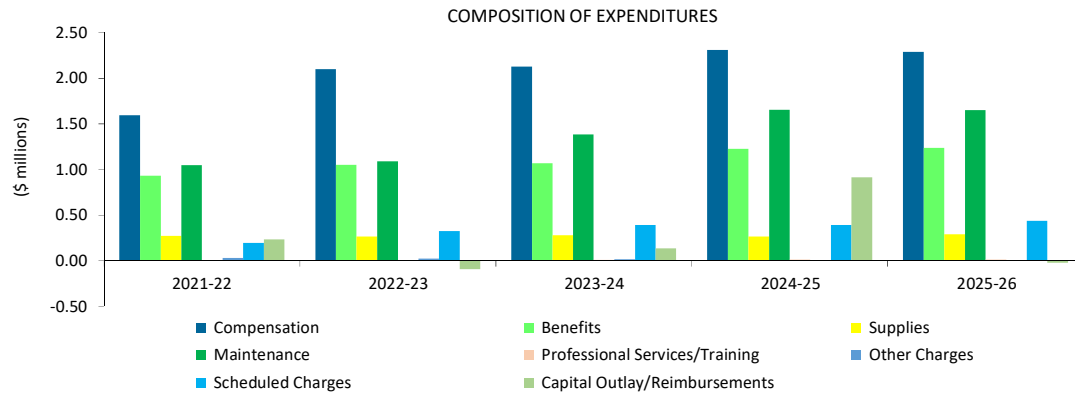
- Completed proactive maintenance of seven percent of the City streets through concrete and asphalt repairs, micro surfacing, in-house remove and relay, asphalt rejuvenation products and total rebuilding.
- Completed the second phase of street repairs for Dunbar/Manhattan Heights Street Bond.
- Utilized materials crusher and scalping screen to recycle approximately 15,300 cubic yards of asphalt and concrete for the stabilization of alleys and unpaved streets.
- Patched approximately 71,542 square feet of potholes and 5,194 square yards of base failures and utility cut repairs.
- Graded approximately 312 miles of unpaved streets and 605 miles of alley through routine maintenance and citizen requests.
- Stabilized approximately three miles of unpaved alleys.
- Street Cleaning collected 11,911 cubic yards of debris from 5,170 lane miles of City streets.
- Checked and cleaned 4,476 drain inlets and removed 1,022 tons of debris.
- Assisted with special events, such as Lubbock 101 and 4th on Broadway.
- Continued with the integration of Cartegraph asset management/work order system into various departments.
- Public Works Dispatch processed 78,466 Citizens Requests: phone calls, emails, radio calls and work orders.

STREETS

OBJECTIVES FOR FY 2025-26

- Continue proactive street maintenance through Capital Improvement Projects (CIP) on City streets.
- Rebuild University Avenue from 50th Street to South Loop 289 through 2024 Street Bond.
- Provide an updated Pavement Condition Index (PCI), in conjunction with Cartegraph, to assist with preventative maintenance.
- Continue updating city-wide Pavement Condition Index (PCI) to provide optimal pavement preservation.
- Research surface treatments that will extend street life.
- Improve customer response time.
- Use materials crusher and scalping screen 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 exceptional customer service in fast-paced Public Works communications.

Streets Overview



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,594,399	2,102,936	2,128,662	2,311,974	2,291,031	(0.9)
Benefits	933,152	1,051,964	1,071,601	1,226,933	1,237,002	0.8
Supplies	271,932	266,427	277,803	267,261	289,196	8.2
Maintenance	1,050,545	1,090,408	1,386,656	1,656,431	1,650,566	(0.4)
Professional Services/Training	8,410	8,161	10,230	14,393	14,696	2.1
Other Charges	29,402	25,564	18,558	6,381	6,741	5.6
Scheduled Charges	196,521	326,295	392,101	393,225	438,735	11.6
Capital Outlay/Reimbursements	233,798	(92,074)	137,570	915,786	(22,367)	(102.4)
TOTAL EXPENDITURES BY CATEGORY	\$ 4,318,158	4,779,682	5,423,181	6,792,384	5,905,600	(13.1)

STAFFING	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Public Works - Streets	28	24	24	24	25	1
Public Works Dispatch	6	6	6	6	6	-
Alley Maintenance	13	13	13	13	12	(1)
TOTAL STAFFING	47	43	43	43	43	-

FULL-TIME POSITIONS

Administrative Asst	2	Sr Construction Inspector	1
Constr & Maint Foreman	2	Sr Engineering Inspector	2
Constr & Maint Leader	7	Public Works Dispatch Supvr.	1
Constr & Maint Wrkr (Locked)	1	Public Works Dispatcher I	3
Director of Public Utilities	1	Public Works Dispatcher II	1
Heavy Equipment Operator I	3	Utility Dispatch Supervisor	1
Heavy Equipment Operator II	9	Street Maint Supervisor	1
Heavy Equipment Operator III	7	TOTAL FULL-TIME POSITIONS	43
Sr Constr & Maint Foreman	1		

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Base failures/utility cut repairs (SY)	12,251	15,132	12,391	5,194	11,242	116.5
Total lane miles of paved streets within city limits	3,428	3,549	3,660	3,700	33,800	813.5
Contracts (PMO)						
Concrete Patching Contracts (SY)	15,417	28,292	20,699	25,091	4,000	(84.1)
Asphalt Rejuvenator (Residential) (SY)	869,934	900,533	868,003	869,510	900,500	3.6
Micro-Surfacing (SY)	325,000	435,072	-	977,000	-	(100.0)
1. Collectors	-	-	-	14,000	-	(100.0)
2. Residentials	325,000	385,072	-	781,230	-	(100.0)
3. Major Thoroughfares	-	50,000	-	195,770	-	(100.0)
Street Reconstruction (Maj Thoroughfares(SY)	88,266	26,616	65,303	27,000	156,500	479.6
Concrete Replacement (PMO)						
Intersections (SY)	4,520	4,619	3,200	1,000	1,000	-
Valley Gutters (SY)	2,600	7,679	11,388	13,564	3,000	(77.9)
Number of ADA curb ramps constructed	75	239	252	65	65	-
In-house remove & relay program (SY)	40	400	1,260	1,268	-	(100.0)
repaired within 4 days	62.8%	74.9%	46.0%	89.3%	90.0%	0.8
Grade unpaved alleys at a minimum of twice annually (miles)	928	705	579	605	704	16.4
Maintain an average Pavement Condition Rating	57.0%	55.9%	57.0%	58.6%	59.5%	1.5

Streets Overview

METRICS/PERFORMANCE MEASURES	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Alley Maintenance						
Miles bladed of unpaved streets and alleys	1,209	939	895	917	990	8.0
Total miles of rebuilt alleys	8	2	5	3	5	50.0
Production of reclaimed concrete for alley maintenance (CuYd)	6,405	2,982	1,174	800	2,840	255.0
Production of reclaimed asphalt/caliche millings for alley maintenance (CuYd)	19,517	20,052	11,583	14,506	16,415	13.2
Call Volume for Public Works Dispatch						
Phone calls coming in	22,806	26,402	28,716	25,724	25,912	0.7
Phone calls going out	10,569	11,330	11,288	10,992	11,045	0.5
Email: received or responded	13,280	24,906	26,001	9,936	18,531	86.5
Radio calls coming in or out	9,836	19,210	36,111	17,918	20,769	15.9
Work Orders	9,150	13,466	12,574	13,896	12,272	(11.7)

Department Expenditures

Public Works - Streets						
EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 872,678	1,260,016	1,257,971	1,336,277	1,419,182	6.2
Benefits	541,510	606,886	589,933	700,429	741,801	5.9
Supplies	121,400	113,664	126,012	118,071	134,878	14.2
Maintenance	618,178	650,918	840,611	1,007,146	1,040,620	3.3
Professional Services/Training	7,520	7,311	5,003	9,716	9,920	2.1
Other Charges	25,623	22,530	10,206	3,731	4,091	9.6
Scheduled Charges	142,112	203,354	247,338	247,896	238,885	(3.6)
Capital Outlay/Reimbursements	387,502	296,482	338,636	1,149,002	85,218	(92.6)
TOTAL PUBLIC WORKS - STREETS	\$ 2,716,523	3,161,160	3,415,710	4,572,268	3,674,595	(19.6)

Public Works Dispatch

EXPENDITURES BY CATEGORY						
Compensation	\$ 194,423	233,710	232,638	292,571	291,940	(0.2)
Benefits	116,001	133,564	142,460	156,625	159,580	1.9
Supplies	4,971	4,253	6,889	8,146	7,809	4.9
Maintenance	-	-	83	-	20,000	4.9
Professional Services/Training	324	107	4,468	1,025	1,075	4.9
Other Charges	723	720	1,410	720	720	-
Scheduled Charges	6,901	15,888	19,253	20,443	56,299	175.4
Capital Outlay/Reimbursements	(153,704)	(388,556)	(201,066)	(233,216)	(270,806)	16.1
TOTAL PUBLIC WORKS DISPATCH	\$ 169,639	(313)	206,134	246,314	266,617	8.2

Alley Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ 527,298	609,210	638,054	683,126	579,909	(15.1)
Benefits	275,640	311,514	339,208	369,879	335,621	(9.3)
Supplies	145,560	148,510	144,902	141,044	146,509	3.9
Maintenance	432,367	439,491	545,962	649,285	589,946	(9.1)
Professional Services/Training	567	743	758	3,652	3,701	1.3
Other Charges	3,056	2,314	6,942	1,930	1,930	-
Scheduled Charges	47,508	107,053	125,510	124,886	143,551	14.9
Capital Outlay/Reimbursements	-	-	-	-	163,221	-
TOTAL ALLEY MAINTENANCE	\$ 1,431,996	1,618,835	1,801,336	1,973,802	1,964,388	(0.5)

TRAFFIC

MISSION AND PURPOSE

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

GOALS AND OBJECTIVES

- Refresh pavement markings on all arterials and collectors annually.
- Perform preventative maintenance on all equipment at all signalized intersections annually.
- Complete studies initiated by citizen request and provide results to the requester within four weeks.
- Design and construct traffic signals approved by the Citizen Traffic Commission (CTC).
- Implement and maintain new signal timing plans in construction zones.
- Review one-third of city-wide signal timing plans annually.
- Perform traffic counts at signalized intersections as needed.
- Restore out of service IT Fiber optic cable within 12 hours of service loss.

ACCOMPLISHMENTS FOR FY 2024-25

- Operated the joint Traffic Management Center (TMC) from 7:00 AM to 6:00 PM, Monday through Friday.
- Responded to approximately 240 TMC incidents.
- Responded to citizen and 3-1-1 Call Center requests within 24 business hours. Responded to emergency callouts promptly.
- 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.
- Monitored and retimed signals as necessary in construction zones.
- Issued approximately 125 barricade permits.
- Responded to approximately 950 citizen requests.
- Produced, repaired, and installed approximately 3,000 signs throughout the city.
- Repainted approximately 300 crosswalks, stop bars and symbol pavement markings including turn arrows, straight arrows and combination arrows.
- Installed and activated approximately 35 battery backup systems at signalized intersections throughout the City.
- Completed relocation of two signal mast arm assemblies at 4th Street for the Milwaukee road widening project.
- Completed construction and activated the CTC approved signal at 82nd Street and Quincy Avenue.
- Performed in-house design and construction of the Emergency Hybrid Beacon (EHB) for Fire station #20 at 142nd Street and Indiana Avenue.
- Performed in-house design and construction of new CTC approved school zones for the following schools:
 - Lubbock-Cooper East Elementary School on 137th Street
 - Condra School For Education Innovation on 10th Street
- Coordinated with TxDOT for the construction of the Transportation Alternatives (TA) project designed in-house in FY 2022-23. In-house labor crews installed and configured traffic cabinets at the newly constructed Pedestrian Hybrid Beacons (PHB) at the following locations:
 - 26th and University
 - 26th and Indiana
 - 13th and Quaker
 - Canyon Lake and Broadway
 - Canyon Lake and MLK
- Coordinated with TxDOT and removed pavement markings and signage for the dual right turn conditions at the following locations:
 - Northbound Frankford at Spur 327

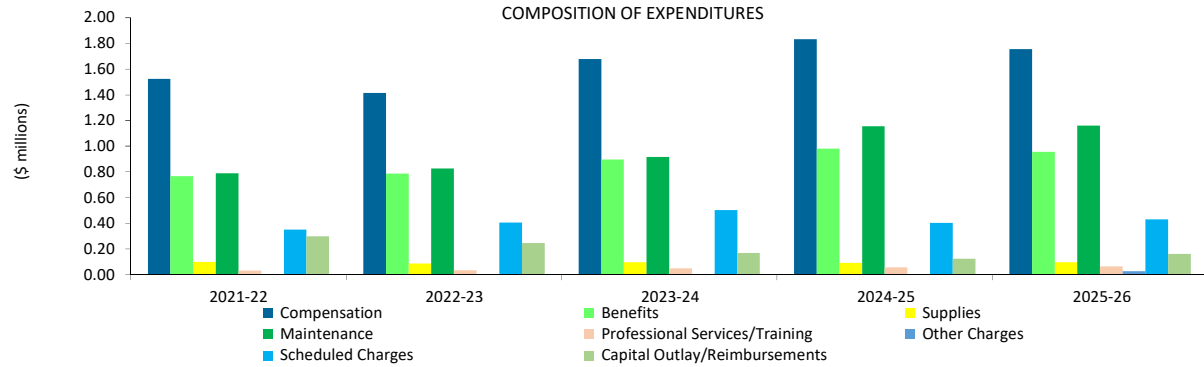
TRAFFIC

- Northbound Milwaukee at Marsha Sharp Freeway
- Coordinated with TxDOT for the construction of the new signal installation at 114th and Memphis Avenue, in-house labor crews installed and configured the signal cabinet and video detection system.
- Performed in-house design and coordinated the construction of the median closures on Glenna Goodacre Boulevard at the intersections of Ave W, Ave U and Ave S.
- Performed in-house design and construction of the following:
 - Dual left turn pavement marking improvements at 34th Street and Milwaukee Avenue
 - Flashing yellow arrow improvements at 34th Street and Chicago Avenue
 - All-Way Stop with flashing beacons, new pavement markings and striping at 137th and Indiana
 - New bike lanes and signage on Chicago Avenue from 15th Street to West Loop 289
 - Striping removal plans and reconfiguration of Avenue U from Marsha Sharp Freeway to Erskine Street from a four-lane roadway to a three-lane roadway with bike lanes
 - New CCTV at Mackenzie Park near the low water crossing gate
 - Speed cushions and signage as part of the Neighborhood Traffic Management Program in the alley between 103rd Street and 104th Street, from Orlando Avenue to Norfolk Avenue
- Modified speed limit ordinance to reflect to new roadway design speeds for the following roadways:
 - 98 Street from Savannah Avenue to Alcove Avenue
 - 146 Street from Indiana Avenue to Quaker Avenue
 - Erskine Street from Frankford Avenue to Juneau Avenue
 - Upland Avenue from 66th Street to 82nd Street
 - Loop 88 from Avenue U to Frankford Avenue
- Approximately 20 traffic signal controllers have been updated, which includes the installation of a new processor with the latest firmware and updated signal timing.
- Performed in-house design and construction of 18 miles of fiber optic cable throughout the City, connecting 12 traffic signals and 16 City facilities utilized by other departments to the City's fiber optic network. Installations include fiber to the following:
 - Traffic signals on Milwaukee Avenue north of 19th Street and south of Spur 327, 82nd Street west of Iola and all signals on Martin Luther King, Jr. Boulevard

OBJECTIVES FOR FY 2025-26

- Perform traffic studies, install traffic calming devices, and implement policies developed as part of the Neighborhood Traffic Management Program.
- Install new and maintain existing pavement markings along thoroughfares and collectors, including markings associated with signalized intersections, school zones and pedestrian hybrid beacons.
- Produce and install regulatory, warning, guide, and school signs for new developments, preventive maintenance, and damage due to vehicle crashes.
- Install new traffic signals as warranted and approved by CTC.
- Install pan, tilt, zoom (PTZ) cameras at signalized intersections throughout the city to manage emergencies, work zone incidents, and for use during EOC activation.
- Continue the installation of battery backup systems at intersections throughout the city to operate traffic signals during power outages.
- Continue City communication system upgrades by performing in-house design and installation of fiber optic networks.
- Continue upgrading traffic signal controllers with latest firmware revisions.
- Continue implementing leading pedestrian intervals at signalized intersections to enhance pedestrian safety.
- Begin the systematic replacement of pedestrian push buttons with accessible pedestrian signals to comply with the Public Right of Way Access Guidelines (PROWAG).

Traffic Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,524,780	1,413,166	1,679,752	1,832,785	1,755,262	(4.2)
Benefits	766,633	786,723	895,689	981,580	955,568	(2.7)
Supplies	99,779	86,978	96,942	92,433	95,214	3.0
Maintenance	790,816	826,005	916,160	1,156,986	1,161,745	0.4
Professional Services/Training	31,461	35,137	47,686	55,719	64,884	16.4
Other Charges	2,363	2,455	2,140	2,521	26,327	944.3
Scheduled Charges	349,976	405,539	501,709	402,582	431,066	7.1
Capital Outlay/Reimbursements	299,957	246,748	169,756	124,749	160,352	28.5
TOTAL EXPENDITURES BY CATEGORY	\$ 3,865,765	3,802,752	4,309,834	4,649,355	4,650,418	0.0

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Traffic Engineering & Design	8	8	8	7	7	-
Traffic Operations	26	26	26	26	25	(1)
TOTAL STAFFING	34	34	34	33	32	(1)

FULL-TIME POSITIONS			
Administrative Asst	1	Traffic Mgmt Ctr Engineer/Mgr	1
City Traffic Engineer	1	Traffic Operations Mgr	1
Civil Engineer Assoc II	1	Traffic Signal Inspect Coord	1
Director of Traffic	1	Traffic Signal Maint Wrkr	3
Equipment Operator II	2	Traffic Signal Supvr (Const.)	1
Fiber Optic Technician	3	Traffic Signal Supvr (Maint.)	1
GIS/CAD Technician	1	Traffic Signal Tech	6
Traffic Maint Foreman	2	Traffic Signs/Markings Foreman	1
Traffic Maint Wrkr	5	Traffic Technical Svcs Coord	1
		TOTAL FULL-TIME POSITIONS	33

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Traffic Signals						
Inspect signalized intersections annually (Lubbock, TxDOT, TTU, Wolfforth)	63.0%	24.0%	100.0%	100.0%	100.0%	-
Signals Constructed/Removed/Major Upgrades	0	27	21	25	25	-
Emergency calls (signals)	1,600	957	788	840	800	(4.8)
Signals relamped (LEDs)	85	130	111	120	120	-
New School Zones Processed/Reviewed/Installed	2	4	4	2	1	(50.0)
Pedestrian Hybrid Beacon (PHB) and crosswalk installed	0	2	1	8	1	(87.5)
Signs and Markings						
Signs produced and installed	3,829	2,940	2,813	3,000	3,000	-
Crosswalks/Stop Bars/Legends installed	213	391	297	300	300	-
Refresh lane lines on arterials & collectors annually (miles)	863	570	564	600	600	-
Refresh pavement markings for schools within city limits (campuses)	64	68	63	64	64	-
Citizen Requests						
Citizen requests processed	727	805	848	950	950	-
Reply to initial request within 24 business hours	100.0%	100.0%	100.0%	100.0%	100.0%	-
Studies completed & responded to requestor (within 4 wks)	91.0%	88.0%	77.0%	85.0%	85.0%	-
Traffic Counts						
Intersection turning movement counts	19	9	0	6	12	100.0
Signal installation requests (signal warrants)	8	5	6	5	5	-
Neighborhood Traffic Management Program (NTMP)	16	13	26	15	15	-
Speed study by request or for speed limit changes	0	27	29	15	15	-
Pedestrian counts for school zone request	4	3	4	3	3	-

Traffic Overview

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
<i>Signal Timing and TMC</i>						
Review citywide signal timing plans annually (intersections)	228	233	231	239	239	-
Signal timing adjustments*	483	594	351	400	400	-
Barricade permits issued	73	146	125	140	140	-
Traffic Management Center (TMC) Incident Responses	141	180	280	240	240	-
<i>Fiber Optic Network</i>						
Install miles of fiber optic communications cable	10	12	18	18	18	-
Facilities added to City Network (New metric for FY 24-25)	0	0	0	16	10	(37.5)
Signals added to Traffic Network (New metric for FY 24-25)	0	0	0	12	10	(16.7)

Department Expenditures

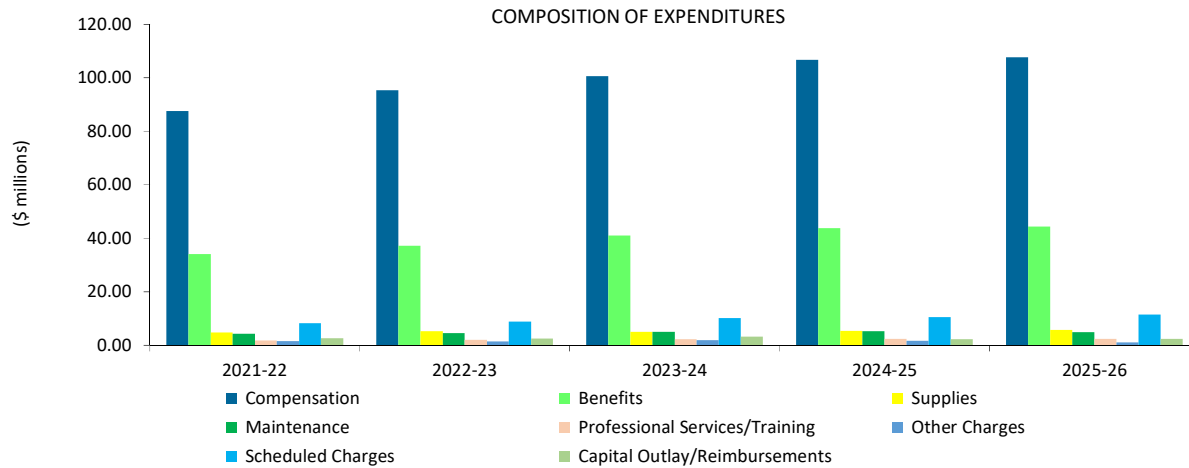
Traffic Engineering & Design

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 626,656	537,168	606,457	630,869	597,051	(5.4)
Benefits	239,428	226,527	257,651	262,723	258,638	(1.6)
Supplies	10,284	8,233	9,324	9,662	9,536	(1.3)
Maintenance	11,986	9,066	17,387	18,353	19,947	8.7
Professional Services/Training	6,309	5,210	6,960	8,379	8,379	-
Other Charges	1,446	1,362	1,425	1,441	1,441	-
Scheduled Charges	119,721	134,415	113,196	111,307	115,615	3.9
Capital Outlay/Reimbursements	82,398	73,738	84,113	84,273	74,885	(11.1)
TOTAL TRAFFIC ENGINEERING & DESIGN	\$ 1,098,228	995,718	1,096,514	1,127,007	1,085,492	(3.7)

Traffic Operations

EXPENDITURES BY CATEGORY						
Compensation	\$ 898,124	875,998	1,073,295	1,201,916	1,158,211	(3.6)
Benefits	527,205	560,196	638,038	718,857	696,930	(3.1)
Supplies	89,495	78,745	87,618	82,771	85,678	3.5
Maintenance	778,830	816,939	898,773	1,138,633	1,141,798	0.3
Professional Services/Training	25,152	29,927	40,727	47,340	56,505	19.4
Other Charges	917	1,093	714	1,080	24,886	2,204.3
Capital Outlay/Reimbursements	217,559	173,011	85,643	40,476	85,467	111.2
TOTAL TRAFFIC OPERATIONS	\$ 2,767,537	2,807,033	3,213,320	3,522,348	3,564,926	1.2

Public Safety & Health



EXPENDITURES BY CATEGORY	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 87,571,709	95,357,528	100,606,665	106,682,662	107,662,780	0.9
Benefits	34,010,974	37,168,133	40,996,616	43,808,169	44,419,558	1.4
Supplies	4,769,113	5,305,016	5,068,572	5,376,717	5,733,995	6.6
Maintenance	4,213,190	4,523,028	5,070,774	5,329,726	4,823,513	(9.5)
Professional Services/Training	1,771,066	2,070,598	2,267,884	2,321,462	2,400,937	3.4
Other Charges	1,509,857	1,371,659	1,890,809	1,643,816	1,026,359	(37.6)
Scheduled Charges	8,216,971	8,766,071	10,121,399	10,456,007	11,502,806	10.0
Capital Outlay/Reimbursements	2,602,468	2,494,987	3,173,254	2,198,952	2,367,392	7.7
Meet and Confer Fire Rescue	-	-	-	-	2,112,167	-
Meet and Confer Police	-	-	-	-	2,281,804	-
TOTAL EXPENDITURES BY CATEGORY	\$ 144,665,348	157,057,020	169,195,973	177,817,511	184,331,311	3.7

EXPENDITURES BY DEPARTMENT	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Animal Services	\$ 2,657,234	3,082,528	3,257,758	3,766,543	3,926,826	4.3
Emergency Management	863,284	887,417	1,014,597	1,014,391	1,008,028	(0.6)
Fire Rescue	60,073,086	66,331,662	71,605,679	73,587,516	76,467,554	3.9
Municipal Court	1,789,352	1,885,798	1,772,096	2,000,222	1,969,503	(1.5)
Police	77,694,360	83,125,728	89,706,554	95,607,816	98,979,506	3.5
Public Health	1,588,032	1,743,887	1,839,288	1,841,023	1,979,894	7.5
TOTAL EXPENDITURES BY DEPARTMENT	\$ 144,665,348	157,057,020	169,195,973	177,817,511	184,331,311	3.7

STAFFING	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Animal Services	27	29	30	32	34	2
Emergency Management	5	5	5	5	5	-
Fire Rescue	436	441	458	461	461	-
Municipal Court	21	21	21	19	18	(1)
Police	573	573	579	587	585	(2)
Public Health	45	51	55	52	48	(4)
TOTAL STAFFING	1,107	1,120	1,148	1,156	1,151	(5)



ANIMAL SERVICES

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:

- Enhances public safety through proactive community outreach, responsible pet ownership education, shelter and care for animals, and timely responses to animal related incidents.
- Enforces animal control ordinances
- Adoption program for displaced, unclaimed, and unwanted animals.
- Advances disease prevention efforts by providing vaccinations upon intake for all pets.
- Partners with local and out of state transport/rescue groups and fosters.
- Reunites lost animals with their owners.
- Encourages responsible pet ownership by implementing educational opportunities.
- Investigates and resolves reports of animal cruelty or mistreatment.

GOALS AND OBJECTIVES

- Enhances public safety through proactive community outreach, responsible pet ownership education, shelter and care for animals, and timely responses to animal related incidents.
- Reduce the number of unwanted pets through internal and external spay/neuters
- Provide animal education through public promotions and community events
- Enforce laws and rules that protect the health and safety of the public and their pets
- Provide professional, competent, and ethical Animal Control Officers through quality training and leadership
- Increase the number of animals being returned to owners through utilizing microchips
- Keep LAS's save rate at a manageable percentage while still maintaining public health and safety by impounding animals at large.
- Closely monitor dogs declared dangerous in our jurisdiction

ACCOMPLISHMENTS FOR FY 2024-25

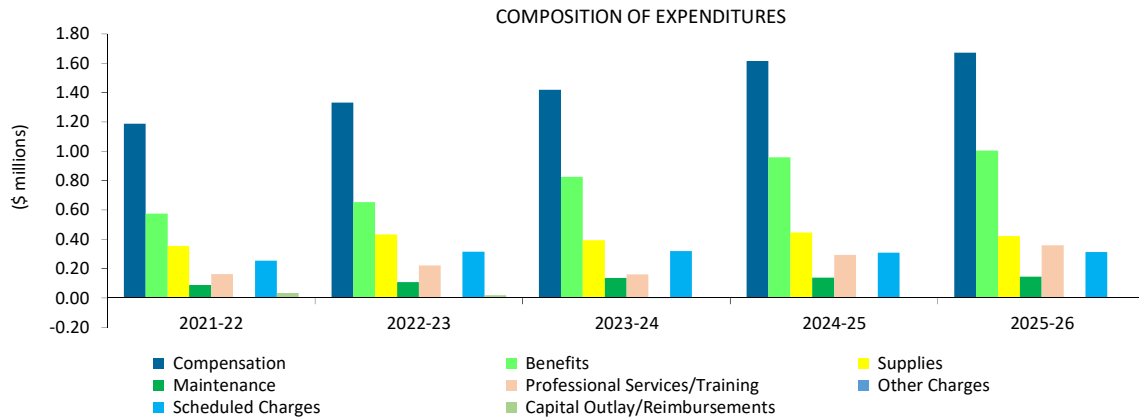
- Enhanced public safety through proactive community outreach, responsible pet ownership education, shelter and care for animals, and timely responses to animal related incidents.
- Increased adoptions & transport of animals out of state
- All adopted cats and dogs are spayed/neutered before they leave the facility
- Field Operations increased issuance of citations to repeat offenders
- Expanded the transport program by four new rescue additions and by reestablishing previous connections
- Maintained enrichment programs for dogs to get out and play everyday
- Increased doggy day out/sleep over program
- Conducted media interviews/dog features in-person
- Increased off-site adoption, microchip and voucher events
- Preserved the appointment-based system to conserve resources and get animals home before entering the shelter
- Enhanced social media outlets to educate the community and spread knowledge about LAS mission
- Field Operations increased patrols and sweeps of problem areas
- Increased community outreach by offering fence repair and materials
- Maintained partnership with Texas Tech Animal Sciences research programs and classes
- Increase the number of spay/neuter vouchers provided to the public
- Strengthen relationships with local veterinary clinics
- Increase vaccine clinics funded by grants to the public to help increase population health in the community
- Monthly compliance checks on dogs declared dangerous in our jurisdiction

ANIMAL SERVICES

OBJECTIVES FOR FY 2025-26

- Enhance public safety through proactive community outreach, responsible pet ownership education, shelter and care for animals, and timely responses to animal related incidents.
- Continue to increase the transport program in order to provide more kennel space for animal intakes.
- Increase donations for needy families or homeless people who have pets
- Increase fence repair program for citizens that have issues with keeping their animals contained
- Improve our adoption and foster program to promote positive results for the animals in our care.
- Community outreach/education to improve public health, public safety, and responsible pet ownership
- Increase in microchips, vaccines and spay/neuter for community pets
- Provide public safety with expanded patrols and sweeps of problem areas and repeat offenders
- Build on partnerships with Texas Tech Animal Sciences research programs and classes.

Animal Services Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 1,188,192	1,332,468	1,420,400	1,616,620	1,673,681	3.5
Benefits	574,911	654,085	826,416	957,933	1,005,868	5.0
Supplies	354,793	434,349	392,355	447,255	423,293	(5.4)
Maintenance	88,641	106,988	136,178	139,316	144,405	3.7
Professional Services/Training	162,453	221,133	160,407	292,700	360,300	23.1
Other Charges	827	957	(131)	4,863	6,902	41.9
Scheduled Charges	252,510	314,803	320,477	307,856	312,377	1.5
Capital Outlay/Reimbursements	34,908	17,745	1,656	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 2,657,234	3,082,528	3,257,758	3,766,543	3,926,826	4.3

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Animal Services	27	29	30	32	34	2
TOTAL STAFFING	27	29	30	32	34	2

FULL-TIME POSITIONS

Animal Services Officer	19	Kennel Attendant	2
Animal Services Supervisor	2	Lead Animal Services Officer	2
Asst Director Animal Services	1	Lead Customer Service Rep	1
Customer Service Rep	5	Management Assistant	1
Director of Animal Services	1	TOTAL FULL-TIME POSITIONS	34

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Total Service Calls	15,121	16,293	15,572	17,102	17,000	(0.6)
Aggressive Dog Calls	1,690	1,973	1,980	1,836	1,900	3.5
Animal Bites	1,024	1,043	978	825	1,020	23.6
Canines Adopted	2,694	2,003	1,963	1,875	2,200	17.3
Felines Adopted	1,506	1,232	1,145	1,000	1,300	30.0
Transports Out	457	455	149	150	350	133.3
Return to Nature	195	186	215	208	200	(3.8)
Owner Surrendered	559	427	485	500	500	-
Total Live Intake	7,443	7,130	6,902	7,080	7,160	1.1
Total Animals Processed	9,724	10,234	9,780	9,790	9,920	1.3
Reclaimed / Returned to Owner	629	572	579	708	600	(15.3)
Spay/Neuter Surgeries	2,506	2,173	1,869	2,217	2,200	(0.8)
Total Animal Live Release	6,008	4,502	4,795	4,426	5,100	15.2
Total Animal Live Release	96.6%	91.2%	90.6%	90.0%	90.0%	-

EMERGENCY MANAGEMENT

MISSION AND PURPOSE

Develop and maintain a comprehensive emergency management program that enhances public safety and community resilience through preparedness, mitigation, response, and recovery activities with a hazard-agnostic approach. Emergency Management strives to build a resilient community through effective partnerships to save lives, protect property, and reduce the effects of all hazards and disasters.

GOALS AND OBJECTIVES

- Develop and maintain certified, professional, and dedicated staff to provide a comprehensive emergency management program.
- Develop and maintain comprehensive emergency management plans that increase the preparedness and readiness of all stakeholders and partnering organizations.
- Develop and maintain comprehensive continuity plans to enhance the City's resilience and ensure the continuity of government services during major incidents and disasters.
- Develop and facilitate comprehensive planning processes to increase the preparedness and readiness of stakeholders that enhances public safety for planned events.
- Develop, maintain, and submit the City/County Emergency Operations Plan and Hazard Mitigation Action Plan for City Council approval and adoption.
- Promote and facilitate coordination, communication, situational awareness, and information sharing between all stakeholders and partnering organizations to provide a common operating picture that allows for a coordinated response and efficient resource management during major incidents and disasters.
- Develop and maintain partnerships with state and federal emergency management agencies, non-governmental, non-profits, and volunteer organizations.
- Manage and maintain equipment stockpiles for use during major incidents and disasters.
- Coordinate with all City departments to ensure that the City actively works toward achieving the fourteen National Incident Management System Implementation Objectives.
- Develop and maintain a City-wide training program for staff in the organization, roles, and duties of emergency and disaster planning, response, and recovery operations.
- Develop and maintain a comprehensive exercise and evaluation program following the Homeland Security Exercise and Evaluation Program paradigm.
- Promote disaster preparedness and enhance community resilience through education, outreach, and disaster exercises with the community organizations.

ACCOMPLISHMENTS FOR FY 2024-25

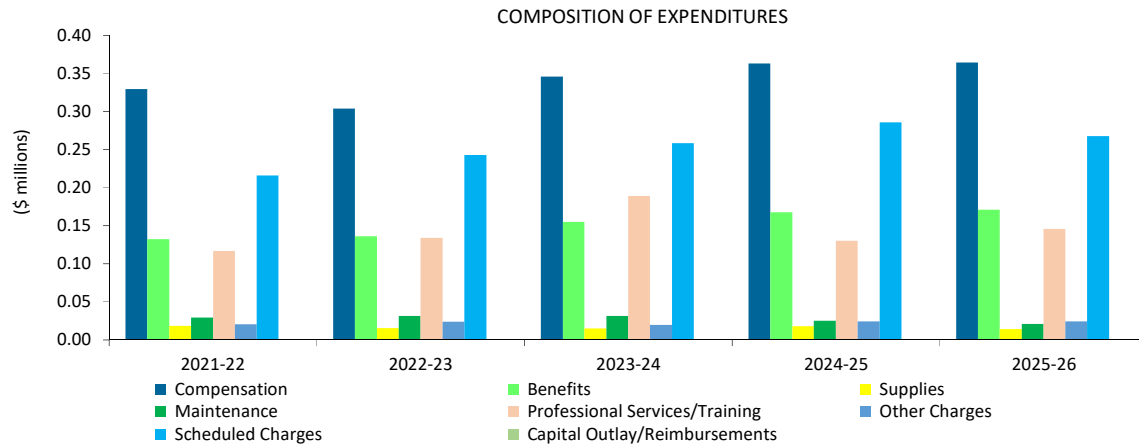
- Staff achieved Certified Emergency Manager, Associate Emergency Manager, and Senior Military Emergency Management Specialist designations.
- Staff continued professional development activities through participation and leadership of regional and state-wide emergency management committees.
- Redesigned department webpage to provide comprehensive resources for citizens and businesses to enhance disaster preparedness and resiliency.
- Increased the number of NIMS and ICS capable instructors to continue providing NIMS and ICS training courses for city staff and community stakeholders.
- Continue the development of a city-wide approach to emergency management's recovery and mitigation programs.
- 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 mass casualty incidents.
- Develop the City of Lubbock Threat and Hazard Identification and Risk Assessment (THIRA).

EMERGENCY MANAGEMENT

OBJECTIVES FOR FY 2025-26

- Provide instruction in incident management and emergency management topics for City staff that enhance public safety response to major incidents and disasters.
- Continue to develop and facilitate emergency management exercises and develop after-action reports that identify areas of improvement for City departments and partnering organizations.
- Develop comprehensive common operating picture dashboards to enhance situational awareness and information sharing between City departments.
- Finalize a multi-year strategic plan for the City's Emergency Management Program.
- Achieve significant progress toward the completion of six Emergency Management Accreditation Program standards.
- Finalize additional Hazard and Functional Annexes to enhance the City's preparedness for major incidents and disasters.
- Finalize the development of a city-wide approach to emergency management's recovery and mitigation programs.

Emergency Management Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 329,373	303,493	345,581	363,169	364,050	0.2
Benefits	132,424	136,183	155,115	167,512	171,133	2.2
Supplies	18,561	15,641	14,939	18,092	14,168	(21.7)
Maintenance	29,694	31,452	31,428	25,033	20,992	(16.1)
Professional Services/Training	116,714	133,885	189,312	130,406	145,733	11.8
Other Charges	20,574	24,128	19,681	24,360	24,360	-
Scheduled Charges	215,943	242,634	258,541	285,819	267,592	(6.4)
TOTAL EXPENDITURES BY CATEGORY	\$ 863,284	887,417	1,014,597	1,014,391	1,008,028	(0.6)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Emergency Management	5	5	5	5	5	-
TOTAL STAFFING	5	5	5	5	5	-

FULL-TIME POSITIONS			
Outdoor Warning Logistics Tech	1	Emergency Management Planner	1
Director of Emergency Management	1	Management Assistant	1
Deputy Emergency Management Dir	1	TOTAL FULL-TIME POSITIONS	5

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Maintain a state approved and City Council adopted Emergency Management Plan	23	27	28	35	35	-
Conduct NIMS training classes for city staff to ensure compliance with NIMS recommendations	7	5	6	8	10	25.0
Meet and/or exceed staff development activities required by the Emergency Management Performance Grant, State of Texas, and federal training mandates	46	35	30	41	35	(14.6)
Conduct programming hours designed to enhance public awareness and emergency management planning	30	40	30	28	30	7.1
Conduct emergency management exercises, and develop after action reviews and improvement plans for exercises and real world events	15	20	18	12	15	25.0

FIRE RESCUE

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, extrication and medical response services.
- Conduct fire and life safety inspections, inspect fire extinguishers and fire alarm systems, perform fire and arson investigations, and maintain records and data.
- Maintain fire apparatus and equipment to NFPA and response standards to maximize availability and reduce lifecycle cost.
- Provide fire prevention training for Fire Department personnel, City departments, organizations, and businesses.
- Provide public safety education and programs, business fire safety surveys, and fire hydrant maintenance.
- Provide 911 call taking and dispatch services for fire personnel and equipment to fire, rescue, and first responder medical calls.

Overview

The Lubbock Fire Department is dedicated to providing unparalleled emergency response and life safety services for the City. The Fire Department currently serves the citizens of Lubbock with 434 sworn personnel positions, and 27 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. Several purchases have been completed with ARPA funds to include a multi-story fire training building, cardiac monitors, and a Dive Boat. 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, professional development and leadership 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.

ACCOMPLISHMENTS FOR FY 2024-25

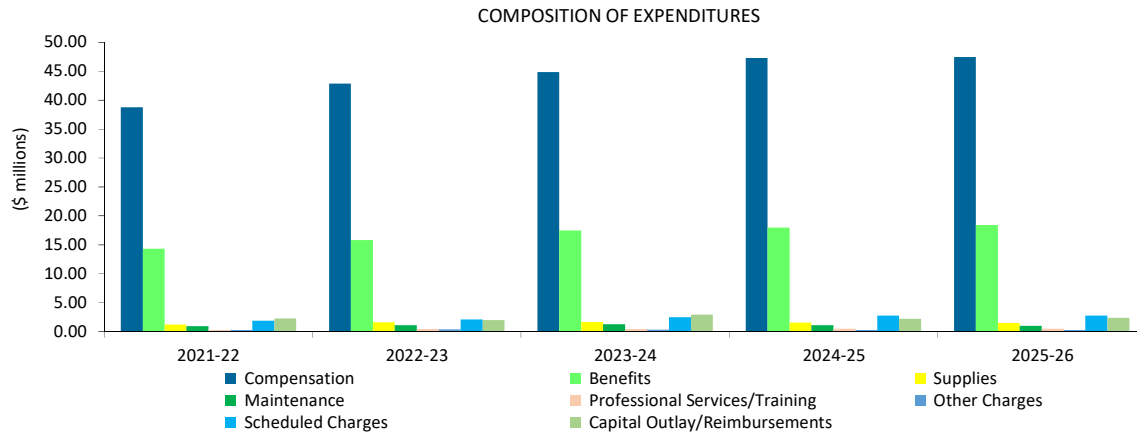
- Increased staffing in the Suppression & Support Division by 1 sworn personnel each.
- Increased staffing in the FMO by 3 sworn personnel.
- Completed construction of Fire Station 20.
- Ongoing mental health services for employees.
- Placed in service next generation SCBA.
- Upgraded Fire Dispatch CAD system and Fire Paging System
- Published first ever Unmanned Aircraft Systems Legislative Report.
- Responded to 32,219 calls for service in calendar year 2024.
- Model code review/adoption 2021.
- Continued Fire Station renovations.
- Created 24/48 schedule for Investigators.
- Continued wellness and cancer screenings with our annual firefighter physicals.
- Placed two new Engines and 1 new Ladder Truck in service.
- Reviewed 95% of plans within 15 days of permit submittal, amongst record number of submittals.

FIRE RESCUE

OBJECTIVES FOR FY 2025-26

- Adopt the 2024 IFC code to keep up to date with the latest fire codes and best practices to enhance public safety.
- Transition from AFFF foam to a PFAS free foam to eliminate the exposure to the firefighters and environment from the “forever” chemicals in AFFF.
- Develop and implement a facility service and maintenance program to prolong the life of our facilities in a more cost effective manner.
- Continue to monitor our metrics and address any deficiencies as they relate to our ISO 1 rating.
- Further our focus on Professional and Leadership Development with a combination of internal academies and external resources for the ranks of Deputy Chief, Battalion Chief, Captain and Lieutenant.
- Enhance our Firefighter Mental Health Program through additional PEER support training, awareness training for new hires and a department wide educational campaign.
- Continue to promote our Firefighter Cancer Prevention Program through education, resources and initiatives to reduce and mitigate our exposure to carcinogens.
- Explore Leadership and Professional Development through Texas Tech University. Taking advantage of an exceptional resource for development of our members.
- Create a Strategic Plan with implementation FY 2026-27. This plan, our road map to the future, will align our resources, operations and community needs.

Fire Rescue Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 38,793,629	42,864,974	44,886,825	47,282,212	47,482,785	0.4
Benefits	14,343,485	15,854,648	17,514,312	17,951,051	18,423,820	2.6
Supplies	1,248,077	1,591,848	1,656,781	1,544,594	1,520,518	(1.6)
Maintenance	961,659	1,124,693	1,295,275	1,084,527	1,019,728	(6.0)
Professional Services/Training	265,075	413,165	476,713	520,910	522,888	0.4
Other Charges	275,476	388,814	310,770	259,615	259,569	(0.0)
Scheduled Charges	1,892,865	2,088,762	2,531,368	2,745,655	2,758,687	0.5
Capital Outlay/Reimbursements	2,292,820	2,004,758	2,933,636	2,198,952	2,367,392	7.7
Meet and Confer Agreement	-	-	-	-	2,112,167	-
TOTAL EXPENDITURES BY CATEGORY	\$ 60,073,086	66,331,662	71,605,679	73,587,516	76,467,554	3.9

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Administration	10	10	10	9	9	-
Prevention	15	16	15	18	18	-
Equipment Maintenance	6	6	6	6	6	-
Training	5	7	7	7	7	-
Suppression	387	389	407	408	408	-
Communications Center	13	13	13	13	13	-
TOTAL STAFFING	436	441	458	461	461	-

		Actual	Actual	Budget	Budget	Change from
SWORN JOB GRADE SUMMARY	GRADE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Fire Chief	145	1	1	1	1	-
Fire Marshal	137	1	1	1	1	-
Assistant Chief	FCS7	-	-	2	2	-
Deputy Chief	FCS6	3	3	5	5	-
Division Chief	FCS6	2	2	-	-	-
Battalion Chief	FCS5	11	11	11	11	-
Communication Supervisor (Battalion Chief)	FCS5	1	1	1	1	-
Deputy Fire Marshal CRRO (Battalion Chief)	FCS5	1	-	-	-	-
Fire Captain	FCS4	29	29	29	29	-
Communication Supervisor (Fire Captain)	FCS4	-	-	-	-	-
Assistant Fire Marshal (Fire Captain)	FCS4	-	-	-	-	-
Deputy Fire Marshal (Fire Captain)	FCS4	-	-	-	-	-
Assistant Fire Marshal (Fire Lieutenant)	FCS3	2	2	-	-	-
Deputy Fire Marshal (Fire Lieutenant)	FCS3	3	4	-	-	-
Fire Inspector* (Fire Lieutenant)	FCS3	-	-	-	-	-
Fire Prevention Lieutenant	FCS3	-	-	6	6	-
Fire Inspector/Investigator (Fire Lieutenant)	FCS3	1	-	-	-	-
Fire Lieutenant	FCS3	59	59	62	62	-
Assistant Fire Marshal* (Fire Equip. Operator)	FCS2	-	-	-	-	-
Fire Prevention Equipment Operator	FCS2	-	-	6	6	-
Deputy Fire Marshal* (Fire Equip. Operator)	FCS2	-	-	-	-	-
Fire Equipment Operator	FCS2	77	77	80	80	-
Fire Inspector (Fire Equipment Operator)	FCS2	-	-	-	-	-
Fire Inspector/Investigator (Fire Equip. Oper.)	FCS2	4	5	-	-	-
Fire Plans Examiner (Fire Equipment Operator)	FCS2	-	1	-	-	-
Fire Prevention Firefighter*	FCS1	-	-	-	-	-
Firefighter*	FCS1	215	215	227	227	-
Probationary Fire Fighter (NCS)*	FNCS1	-	18	3	3	-
TOTAL SWORN JOB GRADE SUMMARY		410	429	434	434	-

*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 230.

Fire Rescue Overview

		Actual	Actual	Budget	Budget	Change from
NON-SWORN JOB GRADE SUMMARY		FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Director of Emergency Management	134	1	1	-	-	-
Deputy Director of Emergency Management	132	1	1	-	-	-
Fire Protection Engineer	124	1	-	-	-	-
Management Assistant	122	2	2	1	1	-
Public Safety Dispatcher II	121	9	10	9	9	-
Emergency Management Specialist	122	1	1	-	-	-
Senior Equipment Technician	118	2	3	2	3	1
Equipment Technician	117	3	2	3	2	(1)
End User Support Technician	117	1	1	-	-	-
Administrative Assistant	112	5	5	5	5	-
Public Safety Dispatcher I	119	3	2	3	3	-
Storekeeper	111	1	1	-	-	-
Laborer	108	1	-	-	-	-
Lead Equipment Technician	123	1	1	1	1	-
Fire Facilities Building Maintenance Leader	120	1	1	1	1	-
Fire Facilities Maintenance Technician	118	-	1	1	1	-
Public Information Officer	123	1	1	1	1	-
Fire Plans Examiner	120	1	-	-	-	-
Outdoor Warning Logistics Technician	116	1	1	-	-	-
TOTAL NON-SWORN JOB GRADE SUMMARY		36	34	27	27	-
TOTAL JOB GRADE SUMMARY		446	463	461	461	-

		Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
<i>Administration</i>							
Total estimated property and contents value (million \$)	338	222	542	272	300	-	10.3
Total estimated property and contents loss (million \$)	10	6	20	29	30	-	3.4
Total fire incidents	1,240	825	891	870	870	-	-
Department goals achieved (%)	95.0%	95.0%	95.0%	95.0%	95.0%	-	-
<i>Prevention</i>							
Public fire safety education attendees	13,616	15,128	19,570	17,000	17,000	-	-
Public fire safety education presentations	675	790	863	800	800	-	-
Fire/arson investigations conducted	259	220	203	275	275	-	-
Inspection activities performed	3,191	3,295	3,353	3,400	3,200	(5.9)	(5.9)
Fire alarm and fire sprinkler plans reviewed	370	411	358	390	370	(5.1)	(5.1)
Review 90% of all alarm and sprinkler plans within 15 days of submittal	45	89	97	95	90	(5.3)	(5.3)
Deliver Fire and Life Safety Presentation annually to 90% kindergarten, 1st and 2nd grade students in the city	74.0%	80%	85%	85%	90%	5.9	5.9
<i>Equipment Maintenance</i>							
Vehicle preventive maintenance completed	218	268	328	375	400	6.7	6.7
<i>Training</i>							
Personnel Certification							
Maintaining Texas Commission on Fire Protection (TCFP) Fire Officer 1 (FOI)	92	92	126	126	179	42.1	42.1
Receiving new TCFP FOI	35	35	34	35	25	(28.6)	(28.6)
Maintaining TCFP Fire Officer 2 (FOII)	37	35	31	35	58	65.7	65.7
Receiving new TCFP FOII	15	10	12	15	20	33.3	33.3
Maintaining TCFP Driver	329	343	341	341	364	6.7	6.7
Receiving new TCFP Driver	24	25	15	15	15	-	-

Fire Rescue Overview

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Maintaining TCFP Hazmat Technician	143	140	133	133	142	6.8
Receiving new TCFP Hazmat Technician	10	10	10	10	10	-
Maintaining Emergency Rescue Dive						
Institute (ERDI) Dive Specialty team	30	30	30	30	28	(6.7)
Receiving ERDI Dive Specialty team	4	4	4	4	4	-
Maintaining Lubbock Fire Rescue						
(LFR) Technical Rescue	37	37	38	38	48	26.3
Receiving new LFR Technical Rescue	7	8	7	6	6	-
Maintaining TCFP Aircraft Rescue						
Firefighting (ARFF)	100	97	95	95	98	3.2
Receiving new TCFP ARFF	5	4	5	5	4	(20.0)
Maintaining Emergency Medical						
Technician Paramedic (EMT-P)	100	101	106	118	138	16.9
Completing LFR EMT-P instruction	17	13	17	15	12	(20.0)
Maintaining Advanced Emergency						
Medical Technician (AEMT)	60	57	58	58	52	(10.3)
Maintaining Emergency Medical						
Technician Basic (EMT-B)	263	237	251	244	231	(5.3)
Quarterly Skills Evaluations Conducted	600	650	650	650	650	-
Educational/Training Videos Produced	18	20	19	20	50	150.0
Total Hours Continuing Ed (CE) Delivered	148,000	150,000	152,000	154,000	199,882	29.8
<i>Suppression</i>						
Target hazard pre-fire plans conducted	238	238	240	240	240	-
Incidents Dispatched	29,501	28,483	28,068	28,596	28,500	(0.3)
Fires						
Structure	274	324	290	336	325	(3.3)
Dumpster/Rubbish			312	314	315	0.3
Vehicles			107	80	100	25.0
Vegitation			112	123	120	(2.4)
Emergency Medical Services						-
Medical			17,608	17,460	1,750	(90.0)
Motor Vehicle Accidents			2,368	2,114	2,200	4.1
Lock-ins			109	73	100	37.0
Extrications			76	78	78	-
Natural Gas Incidents			406	450	450	-
Fire Alarm Actications			2,468	2,500	2,500	-
Dispatched/Cancelled En Route			1,383	1,310	1,310	-
Hazardous Materials Responses			89	95	95	-
Carbon monoxide tests conducted	196	188	108	141	150	6.4
Median Travel Time			3min 40sec	3min 32sec	3min 35sec	
Median Response Time (dispatch to arrival)			5min 42sec	5min 30sec	5min 30sec	
Fire safety surveys conducted	8,800	8,800	7,000	7,091	7,100	
Hydrants flow tested	7,300	7,597	7,687	7,700	7,700	-
<i>Communications</i>						
Total emergency calls processed through						
911, 7 digit emergency and ring down lines	43,283	43,173	32,219	45,000	45,000	-
Total administrative calls processed						
through administration lines	34,526	35,620	51,477	38,000	38,000	-
Average Emergency call ring time (seconds)	4	3	4	4	4	-
Telecommunication certification (%)	1	1	1	1	1	-

Fire Rescue Expenditures

Administration	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 613,473	658,406	727,434	906,908	933,119	2.9
Benefits	247,577	280,003	289,637	364,978	428,656	17.4
Supplies	22,517	29,772	38,440	41,154	42,231	2.6
Maintenance	249,064	292,826	382,056	339,250	339,250	-
Professional Services/Training	16,885	14,989	14,137	20,525	20,525	-
Other Charges	16,659	18,137	17,458	24,000	19,800	(17.5)
Scheduled Charges	464,898	560,408	875,988	802,523	724,629	(9.7)
Capital Outlay/Reimbursements	-	285,047	280,941	-	-	-
TOTAL ADMINISTRATION	\$ 1,631,073	2,139,588	2,626,091	2,499,338	2,508,210	0.4

Fire Rescue Expenditures

Prevention

EXPENDITURES BY CATEGORY							
Compensation	\$	1,427,016	1,566,941	1,675,273	1,952,601	2,019,641	3.4
Benefits		505,769	552,232	600,781	656,505	749,624	14.2
Supplies		36,363	39,933	37,953	42,656	42,687	0.1
Maintenance		8,244	8,002	12,023	6,000	6,000	-
Professional Services/Training		21,018	25,389	25,911	22,345	22,280	(0.3)
Other Charges		27,003	29,488	25,556	31,200	27,200	(12.8)
Scheduled Charges		176,364	177,342	211,132	220,154	219,496	(0.3)
Capital Outlay/Reimbursements		-	-	-	-	-	-
TOTAL PREVENTION	\$	2,201,778	2,399,327	2,588,630	2,931,461	3,086,928	5.3

Equipment Maintenance

EXPENDITURES BY CATEGORY							
Compensation	\$	306,847	337,619	347,950	353,715	335,082	(5.3)
Benefits		141,839	154,141	164,124	170,559	171,873	0.8
Supplies		486,981	462,643	412,190	420,309	395,976	(5.8)
Maintenance		624,141	716,261	796,492	612,429	559,278	(8.7)
Professional Services/Training		12,612	29,973	32,338	30,000	31,000	3.3
Other Charges		9,286	3,505	8,685	10,000	10,000	-
Scheduled Charges		90,961	89,374	96,353	110,425	126,459	14.5
Capital Outlay/Reimbursements		2,132,990	1,594,769	2,513,420	2,056,449	2,224,892	8.2
TOTAL EQUIPMENT MAINTENANCE	\$	3,805,657	3,388,285	4,371,552	3,763,886	3,854,560	2.4

Training

EXPENDITURES BY CATEGORY							
Compensation	\$	634,435	766,505	807,185	848,374	834,791	(1.6)
Benefits		223,070	273,353	300,446	317,145	309,214	(2.5)
Supplies		27,069	26,252	61,541	72,718	72,364	0.8
Maintenance		12,227	10,977	12,445	12,000	12,000	0.8
Professional Services/Training		48,832	58,711	97,706	123,690	124,733	0.8
Other Charges		88,516	106,150	112,860	129,115	129,115	-
Scheduled Charges		68,104	68,852	91,214	102,726	102,644	(0.1)
Capital Outlay/Reimbursements		8,421	-	-	-	-	-
TOTAL TRAINING	\$	1,110,673	1,310,799	1,483,395	1,605,768	1,584,861	(1.3)

Suppression

EXPENDITURES BY CATEGORY							
Compensation	\$	35,161,403	38,812,067	40,529,553	42,377,559	42,544,062	0.4
Benefits		12,925,207	14,262,974	15,797,176	16,056,022	16,371,387	2.0
Supplies		671,006	1,029,179	1,102,852	959,903	959,760	(0.0)
Maintenance		67,654	96,128	92,132	114,848	103,200	(10.1)
Professional Services/Training		152,112	269,960	286,932	303,600	303,600	-
Other Charges		134,011	231,535	146,212	65,300	73,454	12.5
Scheduled Charges		1,027,581	1,126,835	1,179,312	1,430,528	1,514,428	5.9
Capital Outlay/Reimbursements		151,408	124,942	139,275	142,503	142,500	(0.0)
TOTAL SUPPRESSION	\$	50,290,382	55,953,621	59,273,444	61,450,263	62,012,391	0.9

Communications Center

EXPENDITURES BY CATEGORY							
Compensation	\$	650,456	723,435	799,429	843,055	816,090	(3.2)
Benefits		300,024	331,945	362,148	385,842	393,066	1.9
Supplies		4,141	4,069	3,805	7,854	7,500	(4.5)
Maintenance		329	500	128	-	-	-
Professional Services/Training		13,616	14,142	19,688	20,750	20,750	-
Other Charges		-	-	-	-	-	-
Scheduled Charges		64,958	65,951	77,369	79,299	71,031	(10.4)
Capital Outlay/Reimbursements		-	-	-	-	-	-
TOTAL COMMUNICATIONS CENTER	\$	1,033,524	1,140,042	1,262,568	1,336,800	1,308,437	(2.1)

MUNICIPAL COURT

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 dockets 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 fines 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.

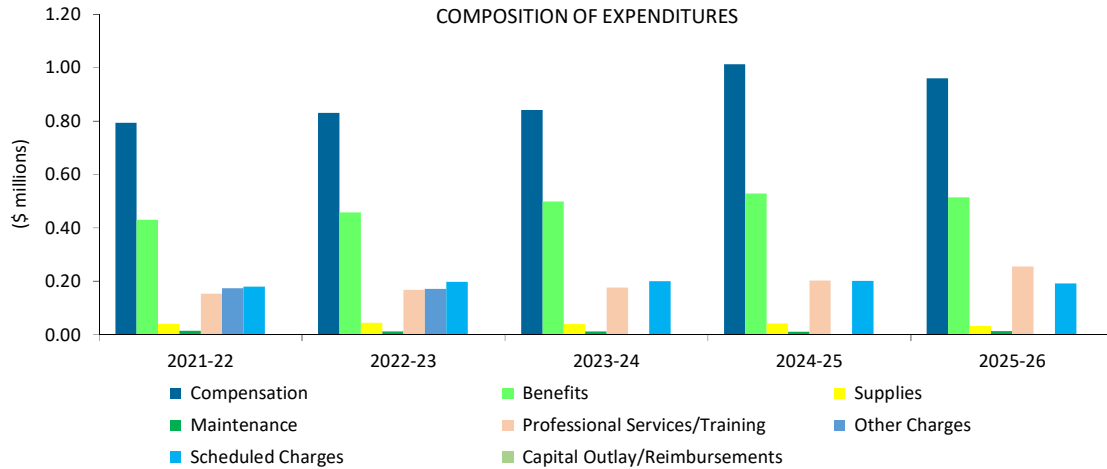
ACCOMPLISHMENTS FOR FY 2024-25

- Assisted veterans and indigent defendants in community court, taking a more holistic approach by getting them in touch with social service agencies to address the underlying issue.
- Completed the paper light integration interface between Laserfiche and Tyler (Incode).
- Assisted in the electronic citation transition to the Lubbock Police Department.
- Completed the purchase and utilization of body cameras for the city marshals and court security personnel.
- Completed the process of implementing the touch tone selection answering system.

OBJECTIVES FOR FY 2025-26

- Continue to promote and improve Community Court by identifying candidates suitable to the program.
- Complete the final stages of paper-light environment transition by providing staff training.
- Purchase receipt printers to replace the existing 20-year-old printers.
- Actively engage ESS (Emergency Security Solutions of Texas) to complete the Emergency System project for Municipal Court.

Municipal Court Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 793,353	830,558	840,895	1,012,815	960,078	(5.2)
Benefits	430,310	458,591	498,676	528,097	514,206	(2.6)
Supplies	41,174	44,699	40,509	42,082	33,116	(21.3)
Maintenance	14,065	12,386	12,360	11,957	13,022	8.9
Professional Services/Training	153,793	168,051	176,578	202,972	255,972	26.1
Other Charges	174,107	171,168	394	1,000	750	(25.0)
Scheduled Charges	180,016	198,154	200,243	201,299	192,359	(4.4)
Capital Outlay/Reimbursements	2,534	2,190	2,441	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,789,352	1,885,798	1,772,096	2,000,222	1,969,503	(1.5)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Municipal Court	21	21	21	19	18	(1)
TOTAL STAFFING	21	21	21	19	18	(1)

FULL-TIME POSITIONS						
City Marshal	2		Mun Court Administrator			1
Court Collection Specialist	1		Mun Court Presiding Judge			1
Executive Assistant	1		Municipal Court Support Spec.			10
Legal Assistant II	2		TOTAL FULL-TIME POSITIONS			18

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Cases filed	64,189	70,483	64,052	66,241	69,553	5.0
Warrants issued	13,423	17,598	17,946	17,772	18,660	5.0
Trials requested	454	507	539	500	525	5.0
Trials held	256	265	185	235	247	5.1
Teen court trials	10	11	10	10	11	10.0
Juvenile Hearings	703	629	595	642	650	1.2
Other Court Proceedings (Alcohol Arraignments, Show Cause Hearings, etc.)	2,163	2,661	2,761	2,528	2,654	5.0
Performance Metrics						
Total cases cleared (%)	70.4%	66.0%	69.0%	69.0%	70.0%	1.4
Warrants cleared (%)	90.0%	79.0%	89.0%	89.0%	90.0%	1.1
Tickets entered within 3 days	80.0%	76.0%	79.0%	90.0%	100.0%	11.1

POLICE

MISSION AND PURPOSE

Proactively provide outstanding services in partnership with the community, and foster a safe environment that enhances the quality of life.

Lubbock Police Department (LPD) performance is measured by:

- Crime Rate
- Traffic Safety
- Timely Service
- Quality of Service

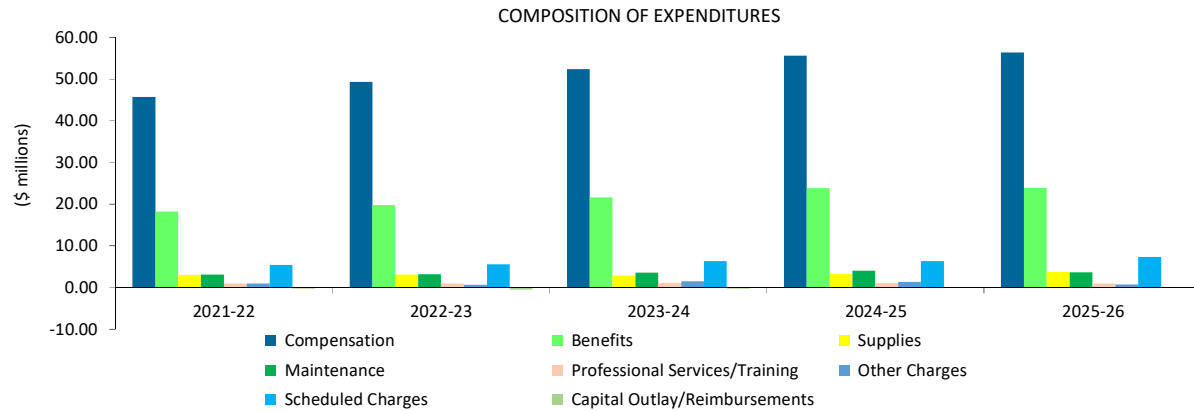
ACCOMPLISHMENTS FOR FY 2024-25

- Completed construction of the Property and Evidence Warehouse and Forensic Investigations Laboratory. Successfully transitioned forensic lab operations to the new facility and continued property and evidence inventory and clean-out in preparation for the move.
- Fully deployed the electronic ticketing system to enhance data-driven crime analysis and provide automated statistical reporting on racial profiling.
- Implemented a comprehensive in-service training program for all sworn personnel, including physical fitness training and testing.
- Achieved an overall reduction in violent crime and property crime, along with a 100% clearance rate for homicides.
- Introduced a suite of Axon law enforcement tools and technologies to enhance safety and improve digital evidence collection and management. This included Tasers, body-worn and in-car cameras, interview room cameras, and digital evidence management systems.
- Completed a substantial computer-aided dispatch and records management system upgrade, moving from an antiquated system to Central Square's Enterprise Suite.
- Published an extensively updated Policy and Procedure Manual.
- Hired a civilian Management Assistant to oversee the Police Headquarters Front Desk and Division Desk functions, allowing for the civilianization of essential management duties. This change enabled Sergeants to focus more on traditional law enforcement roles and supervisory responsibilities within the Patrol Bureau, while maintaining efficient customer service for the community.

GOALS AND OBJECTIVES FOR FY 2025-26

- Continue conceptual studies for the development of a joint Police and Fire Training Complex.
- Continue to optimize the Department's lateral hiring program.
- Complete the Property and Evidence Warehouse clean-out and comprehensive inventory, and transition into the new facility.
- Fully staff the 10-hour Patrol Shifts at 225 Corporals and Officers, while also planning for expansion with proper spans of Sergeant control to 250 as the Department grows along with Lubbock's projected growth.
- Create three Flex Squads to cover peak call volume times Wednesday to Sunday from 5pm to 3am, and transfer the three Patrol Division Desk Sergeants to the Flex Squads for operations-based assignments.
- Develop unified briefing times for all four patrol shifts, transitioning the late-night Evening Shift to standard evening hours and allowing Flex Squads to manage early morning call volume.
- Expand civilian personnel at the Police Headquarters Front Desk to further mitigate non-emergency call volume from Patrol Units and allow them to focus more on emergency call responses.
- Begin planning for a Central Patrol Division to incorporate Patrol Support, Downtown Patrol, Depot Patrol, and Special Events functions within Police Headquarters.
- Expand the Gang Unit to include permanent after-hours and weekend coverage, ensuring continuous support in addressing gang-related violence.

Police Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 45,772,367	49,329,436	52,380,421	55,651,267	56,399,561	1.3
Benefits	18,225,097	19,751,829	21,628,180	23,828,625	23,921,626	0.4
Supplies	3,043,567	3,115,242	2,900,199	3,306,276	3,731,833	12.9
Maintenance	3,085,104	3,214,964	3,568,581	4,044,611	3,605,786	(10.8)
Professional Services/Training	949,680	1,004,008	1,131,598	1,058,404	989,752	(6.5)
Other Charges	952,161	680,299	1,486,595	1,348,978	729,778	(45.9)
Scheduled Charges	5,394,177	5,559,655	6,375,457	6,369,655	7,319,366	14.9
Capital Outlay/Reimbursements	272,207	470,294	235,522	-	-	-
Meet and Confer Agreement	-	-	-	-	2,281,804	-
TOTAL EXPENDITURES BY CATEGORY	\$ 77,694,360	83,125,728	89,706,554	95,607,816	98,979,506	3.5

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Administration	35	40	40	40	43	3
Training	14	14	14	15	13	(2)
Records	21	21	21	20	20	-
Communications Center	51	51	51	51	51	-
Special Operations	35	36	36	38	35	(3)
Investigations	84	89	89	89	83	(6)
Patrol	333	81	80	84	83	(1)
North Patrol Division	-	77	78	82	86	4
South Patrol Division	-	85	85	84	86	2
East Patrol Division	-	79	85	84	85	1
TOTAL STAFFING	573	573	579	587	585	(2)

		Actual	Actual	Budget	Budget	Change from
CLASSIFIED/SWORN JOB GRADE SUMMARY	GRADE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Police Chief	145	1	1	1	1	-
Assistant Police Chief	PCS6	3	3	3	3	-
Deputy Police Chief/Police Captain	PCS5	7	8	8	8	-
Police Lieutenant	PCS4	19	19	19	19	-
Police Sergeant	PCS3	68	69	69	69	-
Police Detective/Corporal	PCS2	69	68	68	68	-
Patrol Officer	PCS1	278	283	286	286	-
TOTAL CLASSIFIED SWORN JOB GRADE SUMMARY		445	451	454	454	-

		Actual	Actual	Budget	Budget	Change from
NON-CLASSIFIED/NON-SWORN JOB GRADE SUMMARY	GRADE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Administrative Assistant	112	7	4	4	4	-
Communications Center Manager	129	1	1	1	1	-
Communications Shift Supervisor	125	6	6	7	7	-
Crime Analyst	120	4	4	4	4	-
Emergency Communications Call Taker	119	-	-	1	1	-
Fleet Services Unit Supervisor	119	1	1	1	1	-
Fleet Services Unit Attendant	116	2	2	2	2	-
Forensic Laboratory Manager	127	1	1	1	1	-
Forensic Specialist I	123	7	6	6	6	-
Forensic Specialist II	124	-	1	1	1	-
Juvenile Services Coordinator	121	1	1	1	1	-
Laborer	108	1	1	1	1	-
Lead Administrative Assistant	115	3	6	6	6	-
Management Assistant	122	2	2	2	3	1
Parking Control Officer	108	6	6	6	6	-
Property and Evidence Unit Supervisor	121	1	1	1	1	-

Police Overview

		Actual	Actual	Budget	Budget	Change from
	GRADE	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Property Room Attendant	117	7	7	7	9	2
Public Information Officer	123	2	2	2	2	-
Public Safety Dispatcher I	119	28	28	26	26	-
Public Safety Dispatcher II	121	15	15	15	15	-
Public Service Officer	113	13	13	18	13	(5)
Records System Manager	126	1	1	1	1	-
Records System Operator	115	15	15	15	15	-
Records System Shift Supervisor	118	3	3	3	3	-
Sex Offender Registration Coordinator	117	1	1	1	1	-
TOTAL NON-CLASSIFIED NON-SWORN JOB GRADE SUMMARY		128	128	133	131	(2)
TOTAL JOB GRADE SUMMARY		573	579	587	585	(2)

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Emergency Calls (Priority 1)*						
Average Dispatch Time	1.36	1.38	1.58	1.48	1.43	(3.4)
Average Response Time	6.02	6.04	6.38	6.21	6.13	(1.3)
Total Average Response Time North	6.03	6.22	6.35	6.29	6.25	(0.6)
Total Average Response Time South	6.38	6.33	6.59	6.46	6.40	(0.9)
Total Average Response Time East	5.57	5.44	6.16	5.80	5.62	(3.1)
Emergency Calls (Priority 2)*						
Average Dispatch Time	2.13	2.04	6.71	4.38	3.21	(26.7)
Average Response Time	7.00	6.91	5.14	6.03	5.50	(8.8)
Total Average Response Time North	7.08	7.14	11.65	9.40	8.27	(12.0)
Total Average Response Time South	7.55	7.24	12.52	9.88	8.56	(13.4)
Total Average Response Time East	6.37	6.37	11.34	8.86	7.61	(14.1)
*Response times reported in minutes						
Communications						
Police calls	258,711	265,417	240,053	255,000	225,000	(11.8)
9-1-1 calls	179,114	184,550	163,559	176,000	150,000	(14.8)
7 digit lines, ring down lines, & other calls	550,389	330,578	248,347	300,000	225,000	(25.0)
Records						
Part 1 Crime Rate per 100k Population						
(Violent Crime)	3,210	884	884	875	875	-
Percent Change	-1.14%	-72.46%	0.00%			
Part 1 Crime Rate per 100k Population*						
(Property Crime)	4,010	3,494	2,733	2,600	2,600	-
Percent Change	2.04%	-12.87%	-21.78%			
Traffic Accident Rate per 1,000 Population*	34.49	27.39	22.00	20.00	20.00	-
Percent Change	-1.17%	-20.59%	-18.95%			
Patrol Bureau						
Traffic citations	38,262	42,437	51,449	56,770	60,000	5.7
Traffic stops	51,534	77,664	70,421	74,043	75,853	2.4
Motors citations	16,107	11,192	14,146	19,412	20,000	3.0
Motors stops	20,744	19,237	20,277	32,500	35,000	7.7
K9 calls for service	8,551	9,334	8,243	9,022	9,500	5.3
Mounted Patrol deployments/programs	69	58	46	70	75	7.1
Warning Citations	29,243	47,151	44,037	38,005	40,000	5.2
Parking citations	11,531	8,199	10,549	12,111	13,500	11.5
Officer initiated calls	60,672	138,888	119,737	129,313	134,100	3.7
Citizen Contacts (non-traffic stops)	22,549	25,568	22,960	24,264	24,916	2.7
Stolen vehicles recovered	1,310	1,017	805	715	800	11.9
DWI arrests	475	551	552	555	560	0.9
Community Engagement / Recruiting Unit						
Education Presentations (Scams, Safety, Active Shooter, etc.)			50	55	60	9.1
Number of applicants applied to entrance exams			537	865	885	2.3
Recruiting events attended (Job Fairs, Meet the Recruiter, etc.)			NA	140	150	7.1
Investigations Bureau						
Person/Family Crimes Cases Processed	7,643	7,495	5,125	7,450	7,673	3.0
Person/Family Crimes Cases Cleared	2,504	2,616	1,818	2,533	2,608	3.0
Property Crimes Cases Processed	15,990	14,328	9,772	14,200	14,626	3.0
Property Crimes Cases Cleared	2,765	2,862	1,990	2,556	2,632	3.0
Narcotics Investigations Processed	1,469	1,655	1,596	1,490	1,500	0.7
Administration Bureau						
Abandoned vehicles stickered	2,417	1,711	1,817	1,901	2,000	5.2
Abandoned vehicles towed	716	601	622	648	670	3.4
Vehicles Auctioned	1,917	1,546	1,372	1,644	1,700	3.4
Items received in property room	19,066	17,994	15,570	13,139	13,125	(0.1)

*Population was pulled from the US Census bureau <https://www.census.gov/quickfacts/lubbockcitytexas>. 266,878

**Priority 1 & 2 response time includes dispatch time.

Police Expenditures

Administration	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 2,681,158	3,128,432	2,988,612	3,430,204	3,940,967	14.9
Benefits	1,127,835	1,258,397	1,316,875	1,515,813	1,703,424	12.4
Supplies	147,246	190,707	172,132	171,327	222,588	29.9
Maintenance	111,107	123,790	142,223	141,226	132,834	(5.9)
Professional Services/Training	328,194	350,438	412,718	239,798	217,644	(9.2)
Other Charges	55,652	23,056	30,411	52,900	14,900	(71.8)
Scheduled Charges	422,112	509,962	850,825	831,326	946,706	13.9
Capital Outlay/Reimbursements	8,878	242,570	5,520	-	-	-
TOTAL ADMINISTRATION	\$ 4,882,181	5,827,351	5,919,316	6,382,594	7,179,063	12.5

Training						
EXPENDITURES BY CATEGORY						
Compensation	\$ 1,385,384	1,403,409	1,600,059	1,722,639	1,451,752	(15.7)
Benefits	541,081	553,360	650,666	731,684	613,168	(16.2)
Supplies	383,241	445,575	474,736	615,684	943,720	53.3
Maintenance	54,931	61,012	60,722	61,026	62,658	2.7
Professional Services/Training	219,692	255,914	246,765	274,722	215,876	(21.4)
Other Charges	773	13	3,697	39,000	1,000	(97.4)
Scheduled Charges	333,455	341,022	353,816	367,661	430,475	17.1
Capital Outlay/Reimbursements	5,023	4,343	4,840	-	-	-
TOTAL TRAINING	\$ 2,923,581	3,064,648	3,395,302	3,812,416	3,718,649	(2.5)

Records						
EXPENDITURES BY CATEGORY						
Compensation	\$ 791,470	811,915	839,552	892,062	900,294	0.9
Benefits	430,549	450,595	497,332	523,064	550,537	5.3
Supplies	5,410	7,148	7,678	9,554	8,900	(6.8)
Maintenance	-	-	-	-	-	-
Professional Services/Training	8,340	9,503	4,744	8,472	8,454	(0.2)
Other Charges	4,004	8,751	11,026	10,594	5,918	(44.1)
Scheduled Charges	126,078	138,865	138,596	141,666	162,359	14.6
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL RECORDS	\$ 1,365,851	1,426,777	1,498,928	1,585,412	1,636,462	3.2

Communications Center						
EXPENDITURES BY CATEGORY						
Compensation	\$ 2,675,399	2,842,475	3,098,921	3,413,891	3,346,496	(2.0)
Benefits	1,157,849	1,318,175	1,482,740	1,611,079	1,626,762	1.0
Supplies	12,585	17,326	18,160	12,254	11,900	(2.9)
Maintenance	12,341	12,433	12,822	10,710	8,281	(22.7)
Professional Services/Training	20,544	20,678	63,223	34,301	32,801	(4.4)
Other Charges	4,897	2,884	8,199	1,200	1,200	-
Scheduled Charges	221,713	239,048	258,257	260,967	268,156	2.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL COMMUNICATIONS CENTER	\$ 4,105,328	4,453,020	4,942,321	5,344,402	5,295,596	(0.9)

Special Operations						
EXPENDITURES BY CATEGORY						
Compensation	\$ 3,557,234	3,766,958	4,114,342	4,210,085	4,012,221	(4.7)
Benefits	1,253,863	1,368,541	1,518,520	1,644,951	1,561,134	(5.1)
Supplies	378,136	318,951	311,588	337,424	445,596	32.1
Maintenance	114,751	135,576	146,359	167,683	142,632	(14.9)
Professional Services/Training	56,782	66,492	61,331	90,600	90,600	-
Other Charges	353,735	340,240	365,562	422,227	384,227	(9.0)
Scheduled Charges	528,005	618,040	754,213	599,088	749,048	25.0
Capital Outlay/Reimbursements	5,144	4,448	4,958	-	-	-
TOTAL SPECIAL OPERATIONS	\$ 6,247,649	6,619,247	7,276,874	7,472,058	7,385,458	(1.2)

Police Expenditures

Investigations

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 7,018,156	7,815,602	8,252,128	8,642,081	8,189,188	(5.2)
Benefits	2,748,065	2,958,806	3,303,499	3,534,858	3,391,447	(4.1)
Supplies	297,341	279,293	277,732	280,967	263,575	(6.2)
Maintenance	388,731	405,566	435,746	441,575	328,195	(25.7)
Professional Services/Training	118,259	115,802	121,319	120,597	120,202	(0.3)
Other Charges	122,741	151,443	148,087	196,277	158,277	(19.4)
Scheduled Charges	761,338	854,565	797,592	791,273	955,640	20.8
Capital Outlay/Reimbursements	70,534	61,092	52,280	-	-	-
TOTAL INVESTIGATIONS	\$ 11,525,165	12,642,169	13,388,383	14,007,628	13,406,524	(4.3)

Patrol

EXPENDITURES BY CATEGORY						
Compensation	\$ 27,663,567	7,877,922	7,834,398	8,359,501	8,470,152	1.3
Benefits	10,965,855	3,578,695	3,588,117	4,321,738	3,985,662	(7.8)
Supplies	1,819,608	1,725,529	1,537,748	1,797,066	1,746,716	(2.8)
Maintenance	2,403,242	2,470,368	2,769,129	3,215,116	2,923,911	(9.1)
Professional Services/Training	197,870	79,026	114,080	171,576	205,576	19.8
Other Charges	410,359	145,584	915,102	617,780	156,256	(74.7)
Scheduled Charges	3,001,477	2,819,886	2,050,150	2,219,685	2,615,615	17.8
Capital Outlay/Reimbursements	182,627	157,841	167,924	-	-	-
TOTAL PATROL	\$ 46,644,605	18,854,851	18,976,648	20,702,462	20,103,888	(2.9)

North Patrol Division

EXPENDITURES BY CATEGORY						
Compensation	\$ -	7,186,807	7,801,943	8,331,093	8,676,016	4.1
Benefits	-	2,731,819	2,990,387	3,299,357	3,509,931	6.4
Supplies	-	36,702	29,754	26,000	28,361	9.1
Maintenance	-	496	322	2,425	2,425	-
Professional Services/Training	-	33,160	30,142	39,250	40,955	4.3
Other Charges	-	2,824	777	3,000	3,000	-
Scheduled Charges	-	22,872	352,454	348,221	358,171	2.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL NORTH PATROL DIVISION	\$ -	10,014,681	11,205,778	12,049,346	12,618,859	4.7

South Patrol Division

EXPENDITURES BY CATEGORY						
Compensation	\$ -	7,362,722	8,159,444	8,513,274	8,770,493	3.0
Benefits	-	2,779,925	3,205,039	3,372,724	3,514,516	4.2
Supplies	-	53,431	37,600	28,000	30,029	7.2
Maintenance	-	1,784	1,006	2,425	2,425	-
Professional Services/Training	-	37,893	38,870	39,600	27,654	(30.2)
Other Charges	-	2,972	1,520	3,000	3,000	-
Scheduled Charges	-	7,724	396,999	392,221	403,780	2.9
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL SOUTH PATROL DIVISION	\$ -	10,246,450	11,840,479	12,351,244	12,751,897	3.2

East Patrol Division

EXPENDITURES BY CATEGORY						
Compensation	\$ -	7,133,194	7,691,023	8,136,437	8,641,982	6.2
Benefits	-	2,753,516	3,075,005	3,273,357	3,465,045	5.9
Supplies	-	40,580	33,072	28,000	30,448	8.7
Maintenance	-	3,939	251	2,425	2,425	-
Professional Services/Training	-	35,102	38,408	39,488	29,990	(24.1)
Other Charges	-	2,533	2,213	3,000	2,000	(33.3)
Scheduled Charges	-	7,670	422,554	417,547	429,416	2.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EAST PATROL DIVISION	\$ -	9,976,535	11,262,525	11,900,254	12,601,306	5.9

PUBLIC HEALTH

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), the Texas Health and Human Services Commission (HHSC), and Lubbock County.

The Public Health Department does the following:

- Plans and responds to all public health emergencies: pandemics, outbreaks, and natural or man-made disasters.
- Investigates reportable diseases and illness outbreaks 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.
- Promotes health in the community through educational programs, coalition building, and outreach events.
- Provides case management services for social needs and those struggling with substance misuse.
- Provides substance misuse prevention strategies and increases mental health awareness.

GOALS AND OBJECTIVES

- Prevent epidemics and minimize the spread of communicable diseases in the community.
- Investigate and respond to community health problems and health hazards.
- Develop policies and plans that support individual and community health efforts.
- Serve as a primary source of community health information in Lubbock.
- Build a healthier Lubbock community through education, collaboration, and engagement.

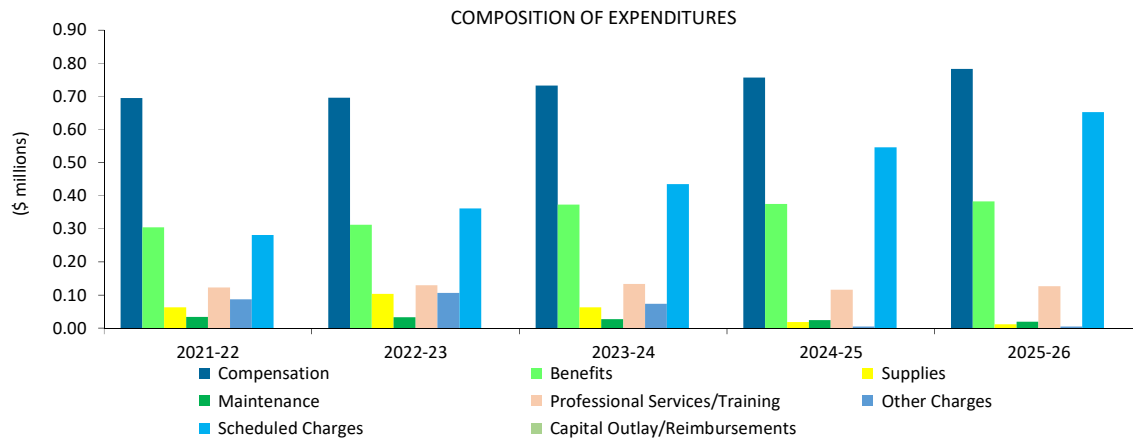
ACCOMPLISHMENTS FOR FY 2024-25

- Responded to the measles outbreak originating in Gaines County by supporting area hospitals, healthcare providers, schools, and daycares with case isolation guidance. Hosted the CDC for a successful Epi-Aid investigation. Established a community MMR vaccination clinic and expanded public health follow-up capacity to contain the outbreak.
- Conducted 66 congenital syphilis investigations and successfully prevented more than 50 syphilis infections through early intervention services.
- Completed the second submission for the public health provider charity care program report increasing revenue from that funding source that will help offset federal funding reductions.
- The Behavioral Health Prevention Team increased prevention trainings, data collection, tobacco retailer compliance checks, and collaboration across prevention partners in the 41 counties in the Panhandle and South Plains, as well as supported the increased membership and momentum of the HEARD (Helping Every Adolescent Reach Dreams) coalition in Lubbock.
- Advocated for expanded funding and increased the number of individuals served by the Substance Use Service Assistance Network (SUSAN).
- Obtained re-certification for Project Public Health Ready.

OBJECTIVES FOR FY 2025-26

- Continue to respond to the West Texas Measles outbreak.
- Increase the number of Texas Vaccine for Children and Adult Safety Net providers within the county and continue to work with providers to increase our childhood vaccination rates.
- Begin to execute public health priorities as outlined in the public health strategic plan.
- Expand educational and clinical opportunities for nursing, medical, pharmacy, and public health students.
- Continue to build capacity for clinical, behavioral health, case management, and linkage to care by obtaining grants and improving partnerships with the medical community.
- Apply to become a fully accredited public health department with the Public Health Accreditation Board.

Public Health Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Compensation	\$ 694,794	696,599	732,543	756,579	782,625	3.4
Benefits	304,747	312,797	373,917	374,951	382,905	2.1
Supplies	62,942	103,236	63,789	18,418	11,067	(39.9)
Maintenance	34,028	32,545	26,951	24,282	19,580	(19.4)
Professional Services/Training	123,350	130,355	133,276	116,070	126,292	8.8
Other Charges	86,711	106,292	73,500	5,000	5,000	-
Scheduled Charges	281,460	362,064	435,312	545,723	652,425	19.6
TOTAL EXPENDITURES BY CATEGORY	\$ 1,588,032	1,743,887	1,839,288	1,841,023	1,979,894	7.5

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Budget
Health Prevention/Surveillance	45	51	55	52	48	(4)
TOTAL STAFFING	45	51	55	52	48	(4)

FULL-TIME POSITIONS

Administrative Asst	1	Management Assistant	1
Asst. Dir. Of Public Health	1	Medical Asst	1
Case Manager	4	Medical Technologist	1
Dir of Public Hlth - Hlth Admin	1	Nurse Manager	1
Disease Intervention Spec	2	Nurse Practitioner	1
Disease Supervisor	1	Prevention Resource Ctr Supvr	1
EPDML & Preparedness Mgr	1	Pub Health Program Liaison	4
Epidemiologist	2	Pub Health Nurse	2
Financial Analyst III	1	Pub Health Nurse Lead	1
Financial/Project Manager	1	Pub Health Program Coord	1
Health Lab Serv Lead	1	Pub Health Research Spec	2
Health Outreach Specialist	1	Pub Information Specialist	1
Health Promotion Manager	1	Senior LVN	2
Health Promotion Worker	7	Substance Use Service Coord	1
Licensed Vocational Nurse	2	Tobacco Preventionist	1
		TOTAL FULL-TIME POSITIONS	48

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Annual immunizations given	24,388	7,035	6,550	7,300	7,300	-
Annual immunization patients seen	14,896	4,440	4,200	4,700	4,700	-
Teens attending STD clinic annually	74	60	50	70	70	-
Annual STD visits (all ages)	2,811	1,998	2,700	3,000	3,000	-
Lab specimens received annually	4,376	5,313	5,617	6,500	6,500	-
Notifiable conditions investigated annually (excl)	3,825	5,063	5,266	6,300	6,300	-
% of Individuals testing positive for an STD with documented treatment within 2 weeks of diagnosis	93.4%	98.0%	98.0%	95.0%	95.0%	-
% of reportable conditions with a completed investigation within 30 days of initial report to health department	95.3%	100.0%	99.0%	98.0%	98.0%	-
# of grant reports submitted by due date	100.0%	100.0%	100.0%	100.0%	100.0%	-



DEBT SERVICE FUND

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, 2025, the tax rate for debt service is \$0.107586 per \$100 assessed valuation, or \$241.64 annually on an average home valued at \$224,602.

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 A 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 2025 and are as follows:

	City
Standard & Poor's	AA+
Fitch Ratings	AA+

The prior ratings from Standard and Poor's and Fitch Ratings on November 2024 and October 2024 for the City are as follows:

	City
Standard & Poor's	AA+
Fitch Ratings	AA+

DEBT SERVICE FUND

In order to improve financial transparency, the City continues doing separate ratings on the Water and Wastewater System. The City's bond ratings from two of the rating agencies, Standard and Poor's and Fitch Ratings for Water and Wastewater System, were updated as of January 2025, and are as follows:

	City
Standard & Poor's	AA
Fitch Ratings	AA+

The bond ratings from Moody's (July 2024) and Fitch (October 2024) for LP&L are as follows:

	LP&L
Moody's	Aa3
Fitch Ratings	AA-

During FY 2024-25 Standard & Poor's and Fitch Ratings affirmed the City's financial bond ratings. Rating reports state that the City's ratings reflect the following:

- Robust financial policies and practices with conservative budgeting practices, formal investment, debt, and reserve policies and long-term financial and capital planning.
- Strong budgetary performance with the maintenance of very strong reserves and liquidity, supported by stable or growing sales and property tax revenue;
- The stable outlook reflects the expectation that Lubbock's prudent financial policies and practices and economic growth will contribute to continued stable financial performance despite growth-related capital needs and increasing expenditures.

DEBT SERVICE FUND

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
11/10/2020		AA+ Stable	
11/10/2020			AA+ Stable
6/17/2021		AA+ Stable	
6/17/2021			AA+ Stable
2/3/2023		AA+ Stable	AA+ Stable
2/6/2023		AA+ Stable	
5/2024		AA+ Stable	AA+ Stable
7/2024	Aa2		
10/2024			AA+ Stable
11/2024		AA+ Stable	
3/2025		AA+ Stable	AA+ Stable

DEBT SERVICE FUND

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
11/9/2020			AA- Positive
11/10/2020		AA- Stable	
3/30/2021		AA- Stable	
10/22/2021			AA Stable
4/4/2022			AA Stable
2/3/2023			AA Positive
2/6/2023		AA Stable	
01/2024			AA
02/2024		AA	
11/2024		AA Stable	AA+ Stable
01/2025		AA Stable	AA+ Stable
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
4/13/2021			A+ Stable
7/27/2022	A1 Stable		
7/26/2023			A+ Stable
11/2023	A1 Stable	A Developing	A+ Positive
7/2024	Aa3 Stable		
9/2024			AA- Stable

DEBT SERVICE FUND

DEBT SERVICE/CAPITAL PROJECTS

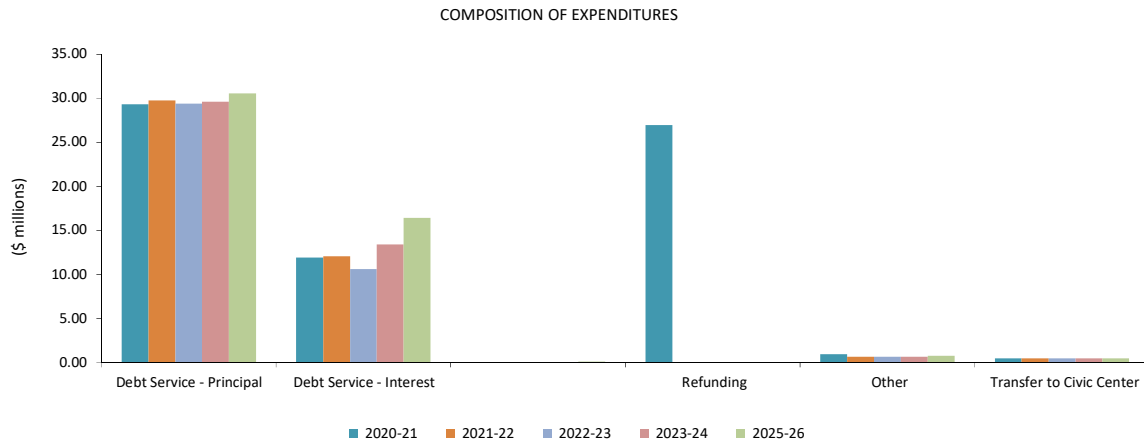
The Debt Service Fund is used to account for general long-term debt principal and interest for debt issues and other long-term debts for which a tax has been dedicated. The City budgets for debt service in twelve funds: General Debt Service, Water/Wastewater, Storm Water, North Overton Tax Increment Financing Reinvestment Zone (North Overton TIF), LP&L, Airport, Cemetery, Civic Centers, Hotel Occupancy Tax, Gateway, Internal Service Funds, and the Central Business District TIF (CBD TIF). Debt requirements in these funds for FY 2025-26 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 next 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. The bond election, held in November 2022, approved \$200 million in general obligation bonds to provide funding for major street public improvements. As of today, \$142 million of the authorized amount has been issued. The remaining will be issued over the next two years. The most recent bond election was held in November 2024 and approved \$103.4 million for major public street improvements. As of today, \$19.4 million has been issued with the remaining to be issued over the next four years.
- Following are the amounts of debt service that are budgeted in various City funds:

Water/Wastewater	\$60,152,326
General Debt Service	37,691,248 (includes Solid Waste debt)
Lubbock Power & Light	40,918,006
Storm Water	11,062,330
Gateway	8,648,799
North Overton TIF	2,202,343
Airport	4,097,031
Internal Services	5,627,814
Central Business District TIF	937,351
Civic Centers	450,481
Hotel Occupancy Tax	86,250
Cemetery	379,903

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 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Ad valorem tax collections	23,023,537	23,695,329	26,489,435	29,204,282	28,422,047	(2.7)
Delinquent Taxes	326,288	195,220	231,676	200,000	251,061	25.5
Unallocated GO Bond Interest - Tax Backed	-	3,472,945	6,899,265	-	-	-
Interest Earnings on Debt Service Cash	73,146	160,759	402,824	100,000	350,000	250.0
HUD 108 Loan Program	-	-	-	-	-	-
Transfer from Solid Waste	2,025,175	1,995,600	3,363,113	4,661,378	2,639,240	(43.4)
Transfer from Overton TIF	3,107,871	3,085,287	3,078,437	2,919,557	2,202,343	(24.6)
Transfer from CBD TIF	941,828	942,235	946,261	940,954	937,351	(0.4)
Transfer from Hotel Tax Fund	91,500	88,000	89,375	90,500	86,250	(4.7)
Transfer from Gateway	8,783,613	8,765,392	8,711,448	8,778,479	7,620,250	(13.2)
Transfer from LP&L - Citizens Tower	1,141,406	1,139,661	1,140,242	1,141,493	1,140,403	(0.1)
Transfer from Water - Citizens Tower	146,736	146,508	146,583	146,744	146,604	(0.1)
Transfer from Storm Water - Citizens Tower	-	-	102,608	102,721	102,623	(0.1)
Transfer from Stormwater (Street Maintenance)	1,052,376	-	-	-	-	-
Refunding	-	-	-	24,605,000	-	-
Miscellaneous Recoveries	-	-	-	-	-	-
Total Revenue Sources	40,713,477	43,686,935	51,601,267	72,891,108	43,898,171	(39.8)
Use of Excess Reserves	2,213,259	-	-	40,803	4,282,643	10,396.0
TOTAL FUNDING SOURCES	42,926,736	43,686,935	51,601,267	72,931,911	48,180,814	(33.9)

EXPENDITURES						
Debt Service - Principal - Tax Notes: General Fund	-	-	-	-	-	-
Debt Service - Principal - SIB Loan	463,051	475,725	488,745	502,122	515,864	2.7
Debt Service - Principal	29,764,283	29,420,000	29,645,000	31,605,000	30,555,000	(3.3)
Debt Service - Interest - SIB Loan	168,555	155,881	142,860	129,484	115,742	(10.6)
Debt Service - Interest	12,075,792	10,601,664	13,410,468	15,419,616	16,429,727	6.6
HUD 108 Loan Program - Principal	-	-	-	-	-	-
HUD 108 Loan Program - Interest	-	-	-	-	-	-
Fiscal Agent Fees	12,289	5,083	8,459	14,000	14,000	-
Refunding	-	-	-	24,605,000	-	-
Bond Sale Charges	1,084	5,903	-	214,483	100,000	(53.4)
Transfer GF Capital Interest to General Fund	-	-	-	-	-	-
Transfer to Civic Centers	441,681	438,181	448,056	442,206	450,481	1.9
TOTAL EXPENDITURES	42,926,736	41,102,437	44,143,588	72,931,911	48,180,814	(33.9)

FUND BALANCE						
Beginning Fund Balance	6,296,056	3,871,499	6,462,498	13,920,177	13,879,374	115.4
Change in Fund Balance	(2,424,465)	2,584,499	7,457,679	(40,803)	(4,282,643)	(100.5)
ENDING FUND BALANCE	3,871,591	6,462,498	13,920,177	13,879,374	9,596,731	(0.3)

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
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	253,783	17,793,732	1,001,476,000	712,152,900	289,323,100	1.63%
2019	255,067	18,655,937	980,145,000	670,082,735	310,062,265	1.66%
2020	257,615	19,476,298	834,675,000	540,851,235	293,823,765	1.51%
2021	261,675	20,871,692	733,104,285	432,306,746	300,797,539	1.44%
2022	265,050	23,609,040	660,951,234	387,441,234	273,510,000	1.16%
2023	267,825	24,985,557	638,018,002	334,929,244	303,088,758	1.21%
2024	266,289	28,205,492	676,326,764	339,460,296	336,866,468	1.19%
2025	266,878	28,700,257	599,254,642	228,723,174	370,531,468	1.29%

DEBT SERVICE FOR WHICH TAX IS LEVIED			FY 2025-26 Debt Service
Series	Purpose of Issue		
2015	Refunding Bonds, Taxable		938,249
2016	Certificates of Obligation		8,433,575
2016	Refunding Bonds		2,923,400
2016A	Refunding Bonds		2,329,894
2017	Certificates of Obligation		1,750,000
2017A	Certificates of Obligation		1,457,500
2018A	Certificates of Obligation		2,072,825
2018B	Certificates of Obligation, Taxable		1,054,564
2018	Refunding Bonds		10,450,875
2019	Certificates of Obligation		4,996,950
2019	Refunding Bonds		1,372,500
2019A	Refunding Bonds, Taxable		4,639,758
2020	Certificates of Obligation		525,275
2020	General Obligation		2,517,691
2021	Certificates of Obligation		782,875
2021A	Certificates of Obligation		1,702,450
2023	Certificates of Obligation		1,494,250
2023	General Obligation		3,536,625
2024	Certificates of Obligation		2,257,375
2024	General Obligation		4,689,500
2024	General Obligation		14,060,750
2025	General Obligation		3,649,498
2018	SIB Loan		631,606
TOTAL TAX SUPPORTED BONDS ⁽⁴⁾			\$ 78,267,984

⁽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	General Obligation				Revenue and		Total	Total
Ending	Bonds		Tax Notes		Contract Revenue Bonds		Principal	Interest
	Principal	Interest	Principal	Interest	Principal	Interest		
2026	55,255,864	23,012,120	6,490,000	1,309,931	53,477,415	32,708,553	115,223,279	57,030,604
2027	52,294,983	20,042,016	5,965,000	994,082	53,712,094	29,060,687	111,972,077	50,096,786
2028	50,739,489	17,861,947	5,520,000	787,223	52,998,226	26,771,917	109,257,715	45,421,087
2029	48,504,391	15,790,687	5,535,000	577,098	44,125,816	24,640,114	98,165,207	41,007,899
2030	46,639,701	13,842,179	4,930,000	371,154	45,595,754	22,797,326	97,165,455	37,010,659
2031	37,330,431	12,186,585	4,330,000	183,845	42,122,121	20,990,823	83,782,552	33,361,253
2032	31,751,590	10,872,430	2,595,000	47,943	36,020,000	19,364,777	70,366,590	30,285,150
2033	29,783,193	9,656,596		-	34,805,000	17,851,153	64,588,193	27,507,749
2034	29,395,000	8,442,649			34,110,000	16,340,816	63,505,000	24,783,465
2035	28,250,000	7,269,859			32,165,000	14,908,171	60,415,000	22,178,029
2036	27,285,000	6,173,567			27,725,000	13,598,061	55,010,000	19,771,629
2037	22,210,000	5,180,686			28,415,000	12,425,997	50,625,000	17,606,682
2038	19,890,000	4,286,628			29,320,000	11,346,937	49,210,000	15,633,564
2039	17,825,000	3,462,519			28,005,000	10,098,469	45,830,000	13,560,988
2040	13,585,000	2,768,619			27,620,000	8,899,621	41,205,000	11,668,240
2041	13,660,000	2,167,372			25,380,000	7,836,898	39,040,000	10,004,269
2042	12,560,000	1,574,225			23,645,000	6,715,375	36,205,000	8,289,600
2043	13,170,000	965,000			20,125,000	5,661,950	33,295,000	6,626,950
2044	10,190,000	406,875			17,695,000	4,797,825	27,885,000	5,204,700
2045	3,570,000	80,325			18,430,000	4,060,075	22,000,000	4,140,400
2046	-	-			14,620,000	3,383,875	14,620,000	3,383,875
2047	-	-			15,140,000	2,770,400	15,140,000	2,770,400
2048	-	-			14,825,000	2,134,250	14,825,000	2,134,250
2049	-	-			12,085,000	1,509,200	12,085,000	1,509,200
2050	-	-			12,570,000	1,025,800	12,570,000	1,025,800
2051	-	-			13,075,000	523,000	13,075,000	523,000
	\$ 563,889,642	\$ 166,042,883	\$ 35,365,000	\$ 4,271,276	\$ 757,806,425	\$ 322,222,068	\$ 1,357,061,067	\$ 492,536,227

ENTERPRISE FUNDS OVERVIEW

Enterprise Funds are primarily funded through user fees charged for goods or services. The Enterprise Funds provide a broad spectrum of services with user fees as the common factor. As operating expenses and customer usage change, user fees are adjusted accordingly.

The FY 2025-26 Operating Budget and Capital Program includes the following Enterprise Funds:

- Airport Services
- Cemetery
- Civic Centers
- Lake Alan Henry
- Lubbock Power and Light
- Meadowbrook Golf Course
- Stormwater
- Transit
- Water/Wastewater



WATER & WASTEWATER

MISSION STATEMENT

The mission of the Water Utility Department is to develop, protect, and preserve valuable water resources while providing high quality utility services and exceptional customer service.

VISION STATEMENT

The City of Lubbock Water Utilities Department recognizes its place in the region as a leader in water strategy, supply, treatment, operations, security, safety, compliance, education and customer service. As such, the Water Utilities Department will continue to move forward, advancing and progressing in the quality of our product, service to customers, cooperation with others, courage in our relationships, and safety in all that we do.

Below are the core values associated with our vision and strategy:

Service – embodying everything it means to truly serve customers; doing the best possible job regardless of the circumstances; dedicating our efforts to helping others; includes other values such as STEWARDSHIP, INTEGRITY, and EXCELLENCE, being seen as honorable and trustworthy, utilizing funding and resources responsibly, demonstrating care and concern for our customers; doing everything with a consistent level of quality and intensity, whether the work being done can be seen or not;

Cooperation – working harmoniously as a team; facilitating teamwork between departments; fostering relationships with other governmental and private agencies; together doing more than any one part can do alone;

Progress – proactively preparing for, and adapting to, a rapidly changing world; never settling for adequate or accepting the way things have always been done; small improvements over a long period of time resulting in noticeable, positive change;

Courage – maintaining close interpersonal engagement with team members, peers, supervisors, contractors and customers; strength to speak up when something looks wrong; not shrinking back from mentioning flaws or failures everyone's betterment in mind; bravely facing the consequences of failure; accepting accountability and correction; offer and receive feedback, especially from our customers;

Safety – proactive preparation before engaging in dangerous operational activities; careful awareness of surroundings while working; constantly exercising judgement assessing risk of potential hazards; considering impact to others around; attention to detail when preparing work; infusing these qualities into all operations and activities;

The Water Utility provides the following:

- Safe Water and high-quality drinking water that meets all state and federal water quality standards.
- An adequate supply of water at sufficient pressure through efficient operations and maintenance efforts.
- Public education regarding water conservation, SmartScape, water supply and treatment as well as watershed and backflow protection.
- Prompt responses to customer service request, accurate metering of delivered water, and timely repair or replacement of malfunctioning meters.
- Predictive, preventative, and emergency maintenance of all water lines, pump stations, valves, and fire hydrants.

The Wastewater Utility provides the following services:

- Safe wastewater collection through efficient operations and maintenance efforts.
- Effective wastewater treatment that meets stringent state and federal standards.
- Public education concerning direct and indirect wastewater reuse benefits to long-term water supply planning.
- Education of commercial and residential customers regarding the importance of minimizing the discharge of fats, oils, and greases and all other non-flushable items into the sewer system to prevent sanitary sewer overflows.
- Predictive, preventative, and emergency maintenance of all wastewater lines, lift stations, and manholes.

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WATER SYSTEM PROFILE

The Water Utility currently receives its water supply from the following City-owned supplies and the Canadian River Municipal Water Authority (CRMWA):

- Bailey County Well Field (City-owned)
- Lake Alan Henry (City-owned)
- Roberts County Well Field (CRMWA)
- Lake Meredith (CRMWA)

In FY 2024, the City obtained the following amounts of water from these sources:

- CRMWA – 8.21 billion gallons
- Bailey County Well Field – 2.27 billion gallons
- Lake Alan Henry – 2.86 billion gallons

The City has two surface water treatment plants that consist of the following treatment capacities:

- South Water Treatment Plant (SWTP) - 20 million gallons per day
- North Water Treatment Plant (NWTP) - 75 million gallons per day

The daily capacity of the City's water supply and treatment is 75 million gallons, with an average utilization of 35 million gallons per day. The SWTP and the NWTP have a 225 million gallon and a 425-million-gallon terminal storage reservoirs, respectively.

The City provides potable water service to over 102,086 meters. The distribution system consists of 2,197 miles of distribution lines, 14 pump stations, and 7,833 fire hydrants. The City also provides treated water to political subdivisions outside of the incorporated limits by contract to:

- City of Shallowater
- City of Wolfforth
- Town of Ransom Canyon
- Buffalo Springs Village
- Reese Redevelopment Authority
- Lubbock Cooper ISD's main campus
- Texas Department of Criminal Justice's Montford Unit
- Texas Tech University East Petroleum Engineering Classroom facility

The City is under contract to provide potable water under emergency conditions to the cities of Littlefield. The City's Strategic Water Supply Plan was updated in 2018 and adopted by the City Council in February 2019. The City works closely with the Llano Estacado (Region O) Water Planning Group in preparing their portion of the State Water Plan, which included the City's water supply needs and its various water supply strategies. In April 2025, the City completed a comprehensive Water Distribution System Master Plan and Model. This plan provides the basis for capital improvement projects associated with maintaining, improving, and expanding the water distribution system over the next 50 years.

WASTEWATER SYSTEM PROFILE

Wastewater collection and treatment is provided within the city limits to residential, commercial, and industrial customers. The collection system consists of 1,328 miles of sanitary sewer lines, 37 lift stations and 20,058 manholes. The Southeast Water Reclamation Plant's (SEWRP) permitted capacity is 31.5 million gallons per day with an average utilization of approximately 19.9 million gallons per day. The peak utilization of this wastewater treatment plant is 27 million gallons per day. The Northwest Water Reclamation Plant's (NWWRP) permitted capacity is 3 million gallons per day with an average utilization of 1 million gallons per day. Approximately 7.10 billion gallons of wastewater was treated and reused or disposed of during 2024.

In 2024, treated wastewater was reused for the following beneficial purposes:

- Crop irrigation at the Lubbock and Hancock Land Application Sites- 40 percent

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- Cooling tower water at Xcel Energy's Jones Power Plant- 17 percent

The remaining 42% of the treated wastewater was discharged into the North Fork of the Double Mountain Fork of the Brazos River (North Fork). Dewatered solids generated during the wastewater treatment process were hauled and disposed of at the City's regional solid waste landfill in Abernathy, Texas.

The Wastewater Utility provides wastewater collection and treatment services to political subdivisions outside of the incorporated limits by contract to:

- Reese Redevelopment Authority
- Lubbock Cooper ISD's main campus
- Texas Department of Criminal Justice's Montford Unit
- Texas Tech University East Engineering building

Supplementing the City's potable water supply with indirect and/or direct reuse of the City's reclaimed water is an important part of the City's 2025 Strategic Water Supply Plan. As a result, over the past decade, improvements to the Southeast Water Reclamation Plant (SEWRP) have been made to increase the treated wastewater quality. The City has upgraded the headworks lift station, upgraded Plant 4 to biological nutrient removal, and improved the solids handling capabilities of the SEWRP. The final phase will include upgrades to Plant 3 for biological nutrient removal. These efforts will improve the quality of the City's effluent discharge, reduce the need for land application, and prepare the City for direct or indirect potable reuse in the future.

In April 2024, the City began a new Wastewater Collection System Master Plan. This new Plan will focus on determining improvements to the collection system that will adequately accommodate population growth as well as to replace aging infrastructure, while maximizing regulatory compliance.

GOALS AND OBJECTIVES

Water System Goals

Most Water System goals are associated with the implementation of the 2025 Strategic Water Supply Plan and the 2025 Water Distribution Master Plan. Objectives include:

- Encouraging water conservation to extend the life of existing water supply sources and infrastructure to keep water supply costs as low as possible.
- Maintaining long-term infrastructure viability by repairing, replacing and/or rehabilitating aging water lines, valves, hydrants, meters, supply, treatment, transmission, and pumping facilities in order to minimize system water loss.
- Continuing inspections at both residential and commercial facilities to determine whether backflow protection devices are necessary and ensure that existing devices are functioning properly in order to protect water quality in the distribution system.
- Continuing to refine and develop the City's Strategic Water Supply Plan by implementing recommended strategies.
- Prioritizing and implementing recommendations detailed in the City's Water Distribution System Master Plan.
- Providing high quality water and customer service to our citizens.

Wastewater System Goals

The Wastewater System aims to soon become recognized as an American Water Works Association (AWWA) Clean Water Partnership Program Award Winner by focusing on the following:

- Meet or exceed regulatory permit requirements and accepted treatment standards.
- Maintaining equipment and infrastructure to ensure reliable, redundant operational capacity.
- Monitoring lead measures that contribute to, or are predictors of, overall success for processes and operations.
- Preparing processes to make discharge streams and effluent quality suitable for eventual reuse.
- Allowing operational information transparency that fosters public confidence in the public wastewater program.
- Staying current on regulatory changes and updates of industry standard treatment methods.

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- Engaging partners and mentors in the industry, including nationally recognized experts, organizations, and municipalities.

WATER SYSTEM ACCOMPLISHMENTS FOR FY 2024-2025

- Conducted and provided 224,149 public educations, City of Lubbock Utilities onserts to 922,235 citizens, radio to 888,000 citizens, and digital outreach to 17,319 citizens informing the public about water conservation, treatment, distribution, protection, reuse and SmartScape.
- Distributed electronic links of our 2024 Water Quality Report to 189,950 customers, provided public education to 716,600 citizens, radio to 180,000 citizens and delivered over 981 hard copies to citizens and wholesale customers.
- Provided 22 adult education presentations, 9 youth education events, and 26 community events informing the public about water conservation, treatment, distribution, protection, reuse and SmartScape.
- Provided education to 100,964 customers informing the public about lead free service lines, and created a webpage with service line material as required by EPA.
- Provided outreach to 152 customers with galvanized service lines as required by the EPA.
- Completed the initial inspection of the lead service line inventory as required by the EPA.
- Began program development for the galvanized requiring replacement service line.
- Updated data collection and monitoring protocol related to the operation of the John T. Montford Dam (Lake Alan Henry).
- Continued design of a new pump station and pipeline in conjunction with the West Lubbock water system expansion project.
- Began the design of water line improvements ahead of future arterials (Bond Roadways).
- Began the preparation of an updated strategic water supply plan.
- Began the preparation of an updated water distribution system master plan.
- Continued lead service line inventory and replacement plan as required by the EPA.[GB5]
- Began US Army Corp of Engineers (USACOE) 404/401 pre-application work associated with Lake 7 development
- Complete the preparation of an updated strategic water supply plan.
- Continue the preparation of an updated water distribution system master plan.
- Conducted 6,035 irrigation system inspections.
- Received 20,410 backflow test reports.
- Conducted 3,409 customer service inspections.
- Conducted 6,194 backflow inspections.
- Currently in Phase 2 of the Cartograph Enterprise Management System (EAM) implementation for horizontal assets.
- Repaired 4,467 water line leaks.
- Installed or repaired 257 fire hydrants.
- Located and exercised 2,541 water valves.
- Completed the lead service line inventory and replacement plan as required by the EPA.

WASTEWATER SYSTEM ACCOMPLISHMENTS FOR FY 2024-2025

- Conducted public education on the importance of minimizing the discharge of fats, oils, and grease and other non-flushable items into the sewer system through digital outreach to 227,749 citizens, City of Lubbock Utilities bill onserts to 222,542 customers, radio to 138,182 citizens and public education to 60,431 citizens.
- Nearly completed design of the SEWRP Plant #3 Biological Nutrient Removal and stream quality discharge upgrades.
- Completed construction of the downtown interceptor.
- Began design in the replacement of the primary clarifiers associated with Plant No. 4 at the SEWRP.
- Completed construction of the replacement of the secondary clarifiers associated with Plant No. 4 at the SEWRP.
- Completed construction in the replacement of Effluent Pumping Station No. 2 at the Southeast Water Reclamation Plant.

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- Completed construction to replace the downtown interceptor sewer lines.
- Relocated Lift Station No.34, also known as the Detroit Lift Station.
- Completed the design of the Northwest Loop 289 Interceptor rehabilitation project.
- Pumped 248 million gallons of groundwater from under the Lubbock Land Application Site to aid in remediation of nitrate propagation in the subsoil.
- Video inspected 57,642 feet of sewer lines.
- Inspected 1500 manholes.
- Cleaned 627,823 feet of sewer lines.
- Replaced 4,274 feet of sewer lines.
- Replaced or repaired 32 sewer manholes.

WATER SYSTEM OBJECTIVES FOR FY 2025-2026

- Continue public education outreach on water conservation, water sources, infrastructure, treatment, water quality and water supplies to maintain a positive relationship and image with the community.
- Continue optimization of system-wide treatment and pumping systems.
- Continue to locate, exercise and replace broken valves to assist in reducing the time needed to isolate main breaks.
- Begin official US Army Corps of Engineers 404/401 Permit application process required prior to final design and construction of Lake 7.
- Complete the design and begin construction of the pump station and pipeline associated with the West Lubbock water system expansion project.
- Begin construction of major water line improvements ahead of Bond roadways.
- Begin early procurement of electrical infrastructure for Pump Station #11 replacement.
- Begin construction of rehabilitation/replacement of three valve stations located along the Bailey County pipeline.
- Continue to implement best management practices for the management of the Lake Alan Henry watershed.
- Increase read rate percentage of Automated Metering Infrastructure (AMI) data to optimize water operations/customer service.
- Finalize cartograph vertical asset management system to optimize work orders for water treatment and water reclamation operational maintenance.
- Begin large scale erosion control mitigation project at the John T. Montford Dam.
- Continue to work valves and identify broken valves in order to help with isolating water main line breaks.
- Continue to repair fire hydrant utilizing our fabrication shop employees.
- Continue to change out all tuberculated cast iron two-inch alley lines.
- Partner with Texas Tech on various projects including pilot plant testing and analyzing PFAS, PFOS, and unregulated contaminants.
- Complete setup, method development, and training for newly acquired Liquid Chromograph Mass Spectrophotometer (LCMS).
- Begin analyzing samples from Water Reclamation and other sources to develop data set ahead of Lake 7 design including PFAS.
- Complete valve replacement at NWTP Terminal Storage Reservoir to optimize water quality.
- Complete valve replacement project and needed repairs at PS 12 (Monford Unit).

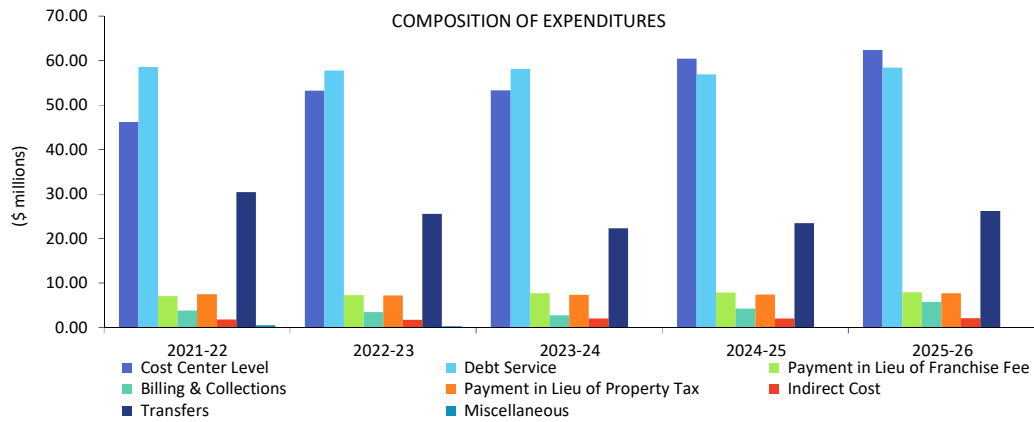
WASTEWATER SYSTEM OBJECTIVES FOR FY 2025-2026

- Begin American Water Works Association (AWWA) Partnership for Clean Water Program and lay out targets and milestones required to finish the program.
- Implement changes and upgrades proposed by the 2024 Wastewater Collection System Master Plan to be completed at the end of 2025.
- Increase and accelerate community outreach regarding water reclamation concepts, successes, and operational progress as the future of Lake 7 and water reuse becomes more imminent.
- Create opportunities for public access and consumption of water reclamation information.

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- Train staff to recognize and remedy performance limiting factors that contribute to non-compliance, operational inefficiencies, and reduction in the useful life of plant equipment.
- Finalize 'shovel ready' design of the SEWRP Plant No.4 primary clarifiers.
- Complete the 90% design set for the major improvements to SEWRP headworks.
- Complete engineering design services and begin construction and early procurement for the upgrade of SEWRP Plant #3 to biological nutrient removal (BNR) to produce stream quality effluent in preparation for future reuse.
- Continue rehabilitating and/or replacing old and failing sewer manholes.
- Continue to replace old Orangeburg sewer services.
- Partner with Texas Tech on a 2-stage reuse pilot program at the North West Water Reclamation Plant.
- Create systems for data recording and retrieval that promote reporting, analyzing, consuming, and presenting for the purpose of uncovering operational optimizations and clearly communicating departmental progress.
- Study, travel, and train with experts at conferences, vendor facilities, and other municipalities to learn and experience new concepts and gain new competencies required to support and operate systems that will eventually lead to water reuse of effluent discharged to Lake 7.

Water/Wastewater Utility



	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Administration	5	6	6	3	3	-
Water Quality	13	11	11	10	10	-
Public Works Admin	-	-	-	3	3	-
Customer Relations Water	4	5	5	5	5	-
Water Meter & Customer Service	23	24	31	34	38	4
Equipment Maintenance	6	6	6	6	6	-
Water Maintenance	-	-	-	-	21	21
Distribution & Maintenance	45	46	46	46	46	-
Process Control Lab Svcs.	7	7	7	7	7	-
Pumping & Control	19	19	18	18	8	(10)
Water Treatment	11	11	11	11	8	(3)
Production	10	9	10	9	6	(3)
Reservoir	8	8	8	8	3	(5)
Water Microbiology Lab	3	3	3	3	3	-
Wastewater Treatment	26	26	26	26	16	(10)
Collection	17	17	17	17	16	(1)
Land Application	10	10	10	10	11	1
Industrial Monitoring	7	7	7	6	6	-
Laboratory	6	6	6	6	6	-
Sampling & Monitoring	3	3	3	3	3	-
North West Water Rec Plant	5	4	4	4	3	(1)
Wastewater Operational Maintenance	-	-	-	-	12	12
TOTAL STAFFING	228	228	235	235	240	5

FULL-TIME POSITIONS		
Administrative Asst	7	Sr Landscape Irrigation Insp 1
Asst Director Water Utilities	1	Sr Water Quality Inspector 1
Asst Div. Director of Public Works	1	Tech Prog & Educ Coord (SW) 1
Chemist	8	Treatment Plant Oper 7
Constr & Maint Foreman	11	Treatment Plant Oper Apprentice 6
Constr & Maint Leader	12	Utility Meter Lead 1
Constr & Maint Wrkr	26	Utility System Specialist 1
Customer Service Rep	1	W W Treat Plant Supt 1
Director of Water Utilities	1	Wastewater System Supvr 1
Div. Director of Public Works	1	Water Communications Coord 1
Environ Compliance Spec I	4	Water Meter Technician 32
Environ Compliance Spec II	2	Water Operations Maint Superintendent 1
Environmental Compliance Coordinator	1	Water Production Foreman 1
Environmental Field Tech	2	Water Programs Educator 1
Farm Irrigation Technician	8	Water Quality Inspector 6
Ground Water Production Coord	1	Water Superintendent 1
Heavy Equipment Operator I	4	Water System Instrument Tech 1
Heavy Equipment Operator III	6	Water System Supervisor 1
Industrial Appr Electrician	1	Water Util Maint Foreman 2
Industrial Electrical Foreman	2	Water Utility Operations Spvr 1
Industrial Electrician	6	Water Util SCADA System Spec 1
Irrigation Foreman	1	Water Util Shift Leader 12
JTM Dam Tender	1	Water Utilities Maintenance Mgr 1
Lab Serv Coord	2	Water Utility Meter Supervisor 1
Lab Technician	6	Water Well Production Tech 4
Management Assistant	3	Water/WW System Mechanic 8
Meter Shop Technician	2	Water/WW System Mechanic Asst 13
Pipeline Maintenance Supvr	2	Weld. & Maint. Matl. Foreman 1
Process Control Shift Foreman	2	Welder 2
Site Supervisor	1	WU Customer Relations Manager 1
Sr Constr & Maint Foreman	2	TOTAL FULL-TIME POSITIONS 240

Water/Wastewater Utility

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
WATER						
Water Supply						
Total Water Supplied - ALL SOURCES (mg)	13,544	12,939	12,987	13,815	13,730	(0.6)
Water Supplied - Lake Alan Henry (%)	22.0%	13.0%	22.0%	24.0%	19.0%	(20.8)
Water Supplied - Bailey County Well Field (%)	18.0%	16.0%	16.0%	13.0%	15.0%	15.4
Water Supplied - CRMWA - Lake Meredith (%)	13.0%	17.0%	16.0%	12.0%	16.0%	33.3
Water Supplied - CRMWA - Roberts County Well Field (%)	47.0%	54.0%	46.0%	51.0%	50.0%	(2.0)
Water Treatment & Distribution						
Total Water Treated - North Water Treatment Plant (mg)	8,007	8,978	7,909	8,361	9,057	8.3
Total Water Treated - South Water Treatment Plant (mg)	2,975	1,758	2,866	3,285	2,607	(20.6)
Total Water Treated - Bailey County Well Field (mg)	2,562	2,204	2,272	2,169	2,067	(4.7)
Total Water Used - Lubbock (mg)	13,333	12,730	12,758	13,567	13,510	(0.4)
Total Water Used - Wholesale Customers (mg)	211	209	228	220	220	-
Total Water Treated & Delivered to 6 CRMWA Cities (mg)	1,888	1,910	1,700	1,800	1,800	-
Total Water delivered per employee (mgd)	0.60	0.65	0.68	0.73	0.72	(0.6)
Water Resource Protection						
Irrigation System Inspections	6,502	6,076	5,789	6,450	6,500	(0.6)
Time to Complete Irrigation Inspection (1 day)	95.0%	96.0%	96.0%	96.0%	96.0%	-
Backflow Test Reports Received	16,230	16,599	18,399	18,500	19,000	2.7
Average Days to Backflow Device Test Compliance	17	17	17	16	16	-
Customer Service Inspections Conducted	4,454	3,771	3,600	4,500	4,500	-
Backflow Inspections per Employee	609	824	789	875	900	2.9
Time to Complete a Customer Service Inspection (1 day)	96.0%	96.0%	97.0%	98.0%	97.0%	(1.0)
Water Conservation & Customer Outreach						
Gallons Per Capita Per Day (gpcd)						
Consumption (Goal < 140)	135	129	125	128	128	-
Peak Day Demand (MGD) (Goal < 55)	54	43	53	52	52	-
System Water Loss (Goal < 10%)	9.0%	7.0%	10.0%	9.0%	9.0%	-
School Presentations Conducted	3	13	3	5	10	100.0
Citizens Receiving Info from School Presentations	502	372	0	200	300	50.0
Adult Presentations Conducted	57	115	0	5	10	100.0
Adults Receiving Info from Adult Presentations	737	290	125	200	350	75.0
Community Events Conducted	34	107	12	15	36	140.0
Community Events Attendance	7,320	7,237	2,538	3,000	8,000	166.7
Social Media Posts	224	382	72	144	215	49.3
Social Media Posts Read by Audience	190,126	78,034	15,534	100,000	185,000	85.0
Time to Review/Decide Credit Request (2 Days)	95.0%	20.0%	15.0%	5.0%	5.0%	-
Classroom Material Requested by Schools	4	67	0	10	20	100.0
Meter & Field Services						
Large Meters Changed Out (1.5" & 2")	72	32	113	100	43	(57.0)
Small Meters Changed Out (3/4" & 1")	1,923	659	260	150	180	20.0
Curb Stops/Boxes Changed Out	518	506	530	500	500	-
Time to Perform Requested Meter Re-Reads (1 day)	95.0%	95.0%	85.0%	85.0%	80.0%	(5.9)
Time to Diagnose Leak Complaint (4 Hours)	95.0%	95.0%	95.0%	95.0%	95.0%	-
Utilities Disconnects (5 days)	-	-	-	2.0%	85.0%	4,150.0
Utilities Reconnects (1 day)	-	-	-	98.0%	100.0%	2.0
Pipeline Maintenance						
Valves Located & Exercised	2,684	4,744	2,923	3,069	3,222	5.0
Water Mains Repaired	565	591	554	796	627	(21.2)
Water Mains Replaced (feet)	925	1,368	5,108	5364	5632	5.0
Time to Complete Water Main Repair after Utility Clearance (6 hours)	90.0%	90%	90%	95%	100%	5.3
Time to Backfill Excavation - Winter (5 Days)	80.0%	80%	75%	80%	90%	12.5
Time to Backfill Excavation - Summer (2 Days)	85.0%	80%	85%	90%	95%	5.6

Water/Wastewater Utility

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
WASTEWATER						
Water Reclamation						
Treatment - Southeast Water Reclamation Plant	6,987	7,245	7,264	7,472	7,500	0.4
Treatment - Northwest Water Reclamation Plant	301	85	52	370	425	14.9
Total Treated Effluent Beneficially Used - ALL SOURCES	7,288	7,330	7,316	7,842	7,925	1.1
Effluent Used - Land Application (%)	43.0%	40.0%	40.0%	38.0%	42.0%	10.5
Effluent Used - Industrial Reuse (%)	9.0%	13.0%	17.0%	15.0%	12.0%	(20.0)
Effluent Used - Stream Discharge (%)	48.0%	47.0%	43.0%	47.0%	46.0%	(2.1)
Wastewater Processed per Employee (mgd)	0.69	0.69	0.69	0.71	0.68	(3.0)
Commercial & Industrial Pretreatment						
Commercial/Industrial Meetings Conducted	32	49	20	35	50	42.9
Commercial/Industrial Site Inspections Conducted	13	32	14	20	30	50.0
Industries on the Surcharge Program	676	701	697	700	710	1.4
Conduct fats, oils & grease education meetings	9	18	16	15	20	33.3
Pretreatment Installation Inspections	416	396	294	250	300	20.0
Pretreatment Inspections per Inspector	83.0	79.2	73.5	62.5	75.0	20.0
Time to Prepare Pretreatment Inspection Reports (3 Days)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Time to Perform Grease Trap Sample Port Inspection (1 day)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Wastewater Collection						
Manholes Rehabilitated	151	189	23	26	30	15.4
Sewer Lines Inspected (miles)	61.4	43.6	10.9	20.5	27.5	34.0
Sewer Lines Cleaned (miles)	147	132	117	126	126	-
Sewer System Cleaned with Regular Maintenance (%)	11.0%	10.0%	9.3%	10.1%	9.9%	(1.3)
Sewer Mains Replaced (feet)	1,202	206	334	350	370	5.7
Time to Complete Sewer Repair after Utility Clearance (6 hours)	95.0%	95.0%	97.0%	98.0%	100.0%	2.0
Time to Backfill Excavation (4 hours)	95.0%	95.0%	97.0%	98.0%	100.0%	2.0

Water/Wastewater Utility - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
License and Permits	10,030	13,780	9,638	16,000	17,000	6.3
Enterprise Fund Fees	354,670	332,901	341,368	464,500	339,500	(26.9)
Interest Earnings	2,865,031	11,585,725	15,976,345	7,381,900	12,300,000	66.6
Rentals	291,886	220,039	213,880	250,000	220,000	(12.0)
Junk Sales/Recoveries	22,103	3,054	19,678	1,164,800	509,800	(56.2)
Water Metered Sales	92,242,392	89,439,225	93,843,642	96,855,215	98,326,332	1.5
Water Department Operations	3,332,532	2,551,741	3,374,560	4,562,005	5,339,523	17.0
Wastewater Metered Services	49,704,194	50,199,316	51,558,444	53,637,900	52,819,851	(1.5)
Wastewater Department Operations	1,763,941	1,335,700	1,181,050	1,178,098	1,205,000	2.3
Transfer from Other Funds	107,912	107,912	107,912	107,912	107,912	0.0
Total Revenue Sources	\$ 150,694,691	155,789,391	166,626,518	165,618,330	171,184,918	3.4
Use of Available Reserves	5,178,763	722,303	-	-	-	-
TOTAL FUNDING SOURCES	\$ 155,873,454	156,511,695	166,626,518	165,618,330	171,184,918	3.4

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 10,027,494	10,694,507	11,695,068	13,561,996	14,313,448	5.5
Benefits	4,979,499	5,341,438	5,941,449	7,063,720	7,491,160	6.1
Supplies	5,146,402	6,177,120	6,110,668	7,565,313	7,724,045	2.1
Maintenance	5,268,279	5,781,230	6,363,627	6,802,305	7,100,133	4.4
Professional Services/Training	3,644,881	4,220,568	4,276,530	4,825,970	5,970,287	23.7
Other Charges	125,214	436,954	182,794	219,848	245,456	11.6
Scheduled Charges	15,921,679	19,560,044	17,728,998	19,595,508	19,180,451	(2.1)
Capital Outlay/Reimbursements	1,100,863	1,026,415	1,010,011	796,844	410,000	(48.5)
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 46,214,311	53,238,277	53,309,144	60,431,504	62,434,980	3.3

FUND LEVEL EXPENSES						
Water Debt Service	36,301,378	34,407,118	35,623,346	34,484,834	36,466,548	5.7
Water Vehicle/Equipment Debt	159,644	93,308	25,642	21,091	2,959	(86.0)
Wastewater Debt Service	21,725,080	23,002,081	22,258,677	22,332,331	21,914,873	(1.9)
Wastewater Vehicle/Equipment Debt	388,536	266,126	186,064	100,327	60,444	(39.8)
Indirect Cost Allocation	1,806,972	1,753,308	2,018,572	1,967,445	2,082,003	5.8
Payment In Lieu of Property Tax	7,502,616	7,201,509	7,376,728	7,405,432	7,729,611	4.4
Franchise Fee	7,060,992	7,297,418	7,703,586	7,835,776	7,927,451	1.2
Transfer to Paved Streets	884,652	1,006,252	918,201	1,129,871	938,535	(16.9)
Transfer to Water Capital	19,650,328	12,615,000	9,685,000	11,201,158	12,252,215	9.4
Transfer to Wastewater Capital	7,098,784	9,500,000	8,580,000	5,685,000	8,649,115	52.1
Transfer to Fleet CIP	1,307,382	916,640	1,844,000	3,739,500	2,243,000	(40.0)
Transfer to Vehicle Replacement Fund	208,332	293,810	482,147	706,929	1,080,879	52.9
Transfer to LP&L - Collections	3,806,452	3,470,149	2,783,862	4,221,218	5,738,577	35.9
Transfer to LP&L - Customer Information Sys	588,408	510,303	449,774	661,576	703,901	6.4
Transfer to LP&L - Citizen Tower	316,584	263,998	-	-	-	-
Transfer to LP&L - AMI Debt	178,836	180,238	180,132	180,190	180,288	0.1
Transfer to LP&L - Vehicle Replacement	57,056	35,284	-	-	-	-
Transfer to LP&L - Capital Purchase	16,142	42,168	-	-	-	-
Transfer to Debt Svc Fund - Citizen Tower	146,736	146,508	146,583	146,744	146,604	(0.1)
Miscellaneous	454,233	272,200	12,175	14,200	14,000	(1.4)
TOTAL FUND LEVEL EXPENSES	\$ 109,659,143	103,273,418	100,274,489	101,833,622	108,131,003	6.2
Additional COL Adjustment					419,933	
TOTAL EXPENSES	\$ 155,873,454	156,511,695	153,583,633	162,265,125	170,985,916	5.4

Water/Wastewater Utility - Rate Model

	Budget	Forecast				
FUNDING SOURCES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Interest Earnings	\$ 12,300,000	11,783,550	11,291,105	10,653,595	10,051,513	9,484,025
License and Permits	17,000	18,275	19,646	21,119	22,703	24,406
Enterprise Fund Fees	339,500	341,198	342,903	344,618	346,341	348,073
Rentals/Recoveries	720,000	721,150	722,306	723,467	724,633	725,805
Revenue From Junk Sales	9,800	9,849	9,898	9,948	9,997	10,047
Metered Sales	151,146,184	154,869,195	159,236,985	163,560,676	168,676,612	171,932,647
Department Operations	6,544,523	6,643,016	6,838,954	7,048,263	7,271,938	7,511,048
Transfer from Other Fund	107,912	107,912	107,912	107,912	107,912	107,912
Total Revenue Sources	\$ 171,184,918	174,494,144	178,569,708	182,469,598	187,211,649	190,143,963
Use of Excess Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 171,184,918	174,494,144	178,569,708	182,469,598	187,211,649	190,143,963

	Budget	Forecast				
DEPARTMENT LEVEL EXPENSES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Compensation	\$ 13,113,886	13,285,721	13,460,799	13,639,231	13,821,135	14,006,638
Benefits	7,128,663	7,346,992	7,593,171	7,851,956	8,124,047	8,410,180
Supplies	7,724,045	8,232,354	8,777,579	9,362,456	9,989,924	10,663,140
Maintenance	7,100,133	7,433,338	7,785,641	8,158,268	8,552,527	8,969,816
Professional Services / Training	5,970,287	6,364,904	6,788,710	7,243,888	7,732,788	8,257,930
Other Charges	245,457	249,879	254,523	259,404	264,539	269,945
Scheduled Charges	19,180,451	19,587,275	20,014,273	20,462,713	20,933,950	21,429,435
Capital Outlay/Reimbursements	410,000	436,550	465,070	495,708	528,623	563,985
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 60,872,922	62,937,013	65,139,766	67,473,626	69,947,533	72,571,068

FUND LEVEL EXPENSES						
Debt Service **	\$ 58,381,421	56,747,184	57,492,603	56,601,540	60,688,079	53,228,709
Vehicle/Equipment Debt	63,403	-	-	-	-	-
Miscellaneous	14,000	15,026	16,127	17,309	18,578	19,939
Payment In Lieu of Property Tax	7,729,611	7,768,259	7,807,100	7,846,136	7,885,367	7,924,793
Franchise Expense	7,927,450	8,118,677	8,347,020	8,573,833	8,840,982	9,015,913
Total Transfers	13,113,787	13,465,714	13,838,230	14,232,747	14,650,779	15,093,947
Cash Funding to CIP	20,901,330	19,100,000	12,580,000	16,990,000	12,185,000	11,730,000
TOTAL FUND LEVEL EXPENSES	\$ 108,131,001	105,214,860	100,081,081	104,261,564	104,268,784	97,013,302

TOTAL EXPENSES*	\$ 169,003,926	168,151,873	165,220,847	171,735,190	174,216,316	169,584,370
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	Forecast	Budget	Forecast				
Available Reserves	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Ending Net Position	\$ 42,632,869	44,813,862	51,156,133	64,504,994	75,239,402	88,234,735	108,794,327
Less: Available Reserve Policy	(38,811,571)	(39,566,802)	(40,523,196)	(41,665,173)	(42,799,499)	(44,135,507)	(45,010,432)
Total Available Reserves	\$ 3,821,298	5,247,060	10,632,937	22,839,821	32,439,903	44,099,228	63,783,895

Water Rate Analysis

Base Rate	18.75	18.75	19.75	19.75	20.75	20.75	20.75
Volume Rate	1,000 - 5,000	0.00%	0.00%	3.00%	0.00%	4.00%	0.00%
	5,001 - 10,000	0.00%	0.00%	3.00%	0.00%	4.00%	0.00%
	10,001 - 30,000	0.00%	0.00%	3.00%	0.00%	4.00%	0.00%
	30,001+	0.00%	0.00%	3.00%	0.00%	4.00%	0.00%

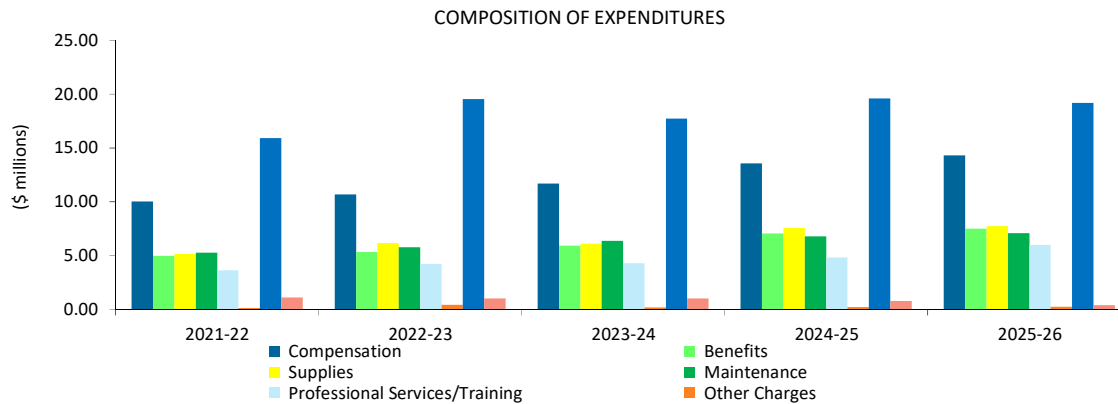
Wastewater Rate Analysis

Base Rate	17.55	17.55	17.55	17.55	17.55	17.55	17.55
Volume Charge	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Assumptions

- The proposed rate structure incorporated in this model is subject to change depending on many variables. Some of these variables may include: water/wastewater volumes, interest rates, commodity prices, inflation rates, the operational impact of new facilities, and changes in the cost or priority of capital projects.
- The estimated growth of expenditures is forecasted at 2-3% unless trends indicate otherwise.
- *3. Budget amounts in this model, do not match department and fund overviews due to changes in compensation and benefits to account for vacancies and other payroll adjustments.
- *4. Debt Service includes new debt associated with Lake 7; Capital projects not included in Capital Improvement Program.

Water/Wastewater Utility - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 10,027,494	10,694,507	11,695,068	13,561,996	14,313,448	5.5
Benefits	4,979,499	5,341,438	5,941,449	7,063,720	7,491,160	6.1
Supplies	5,146,402	6,177,120	6,110,668	7,565,313	7,724,045	2.1
Maintenance	5,268,279	5,781,230	6,363,627	6,802,305	7,100,133	4.4
Professional Services/Training	3,644,881	4,220,568	4,276,530	4,825,970	5,970,287	23.7
Other Charges	125,214	436,954	182,794	219,848	245,456	11.6
Scheduled Charges	15,921,679	19,560,044	17,728,998	19,595,508	19,180,451	(2.1)
Capital Outlay/Reimbursements	1,100,863	1,026,415	1,010,011	796,844	410,000	(48.5)
TOTAL EXPENDITURES BY CATEGORY	\$ 46,214,311	53,238,277	53,309,144	60,431,504	62,434,980	3.3

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Administration	\$ 2,480,782	2,686,422	2,701,898	2,443,497	2,637,825	8.0
Water Quality	1,280,784	1,193,955	1,093,185	1,276,157	1,272,372	(0.3)
Water Pro Rata	322,358	143,252	149,273	-	-	-
Public Works Admin	-	-	13,168	627,479	643,407	2.5
Water Customer Relations	358,761	498,495	470,584	553,179	582,566	5.3
Water Meter & Customer Service	2,315,617	2,605,373	3,454,876	3,962,879	4,677,790	18.0
Equipment Maintenance	365,947	410,538	403,153	482,855	473,099	(2.0)
Water Maintenance	-	-	-	-	1,962,703	-
Distribution & Maintenance	3,248,542	3,794,839	3,823,491	5,481,811	5,515,117	0.6
Process Control Lab Svcs.	880,941	620,373	651,785	1,390,781	994,247	(28.5)
Pumping & Control	3,900,479	4,771,477	4,668,395	5,003,059	3,954,221	(21.0)
Water Treatment	9,539,882	12,394,579	11,540,329	13,316,991	13,637,090	2.4
Production	2,080,849	2,301,205	2,298,949	2,729,240	2,042,940	(25.1)
Reservoir	3,945,810	4,562,117	4,292,169	4,288,537	3,976,527	(7.3)
Water Microbiology Lab	273,139	290,397	287,241	297,903	304,728	2.3
Water Taps	357,048	92,324	92,031	-	-	-
Wastewater Treatment	8,261,137	9,331,863	9,874,784	10,564,828	9,454,731	(10.5)
Collection	1,511,937	1,869,297	1,860,841	2,140,888	2,090,662	(2.3)
Land Application	1,787,312	1,881,038	2,046,925	2,079,398	2,132,875	2.6
Industrial Monitoring	652,490	754,487	804,255	810,617	827,519	2.1
Laboratory	551,650	628,306	632,217	682,161	714,819	4.8
Sampling & Monitoring	663,017	706,382	780,419	946,744	1,012,704	7.0
Wastewater Pro Rata	131,837	80,114	99,979	-	-	-
North West Water Rec Plant	1,063,349	1,582,426	1,228,261	1,352,500	1,181,461	(12.6)
Wastewater Operational Maintenance	-	-	-	-	2,345,577	-
Sewer Taps	240,645	39,020	40,936	-	-	-
TOTAL EXPENDITURES BY DEPARTMENT	\$ 46,214,311	53,238,277	53,309,144	60,431,504	62,434,980	3.3

Water/Wastewater Utility - Department Expenditures

Administration	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 682,249	751,980	718,306	405,139	484,584	19.6
Benefits	215,767	250,632	286,768	152,210	177,749	16.8
Supplies	13,288	11,371	12,749	5,266	5,800	10.1
Maintenance	3,608	1,973	4,133	1,703	21,028	1,134.8
Professional Services/Training	1,519,027	1,615,190	1,626,764	1,816,164	1,890,766	4.1
Other Charges	575	2,640	1,419	500	3,800	660.0
Scheduled Charges	46,268	52,636	51,758	62,515	54,098	(13.5)
TOTAL ADMINISTRATION	\$ 2,480,782	2,686,422	2,701,898	2,443,497	2,637,825	8.0

Water Quality

EXPENDITURES BY CATEGORY						
Compensation	\$ 674,576	621,796	537,043	625,536	631,572	1.0
Benefits	347,800	328,840	325,345	354,250	353,070	(0.3)
Supplies	38,513	31,392	33,659	39,459	40,511	2.7
Maintenance	24,332	30,228	32,146	29,513	40,397	36.9
Professional Services/Training	47,465	35,766	10,598	72,102	47,102	(34.7)
Other Charges	1,801	3,995	1,460	2,100	1,380	(34.3)
Scheduled Charges	146,296	141,939	152,935	153,197	158,340	3.4
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL WATER QUALITY	\$ 1,280,784	1,193,955	1,093,185	1,276,157	1,272,372	(0.3)

Water Pro Rata

EXPENDITURES BY CATEGORY						
Compensation	\$ 127,511	60,631	74,687	-	-	-
Benefits	61,835	34,265	40,291	-	-	-
Supplies	-	-	11,293	-	-	-
Professional Services/Training	28	-	78	-	-	-
Other Charges	98	37	10	-	-	-
Capital Outlay/Reimbursements	132,886	48,319	22,913	-	-	-
TOTAL WATER PRO RATA	\$ 322,358	143,252	149,273	-	-	-

Customer Relations Water

EXPENDITURES BY CATEGORY						
Compensation	\$ 168,999	258,084	217,339	276,225	295,121	6.8
Benefits	86,296	120,363	120,602	146,292	151,356	3.5
Supplies	21,286	20,762	21,593	22,619	24,515	8.4
Maintenance	1,660	1,965	1,848	200	2,266	1,033.0
Professional Services/Training	40,298	42,430	62,959	47,149	47,149	-
Other Charges	29,149	29,855	17,538	29,189	29,251	0.2
Scheduled Charges	11,072	25,037	28,706	31,505	32,908	4.5
TOTAL CUSTOMER RELATIONS WATER	\$ 358,761	498,495	470,584	553,179	582,566	5.3

Water Meter & Customer Service

EXPENDITURES BY CATEGORY						
Compensation	\$ 809,803	897,204	1,541,772	1,644,837	2,042,210	24.2
Benefits	473,011	538,518	790,464	934,655	1,170,809	25.3
Supplies	105,133	109,924	188,224	143,954	177,047	23.0
Maintenance	604,775	611,014	462,587	635,603	660,241	3.9
Professional Services/Training	123,334	220,212	122,838	263,783	271,768	3.0
Other Charges	7,109	6,822	6,014	14,839	28,006	88.7
Scheduled Charges	192,451	221,679	342,977	325,208	327,709	0.8
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL WATER METER & CUSTOMER SERVICE	\$ 2,315,617	2,605,373	3,454,876	3,962,879	4,677,790	18.0

Equipment Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ 150,270	207,425	196,093	244,294	244,034	(0.1)
Benefits	104,973	126,920	135,452	156,433	159,086	1.7
Supplies	55,588	28,125	21,344	32,932	23,159	(29.7)
Maintenance	11,492	19,369	20,443	18,995	22,137	16.5
Professional Services/Training	770	584	1,820	1,245	1,416	13.7
Other Charges	6,040	1,472	673	1,360	1,360	-
Scheduled Charges	22,835	26,644	27,327	27,596	21,907	(20.6)
Capital Outlay/Reimbursements	13,978	-	-	-	-	-
TOTAL EQUIPMENT MAINTENANCE	\$ 365,947	410,538	403,153	482,855	473,099	(2.0)

Water/Wastewater Utility - Department Expenditures

Water Maintenance

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ -	-	-	-	1,315,081	-
Benefits	-	-	-	-	647,622	-
TOTAL WATER MAINTENANCE	\$ -	-	-	-	1,962,703	-

Distribution & Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,080,555	1,239,012	1,069,565	2,221,071	2,204,183	(0.8)
Benefits	732,086	852,746	794,078	1,295,590	1,311,812	1.3
Supplies	249,848	249,935	254,080	279,494	324,963	16.3
Maintenance	991,681	1,183,234	1,413,469	1,430,156	1,409,357	(1.5)
Professional Services/Training	30,763	38,370	43,582	56,795	56,675	(0.2)
Other Charges	11,168	9,228	6,990	9,600	9,380	(2.3)
Scheduled Charges	152,441	181,313	172,293	189,105	198,747	5.1
Capital Outlay/Reimbursements	-	41,000	69,435	-	-	-
TOTAL DISTRIBUTION & MAINTENANCE	\$ 3,248,542	3,794,839	3,823,491	5,481,811	5,515,117	0.6

Process Control Lab Svcs.

EXPENDITURES BY CATEGORY						
Compensation	\$ 312,775	312,398	302,088	360,284	359,563	(0.2)
Benefits	154,809	163,278	171,148	195,147	200,051	2.5
Supplies	63,444	63,978	101,356	81,556	96,326	18.1
Maintenance	9,253	12,658	14,138	15,000	15,000	-
Professional Services/Training	4,260	5,128	10,893	47,676	27,500	(42.3)
Other Charges	-	20,036	-	-	-	-
Scheduled Charges	43,203	42,897	41,853	44,418	45,807	3.1
Capital Outlay/Reimbursements	293,197	-	10,308	646,700	250,000	(61.3)
TOTAL PROCESS CONTROL LAB SVCS.	\$ 880,941	620,373	651,785	1,390,781	994,247	(28.5)

Pumping & Control

EXPENDITURES BY CATEGORY						
Compensation	\$ 918,483	1,028,677	1,143,785	1,160,253	500,084	(56.9)
Benefits	440,162	468,535	512,843	568,411	262,191	(53.9)
Supplies	61,891	58,820	59,646	61,960	29,168	(52.9)
Maintenance	294,542	402,936	328,492	537,889	435,954	(19.0)
Professional Services/Training	235,278	253,888	352,815	364,400	444,400	22.0
Other Charges	1,621	34,348	4,442	-	-	-
Scheduled Charges	1,948,502	2,505,972	2,266,372	2,310,146	2,282,424	(1.2)
Capital Outlay/Reimbursements	-	18,301	-	-	-	-
TOTAL PUMPING & CONTROL	\$ 3,900,479	4,771,477	4,668,395	5,003,059	3,954,221	(21.0)

Water Treatment

EXPENDITURES BY CATEGORY						
Compensation	\$ 676,248	625,599	758,765	721,120	544,717	(24.5)
Benefits	281,446	296,216	316,448	347,692	270,884	(22.1)
Supplies	1,853,276	2,863,854	2,506,193	2,817,840	2,868,954	1.8
Maintenance	316,561	295,078	414,375	384,008	371,106	(3.4)
Professional Services/Training	41,683	99,087	87,503	73,000	123,000	68.5
Other Charges	3,290	31	93	-	-	-
Scheduled Charges	6,348,911	8,204,793	7,419,704	8,873,331	9,358,429	5.5
Capital Outlay/Reimbursements	18,467	9,920	37,249	100,000	100,000	-
TOTAL WATER TREATMENT	\$ 9,539,882	12,394,579	11,540,329	13,316,991	13,637,090	2.4

Production

EXPENDITURES BY CATEGORY						
Compensation	\$ 379,827	437,771	430,292	519,505	294,207	(43.4)
Benefits	212,870	231,513	254,933	279,485	178,144	(36.3)
Supplies	217,565	279,677	262,709	355,496	328,387	(7.6)
Maintenance	775,496	808,492	848,530	1,061,916	859,652	(19.0)
Professional Services/Training	11,373	32,763	27,723	34,343	42,927	25.0
Other Charges	(31)	260	2,514	-	2,000	-
Scheduled Charges	483,748	510,729	472,248	478,495	337,623	(29.4)
TOTAL PRODUCTION	\$ 2,080,849	2,301,205	2,298,949	2,729,240	2,042,940	(25.1)

Reservoir

EXPENDITURES BY CATEGORY						
Compensation	\$ 505,655	598,081	589,929	548,220	305,448	(44.3)
Benefits	214,745	267,570	250,606	261,881	142,617	(45.5)
Supplies	591,035	508,882	659,441	919,240	891,418	(3.0)
Maintenance	413,273	479,922	405,374	449,203	475,019	5.7
Professional Services/Training	76,205	266,159	170,625	308,524	308,524	-
Other Charges	6,082	644	723	-	-	-
Scheduled Charges	2,020,781	1,570,793	1,420,591	1,801,469	1,853,501	2.9
Capital Outlay/Reimbursements	118,033	870,066	794,880	-	-	-
TOTAL RESERVOIR	\$ 3,945,810	4,562,117	4,292,169	4,288,537	3,976,527	(7.3)

Water/Wastewater Utility - Department Expenditures

Water Microbiology Lab

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 120,479	125,272	123,971	126,535	128,002	1.2
Benefits	62,296	67,636	73,385	76,827	79,045	2.9
Supplies	63,216	70,502	63,146	67,114	72,100	7.4
Maintenance	860	595	187	1,500	1,500	-
Professional/Training	4,902	5,346	2,484	3,975	2,455	(38.2)
Other Charges	151	-	1,379	-	-	-
Scheduled Charges	21,235	21,045	22,689	21,952	21,626	(1.5)
TOTAL WATER MICROBIOLOGY LAB	\$ 273,139	290,397	287,241	297,903	304,728	2.3

Water Taps

EXPENDITURES BY CATEGORY						
Compensation	\$ 26,324	40,262	37,421	-	-	-
Benefits	13,063	19,401	19,640	-	-	-
Supplies	-	-	12,992	-	-	-
Other Charges	11	29	21	-	-	-
Capital Outlay/Reimbursements	317,651	32,631	21,956	-	-	-
TOTAL WATER TAPS	\$ 357,048	92,324	92,031	-	-	-

Wastewater Treatment

EXPENDITURES BY CATEGORY						
Compensation	\$ 1,412,063	1,488,958	1,665,575	1,825,279	1,168,542	(36.0)
Benefits	589,293	611,025	731,702	840,451	537,824	(36.0)
Supplies	1,177,874	1,204,997	1,285,625	1,870,438	1,797,770	(3.9)
Maintenance	907,991	911,687	1,208,076	1,087,465	1,366,276	25.6
Professional Services/Training	958,241	1,017,364	1,101,199	951,559	1,025,517	7.8
Other Charges	8,080	26,157	69,239	42,600	1,120	(97.4)
Scheduled Charges	3,207,595	4,071,675	3,813,368	3,947,036	3,557,682	(9.9)
TOTAL WASTEWATER TREATMENT	\$ 8,261,137	9,331,863	9,874,784	10,564,828	9,454,731	(10.5)

Collection

EXPENDITURES BY CATEGORY						
Compensation	\$ 587,584	600,860	670,550	913,261	859,853	(5.8)
Benefits	268,163	285,283	323,549	480,801	466,728	(2.9)
Supplies	113,773	130,208	166,833	147,173	140,006	(4.9)
Maintenance	347,687	375,982	477,702	415,990	442,862	6.5
Professional Services/Training	4,138	1,864	16,330	6,621	6,746	1.9
Other Charges	1,575	257,438	1,359	2,160	2,160	-
Scheduled Charges	189,016	217,662	204,519	174,882	172,307	(1.5)
TOTAL COLLECTION	\$ 1,511,937	1,869,297	1,860,841	2,140,888	2,090,662	(2.3)

Land Application

EXPENDITURES BY CATEGORY						
Compensation	\$ 420,955	448,693	514,644	521,102	565,315	8.5
Benefits	226,598	208,371	236,831	281,484	307,837	9.4
Supplies	225,541	241,006	205,100	240,492	225,938	(6.1)
Maintenance	379,910	375,173	446,841	451,405	547,188	21.2
Professional Services/Training	84,425	106,444	157,651	101,350	101,000	(0.3)
Other Charges	6,447	7,527	12,604	50,800	61,499	21.1
Scheduled Charges	443,436	493,823	449,604	432,765	324,098	(25.1)
TOTAL LAND APPLICATION	\$ 1,787,312	1,881,038	2,046,925	2,079,398	2,132,875	2.6

Industrial Monitoring

EXPENDITURES BY CATEGORY						
Compensation	\$ 309,073	355,989	424,128	351,349	359,444	2.3
Benefits	153,426	162,270	186,068	178,611	184,965	3.6
Supplies	24,567	52,456	21,462	66,325	60,440	(8.9)
Maintenance	11,553	22,394	22,476	25,011	23,702	(5.2)
Professional/Training	82,841	86,886	73,518	106,596	106,076	(0.5)
Other Charges	1,487	62	361	-	-	-
Scheduled Charges	69,542	74,429	76,241	82,725	92,892	12.3
TOTAL INDUSTRIAL MONITORING	\$ 652,490	754,487	804,255	810,617	827,519	2.1

Water/Wastewater Utility - Department Expenditures

Laboratory	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 247,492	273,367	280,019	301,167	317,252	5.3
Benefits	125,879	131,204	149,612	162,773	167,653	3.0
Supplies	89,615	88,454	92,934	90,012	95,708	6.3
Maintenance	48,784	98,786	34,927	40,598	36,371	(10.4)
Professional/Training	6,111	4,002	5,286	7,258	7,213	(0.6)
Scheduled Charges	33,770	32,493	29,949	30,209	30,622	1.4
Capital Outlay/Reimbursements	-	-	28,927	50,144	60,000	19.7
TOTAL LABORATORY	\$ 551,650	628,306	632,217	682,161	714,819	4.8

Sampling & Monitoring

EXPENDITURES BY CATEGORY						
Compensation	\$ 137,933	138,368	134,032	159,666	154,451	(3.3)
Benefits	67,715	71,295	74,330	85,456	86,056	0.7
Supplies	12,621	11,555	18,721	20,267	18,713	(7.7)
Maintenance	25,252	51,378	98,306	77,920	97,449	25.1
Professional Services/Training	355,742	370,079	381,642	503,638	553,563	9.9
Other Charges	38,235	34,444	42,719	65,000	65,000	-
Scheduled Charges	25,519	29,263	30,670	34,797	37,472	7.7
TOTAL SAMPLING & MONITORING	\$ 663,017	706,382	780,419	946,744	1,012,704	7.0

Wastewater Pro Rata

EXPENDITURES BY CATEGORY						
Compensation	\$ 84,871	44,116	62,591	-	-	-
Benefits	41,150	30,178	37,209	-	-	-
Supplies	-	-	178	-	-	-
Professional Services/Training	58	-	-	-	-	-
Other Charges	29	9	-	-	-	-
Capital Outlay/Reimbursements	5,729	5,810	-	-	-	-
TOTAL WASTEWATER PRO RATA	\$ 131,837	80,114	99,979	-	-	-

North West Water Rec Plant

EXPENDITURES BY CATEGORY						
Compensation	\$ 167,097	114,137	167,400	210,483	162,722	(22.7)
Benefits	93,085	62,558	93,624	113,683	89,365	(21.4)
Supplies	168,326	151,223	109,568	292,922	349,321	19.3
Maintenance	99,569	98,366	129,578	138,230	268,628	94.3
Professional Services/Training	17,937	19,006	20,222	21,325	46,325	117.2
Other Charges	2,276	1,914	2,673	1,700	-	(100.0)
Scheduled Charges	515,059	1,135,222	705,195	574,157	265,100	(53.8)
TOTAL NORTH WEST WATER REC PLANT	\$ 1,063,349	1,582,426	1,228,261	1,352,500	1,181,461	(12.6)

Wastewater Operational Maintenance

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	-	-	945,885	-
Benefits	-	-	-	-	385,745	-
Supplies	-	-	-	-	143,401	-
Maintenance	-	-	-	-	4,000	-
Professional Services/Training	-	-	-	-	826,546	-
Other Charges	-	-	-	-	40,000	-
TOTAL WASTEWATER OPERATIONAL MAINTENANCE	\$ -	-	-	-	2,345,577	-

Sewer Taps

EXPENDITURES BY CATEGORY						
Compensation	\$ 26,674	25,825	25,310	-	-	-
Benefits	13,031	12,821	13,114	-	-	-
Supplies	-	-	1,819	-	-	-
Other Charges	18	6	1	-	-	-
Capital Outlay/Reimbursements	200,922	369	692	-	-	-
TOTAL SEWER TAPS	\$ 240,645	39,020	40,936	-	-	-

Public Works Admin

EXPENDITURES BY CATEGORY						
Compensation	\$ -	-	9,762	426,670	431,178	1.1
Benefits	-	-	3,405	151,588	160,551	5.9
Supplies	-	-	-	10,754	10,400	(3.3)
Professional Services/Training	-	-	-	38,467	33,619	(12.6)
Other Charges	-	-	-	-	500	-
Scheduled Charges	-	-	-	-	7,159	-
TOTAL PUBLIC WORKS ADMIN	\$ -	-	13,168	627,479	643,407	2.5

Summary of Enterprise Fund Fee Changes

Water

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	Reconnect/ Disconnect Fee	7515	Disconnect Regular Hours - per service	35	40	5
Current		7515	Reconnect Regular Hours - per service	35	40	5
Current		7515	Reconnect After Hours/Holiday - per service	50	55	5
Current	Water Meter Set Fees	7609	10 inch meter	22,125	22,788.75	663.75
Current		7609	6 inch meter	15,390	16,083.45	693.45
Current		7609	8 inch meter	19,125	19,930.50	805.50
Current		7609	3/4 inch meter	275	412	137
Current		7609	1 inch meter	345	484.10	139.10
Current		7609	1.5 inch meter	550	695.25	145.25
Current		7609	2 inch meter	795	947.60	152.60
Current		7609	3 inch meter	8,330	8,811.65	481.65
Current		7609	4 inch meter	9,685	10,207.30	522.30
Current		7610	Water Microbiology Lab Svc Fee - Per sample	30	35	5



LUBBOCK POWER & LIGHT

MISSION AND PURPOSE

The purpose of Lubbock Power and Light (LP&L) is “the provision of dependable and reliable electric service at reasonable and competitive rates to the citizens of Lubbock while being financially self-sustaining.” (Lubbock City Charter) The mission of Lubbock Power and Light is to apply purposeful reliability and resiliency focus toward operating and maintaining the following:

- LP&L: Electric transmission, distribution, substation, market, outage call center, metering, billing, and revenue management systems.
- COLU (City of Lubbock Utilities): Water, wastewater, solid waste and storm water utilities customer service call center, metering, billing, and revenue management systems.

STRATEGIC PLAN

Vision: To be the leading municipally owned utility, consistently delivering exceptional system delivery services and ensuring customer satisfaction. LP&L is dedicated to true business sustainability through forward-thinking innovation, strong business acumen, and a commitment to employee respect while effectively addressing customer needs.

Strategy: To foster a culture of innovation, safety, and excellence. We strive to build a performance-driven environment with a target of zero safety incidents, accidents, or failures. This commitment is achieved by empowering employees and leadership to be open-minded, adaptable, fast-paced, resilient, and skilled in implementing effective and timely innovations and technologies.

Objective 1: Deliver exceptional customer value by optimizing operations for efficiency, reliability, and responsiveness across all service touchpoints. As industry leaders in operational management, we strive to be the employer of choice by fostering innovation, prioritizing safety, and investing in our people, technology, and equipment. Our commitment to excellence drives us to continuously improve while staying true to our mission and purpose.

- Performance Measure: Employee Lost Time Incidents
- Performance Measure: Employee Injury Rate
- Performance Measure: System Outage Call Center Activity – Total calls and handling time.
- Performance Measure: System Outage Calls vs. Wait Time
- System Delivery Rates compared with other TDU’s - Annually

Objective 2: Achieve operational excellence through investment and improvements in grid reliability and resilience, leveraging advanced technologies and proactive risk management.

- Performance Measure: Average Customer Outage Restoration Time – “Customer Average Interruption Duration Index (CAIDI)”
- Performance Measure Average System Outage Restoration Time – “System Average Interruption Duration Index (SAIDI)”
- Performance Measure: “System Average Interruption Frequency Index (SAIFI)”

Objective 3: Strengthen financial resilience and long-term sustainability by leveraging advanced analytics, dynamic reporting, and integrated enterprise risk management (ERM). We deliver timely, accurate, and insightful decision-making information to the Board and Executive staff to drive strategic success.

- Performance Measure: Days Cash on Hand
- Performance Measure: Debt Service Reserve Ratio
- Performance Measure: Debt/Asset Ratio
- Performance Measure: ERM Inventory Top 10 score

ACCOMPLISHMENTS FOR FY 2024-25

- Executed second phase of plan to auction/scrap de-energized substation equipment, liquidating funds.
- Completed Design and Construction of distribution system upgrades identified in 15 year plan, including three reconductors to support load growth.
- Completed construction for Northeast Substation Capacity Upgrade.

LUBBOCK POWER & LIGHT

- Continued design, procurement, and construction to eliminate 4kV risks to the system.
- Completed study to implement West Loop program which includes multiple transmission and substation projects.
- Completed installation of 115/69kV spare autotransformer.
- Developed a unified transmission/distribution large load interconnection process.
- Completed Design of Northeast Voltage Conversion.
- Finalized the SPS asset sale and resolved two long-term litigation matters.
- Deployed crews to aid Florida storm recovery, restoring power to over 85,000 customers.
- Completed major Supervisory control and data acquisition (SCADA) and Energy Management System (EMS) hardware/software upgrades and associated office renovations.
- Responded effectively to major incidents at Posey and Brandon substations with minimal impact.
- Completed ArcFM Designer CU Project, launched the new ArcGIS Portal for 121 users, and certified ArcFM for Windows 11.
- Successfully combined the Billing, Collections, and Utility Service Operations (USO) teams into a single, unified Revenue Management department to improve coordination, streamline workflows, and enhance customer service delivery.
- Tested and implemented Texas Set 5.0 and Smart Meter Texas.

OBJECTIVES FOR FY 2025-26

- Enhance LP&L's image through community-focused in-kind sponsorships, scholarships, and volunteerism.
- Hire a Grid Operations Trainer and expand Distribution Operator coverage to a 24/7 schedule.
- Enhance EMS training, SOP development, and remodeling of control room spaces to support a growing team.
- Strengthen communication and coordination with COLU and field crews for improved real-time operations.
- Implement new outage management and coordination software.
- Complete LP&L fiber audit and input into Crescent Link system.
- Optimize workflows for service point updates, data verification, and cross-departmental communication.
- Establish a joint-use data maintenance program and pursue AI innovations for staff training and system automation.
- Repurpose the Indiana substation into a hands-on training facility for workforce development.
- Install voltage recorders for diagnostic analysis and system performance validation.
- Continue to implement plan to eliminate 4kV risks to the system.
- Implement projects to further optimize feeder balance/reliability post ERCOT integration.
- Continue implementation of Distribution System automation.
- Implement plan to map, deploy, and enhance fiber communications to all LP&L substations and associated facilities.
- Complete construction of Erskine Substation Capacity Upgrade.
- Begin design and procurement for Iola Substation.
- Begin design and procurement for West Loop program.
- Begin construction to interconnect first battery storage facility on LP&L system.
- Begin construction of Northeast Voltage Conversion.
- Continue re-conductor projects to enhance distribution reliability.

FUNDING SOURCES OVERVIEW

Overall, budgeted revenues increased \$6.6 million, or 4.0 percent, for FY 2025-26 and include the following changes:

- Interest earnings increased \$0.56 million, or 52.4 percent based on higher yields in the pooled investment portfolio, mainly because of anticipated Federal Reserve Bank increases to short-term interest rates.
- Distribution System Revenue decreased \$2.38 million, or 1.8 percent, due to an anticipated rate decrease. This revenue was derived from a cost of service study "COS". The revenue requirement for operational costs shifted

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significantly as the Utility transitioned to a delivery only provider in the retail market. These revenues will cover the operational costs of the Utility as a Transmission & Distribution Utility (TDU).

- FFE revenues increased \$0.1 million, or 1.0 percent, due to a slight increase in projected load. The FFE revenue calculation changed to a “cents-per-kilowatt hour” (¢/kWh) when the move to retail choice was complete.
- TCOS revenues increased \$7.97 million, or 21.9 percent. The TCOS rate filing incorporates all the transmission assets related to the ERCOT integration, along with the appropriate FFEs, and is approved by the PUC. Final TCOS revenues are subject to PUC approval and could be higher or lower than the forecast. Of those TCOS revenues, \$2.1 million is split into a line item that properly accounts for the collection of FFE funds that will be passed through to the City.
- ERCOT Hold Harmless Credit totals \$22.0 million and is an offset to TCOS revenues. In PUC Docket No 47576, the order approving LP&L’s initial integration into ERCOT, the PUC ordered LP&L to pay \$22 million each year for the first five years, which will be credited to ERCOT wholesale transmission customers to mitigate integration costs. This amount is shown as an offset to the TCOS revenues in the model. Payments began in February 2022 and will continue monthly until January 2027.
- Fees and Charges increased by \$1.15 million, due to the continued collection of Disconnect and Reconnect service fees. This increase is based on current and prior year collection trends and adjusted for expected activity levels.
- Outside Work Orders and Street Lights decreased by \$0.78 million, or 52.6 percent, primarily due to one-time recovery efforts related to Hurricane Milton in the prior year and revenue from one-time streetlight work order. These decreases are slightly offset by increases in service work orders for new service, pole sets, and other distribution-related services.

EXPENSE OVERVIEW

Budgeted expenses decreased \$6.08 million, or 3.3 percent, for FY 2025-26. These changes are detailed in the following sections:

- Compensation increased \$1.2 million, or 5.7 percent, primarily due to a three percent cost of living adjustment (COLA) totaling \$0.6 million and the addition of one full-time equivalent (FTE) position totaling \$0.1 million. LP&L intends to align its COLA with the City’s non-civil service adjustment once finalized, provided the adjustment is not less than 2 percent. Terminal pay increased by \$0.25 million due to anticipated retirements, along with a \$0.2 million increase in overtime and part-time pay within the Distribution Overhead and Distribution Customer Service cost centers.
- Benefits increased \$0.33 million, or 3.5 percent, driven primarily by a \$0.24 million increase in health benefit costs and the impact of the three percent COLA, which contributed an additional \$0.15 million. These increases were partially offset by a \$0.1 million decrease in workers’ compensation.
- Supplies decreased by \$0.07 million or 4.7 percent comprised of a \$0.12 million decrease in heavy equipment fuel. Offsetting the decrease was an increase of \$0.03 million in other machinery equipment supply and an increase of \$0.02 million in safety supplies mainly from our distribution and transmission departments.
- Transmission increased slightly by \$0.24 million or 0.6 percent, primarily due to an increase in the postage stamp rate in line with overall ERCOT 4CP system load growth.
- Maintenance costs increased \$0.11 million, or 3.0 percent, due to a increase of \$0.05 million in other building maintenance and an increase of \$0.05 million in line transformer maintenance in the distribution cost centers.
- Professional services and training costs decreased \$1.3 million, or 11.2 percent, due largely to a one-time oil sample testing NERC compliance for our substations.
- Other charges increased by \$0.12 million, or 7.8 percent, largely due to an increase in the utilization of the tree trimming contracted service.
- Scheduled charges increased \$0.6 million, or 11.3 percent, due to an increase of \$0.4 million in property insurance premiums, an increase of \$0.13 million for electric charges, and an increase of \$0.05 million in miscellaneous postage.
- The reimbursement from the Other City Utilities for the customer service function increased \$1.73 million, or 30.9 percent. The increase is due to the increase in collections allocation to the City of Lubbock Utilities and Customer Service allocation. The calculation of the reimbursement is based on a negotiated methodology agreed upon by the City and LP&L using audited numbers from FY 2023-24.

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- Debt service decreased \$8.4 million, or 17.4 percent, due to a reduction in principal and interest payments as well as a one-time payment to pay off the 2015 revenue bonds in FY 2024-25.
- FFE increased \$0.13 million due to a slight increase in projected load. The FFE revenue calculation is based on a “cents-per-kilowatt hour” (¢/kWh) included on the delivery rate.
- FFE TCOS – General Fund totals \$2.1 million to properly account for the collection of FFE funds that will be passed through to the City recovered in the TCOS rate.
- FFE/Pilot TCOS True-up – General Fund this line item was eliminated as this was a one-time expense, in the amount of \$2.5 million included in the FY 2024-25 budget to true-up the PILOT and FFE funds collected in LP&L’s TCOS revenues from January 2022 to September 2024.
- Payment in Lieu of Taxes (PILOT) increased \$0.05 million, or 1.2 percent, the PILOT transfer by ordinance calculation is based on an ad valorem tax calculation on LP&L assets and charged through an cents per kilowatt rate based on actual load.
- The transfer to electric capital increased \$5.2 million, or 24.3 percent, due to the utilization of cash funds in the amount of \$26.54 million. Additionally, the capital program utilizes 11.2 million in unallocated bonds and cash from savings and decreased expenses in other projects.

STAFFING OVERVIEW

The FY 2025-26 Operating Budget incorporates a net increase of one (1) FTE position. Continual evolution of staff roles become more well-defined as we operate in the new environment and many of the eliminated positions are used to repurpose new staff positions. The new positions or re-classes of existing positions are roles that require specific specialized skills and expertise in certain areas that come with higher pay grade requirements to be in line with market wages in the industry. The position changes are summarized as follows:

Three positions are eliminated as follows:

- Two (2) FTE positions were eliminated from the Customer Service Cost Center that include two (2) Utility Customer Service II positions.
- One position was removed from the Revenue Management Cost Center including one (1) Utility Field Supervisor

Four positions were added as follows:

- One Utility System Support Supervisor to strengthen day-to-day operations and help in coaching, development of staff, and formalize knowledge transfer.
- One Utility System Specialist to assist with covering regression testing on Oracle Customer Cloud Service, Oracle Field Service Cloud, and Oracle Integration Cloud.
- One Collections Supervisor to increase overall collections efficiency through staff training, process optimization, and account resolution.
- One Electrical Engineer I for the needed full time system protection and oversight/implementation, relay RTAC, RTU, SCADA oversight, and other essential duties.

Additionally, five positions were reclassified as follows:

- One Transmission System Operator to a Transmission & Distribution Operations Trainer in the Distribution Load Dispatching department.
- One Groundman to a Substation Technician Apprentice in the Distribution Substation department.
- One Utility Customer Relations Sr. Lead to Customer Relations Supervisor in the Customer Service department.
- One Utility Account Support I to a Utility System Specialist in the Revenue Management department.
- One Utility Account Support Sr. Lead to a Billing and Key Account Supervisor in the Revenue Management department.

CAPITAL PROGRAM

The FY 2025-26 Capital Program incorporates significant infrastructure that is required for system reliability and strength. The capital focus is mainly on the system distribution and capacity upgrades. Each of the capital projects are categorized by FERC category/account.

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Following are highlights of the program:

- The overall capital program totals \$453.0 million, which incorporates a significant number of upgrades and maintenance to distribution assets. These upgrades will enhance reliability to accommodate our forecasted load growth.
- LP&L has 21 active projects with an appropriation-to-date totaling \$131.6 million.
- The FY 2025-26 Capital Program for LP&L totals approximately \$89.2 million for the following projects:
 - 115kV Substation – Iola – \$4.95 million
 - 345kV-115kV Substation – Alcove – \$19.50 million
 - 4kV Distribution Conversion – \$1.61 million
 - Substation Rebuild – Posey T2 Replacement – \$9.50 million
 - West Loop – Mackenzie to Northeast: 115 kV Line Rebuild – \$6.56 million
 - West Loop – 115 kV Line Rebuild: Northeast – Dunbar – \$8.55 million
 - West Loop – Vicksburg to Red Raider: 69/115 kV Line Rebuild – \$0.47 million
 - West Loop – 115 kV Line Conductor – Thompson – Vicksburg – \$1.32 million
 - West Loop – 115 kV Lines – Alcove Tie-In – \$15.00 million
 - Overhead/Underground Training Facility – \$0.3 million
 - Texas Tech Feeders – \$2.5 million
 - FY 2020-25 Service Distribution Meters – \$0.65 million
 - FY 2020-25 Distribution Transformers – \$0.55 million
 - FY 2020-25 Distribution System Upgrade – \$5.16 million
 - FY 2020-25 Overhead Lines – \$1.52 million
 - FY 2020-25 Underground Distribution – \$4.07 million
 - GIS Software Upgrades and Interfaces – \$2.50 million
 - Operations System Upgrades – \$2.50 million
 - Security Upgrade for Hill Building – \$0.18 million
 - FY 2025-26 Vehicles and Equipment – \$1.74 million
 - Learning Management System – \$0.07 million

FINANCIAL MODEL FORECAST

The LP&L Financial Model Forecast projects all revenues, operating expenses, and capital expenditures for FY 2025-26 through FY 2030-31. The model considers every line-item for twenty-four cost centers and applies growth rates that are specific to each line-item to project a realistic financial portrait. The model delves into the details, but also incorporates strategic plans that impact the future of LP&L. The financial model incorporates revenues and expenditures related to the operations of the Utility as a Transmission & Distribution Utility (TDU).

Funding Sources

- Distribution System Revenue: This revenue was derived from a cost of service study “COS”. These revenues will cover the operational costs of the Utility as a Transmission & Distribution Utility (TDU). These revenues are generated through an energy delivery rate model and remain relatively stable with slight revenue increases in the subsequent years due to projected load growth in the system.
- Franchise Fee Equivalent (FFE): The FFE revenue calculation is based on a “cents-per-kilowatt hour” (¢/kWh) charge which began in April 2024. Total revenues will average approximately \$13.0 million per year and will increase with overall system load growth.
- Transmission Cost of Service: TCOS revenues are anticipated to average approximately \$49.5 million per year and will increase in line with overall system load growth as well as the anticipated completion of the west loop project in FY 2028-29. Final TCOS revenues are subject to PUC approval and could be higher or lower than the forecast.
- ERCOT Hold Harmless: In PUC Docket No 47576, the order approving LP&L’s initial integration into ERCOT, the PUC ordered LP&L to pay \$22 million each year for the first five years, which will be credited to ERCOT wholesale transmission customers to mitigate integration costs. This amount is shown as an offset to the TCOS revenues in the model. The payments began in February 2022 and will continue until January 2027.
- Fees and Charges: These customer charges include mainly disconnect/reconnect fees and meter testing fees. The bulk of the revenues associated with late charges have been eliminated as those charges have shifted to the REPs.

LUBBOCK POWER & LIGHT

- Outside Work Orders and Street Light revenues are anticipated to average approximately \$701.5 thousand per year and will increase in line with City growth. This line includes service work order requests for new service, streetlights, pole sets, and other distribution-related services.

Departmental Expenses

- Compensation/Benefits –These costs remain relatively stable with slight increases in future years due to projected cost of living adjustments (COLA) for full-time salaries.
- Transmission: Transmission costs have shifted to ERCOT, in relation to integration. Costs are anticipated to average approximately \$44.3 million per year and increase in line with overall ERCOT 4CP system load growth.
- Supplies / Maintenance / Other Charges: These categories are estimated to grow with inflation throughout the financial model time horizon.
- Scheduled Charges: Scheduled Charges are estimated to grow with inflation throughout the first few years, however in FY 28-29, these costs are reduced as the intention is to have the units sold or decommissioned by this time alleviating insurance costs.
- Professional Services/Training: Professional Services costs increase throughout the financial model due to normal inflationary cost pressures in most expense categories.
- Reimbursement – City of Lubbock Utilities: The reimbursement in future years is expected to increase as the costs related to customer service functions shifts to the other City of Lubbock Utilities. LP&L has transitioned into the retail market and the REPs will handle most electric issues moving forward. These operations will continue to be studied in detail as the structure of the electric utility has changed from a non-opt-in entity (NOIE) to a TDU. The future costs related to this portion of the organization, and the reimbursement from the Other City Utilities, is expected to be refined after further analysis.

Fund Level Expenses

- Debt Service: The debt service for LP&L is anticipated to increase in the forecasted model. Annual debt service increases from roughly \$40.03 million in FY 2025-26 to roughly \$47.03 million in FY 2026-27. This is driven largely by the anticipated debt issuance for the West Loop Project. By FY 2030-31 debt is anticipated to decrease back to down \$39.04 million due to 10-year debt that was issued beginning in FY (2013) through FY (2018) that will be paid off in successive years.
- Indirect Cost Allocation: The transfer to the General Fund for indirect costs increases throughout the model in relation to projected inflation.
- PILOT: The PILOT transfer to the City is driven by a yearly ad valorem tax calculation on LP&L assets and is expected budgeted load and charged on a per kilowatt hour basis on actual load throughout the year.
- FFE: In the retail market, the FFE converted from 5% of metered revenues to ¢/kWh rate. Total expenses will average approximately \$13.2 million per year and will grow with overall system load growth. Additionally, TCOS FFE is based on the TCOS filing revenue and is set at \$2.1 million.
- Transfer to Capital Program: Transfers to the capital program total \$205.68 million from FY 2025-26 through FY 2030-31. The percentage of projects that are cash or unallocated bond funded is 68.8 percent, due primarily to the anticipated West Loop project. This percentage still exceeds the Electric Utility Board's objective of funding 35 percent of the capital program with cash and 65 percent with debt.
- Transfer to Debt Service for General Fund Capital Improvement Project (CIP): The transfer remains stable over the term of the financial model. The transfer is to reimburse the City's Debt Service Fund for LP&L's share of the Citizen's Tower and City of Lubbock Utilities' Customer Service Center.

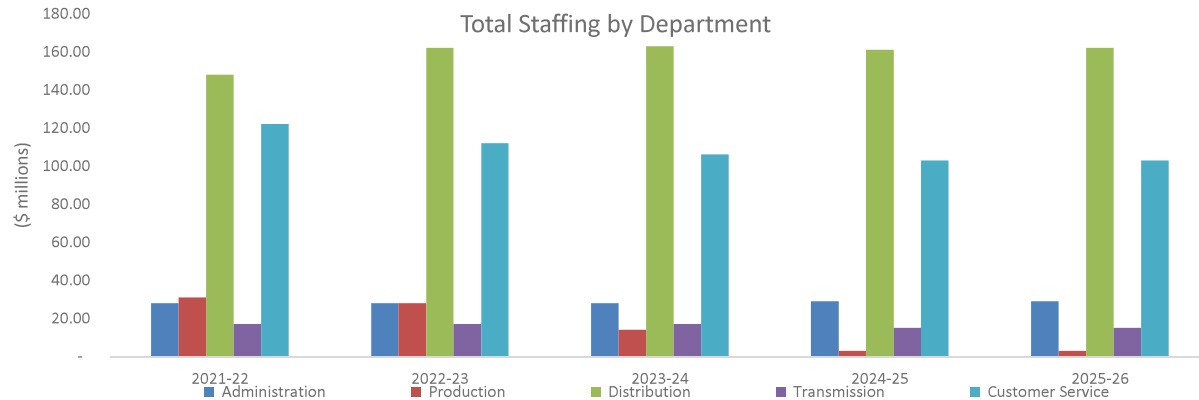
General Reserve Policy and Reserves

- The City Council passed an ordinance on December 16, 2004, later amended on November 7, 2023, which provides for the creation of a General Reserve requirement equal to between a minimum of 90 days to a maximum of 200 days of budgeted expenses. The model anticipates an average of \$44.26 minimum level of the General Reserve requirement. The excess reserves beyond the requirement can be applied to rate stabilization and other obligations.

Lubbock Power & Light - Financial Model

	Amended	Budget			Forecast		
FUNDING SOURCES	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Interest Earnings	\$ 1,073,215	1,635,150	1,705,990	1,791,590	2,124,280	2,797,340	3,277,700
Rentals and Recoveries	168,358	192,316	195,201	198,129	201,101	204,117	207,179
Sale of equipment/recycle scrap	168,609	172,318	174,903	177,527	180,190	182,892	185,636
Distribution System Revenue	131,924,036	129,543,205	130,190,921	130,841,875	132,150,294	133,471,797	134,806,515
Franchise Fee Equivalent Revenue (TCOS)	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Franchise Fee Equivalent Revenue	13,077,425	13,208,759	13,406,890	13,607,994	13,812,114	14,019,295	14,229,585
Transmission Cost of Service (TCOS)	36,467,179	44,436,858	45,172,894	45,920,572	53,091,825	53,863,340	54,647,058
ERCOT Hold Harmless Credit	(22,000,000)	(22,000,000)	(7,333,333)	-	-	-	-
Fees and Charges	650,880	1,800,000	1,827,000	1,854,405	1,882,221	1,910,454	1,939,111
Outside Work Orders and Street Lights	1,478,537	701,470	711,993	722,672	733,512	744,515	755,683
Tampering Fees	47,240	-	-	-	-	-	-
Transfer from Other Funds	1,084,931	1,090,428	1,058,238	965,778	-	-	-
Total Revenue Sources	\$ 166,240,411	172,880,505	189,210,696	198,180,541	206,275,536	209,293,752	212,148,467
Use of General Reserve	19,160,902	6,444,925	7,072,627	3,351,027	-	-	-
TOTAL FUNDING SOURCES	\$ 185,401,313	179,325,430	196,283,324	201,531,569	206,275,536	209,293,752	212,148,467
DEPARTMENTAL EXPENSES							
Compensation	\$ 21,768,106	23,000,098	23,689,547	24,399,696	24,699,417	25,439,898	26,202,612
Benefits	9,555,315	9,889,918	10,266,365	10,658,092	10,924,105	11,343,226	11,779,491
Supplies	1,569,499	1,496,294	1,512,528	1,527,757	1,518,959	1,534,394	1,550,060
Transmission	41,375,971	41,619,219	42,674,038	43,755,778	44,865,126	46,002,785	47,169,478
Maintenance	3,644,709	3,753,764	3,810,070	3,867,222	3,894,463	3,952,880	4,012,174
Professional/Training	11,692,194	10,387,364	10,529,224	10,673,212	10,807,900	10,956,068	11,106,460
Other Charges	1,493,514	1,610,195	1,634,348	1,658,863	1,683,746	1,709,002	1,734,637
Scheduled Charges	5,365,796	5,971,163	6,060,729	6,140,073	5,343,314	5,423,463	5,504,813
Reimbursement - City of Lubbock Utilities	(5,599,764)	(7,332,337)	(9,642,638)	(10,428,271)	(11,890,361)	(12,266,377)	(12,655,008)
TOTAL DEPARTMENTAL EXPENSES	\$ 90,865,341	90,395,676	90,534,212	92,252,423	91,846,670	94,095,339	96,404,717
FUND LEVEL EXPENSES							
Debt Service - Principal	\$ 20,130,000	20,170,000	24,201,138	21,325,906	17,461,482	17,648,522	17,974,871
Debt Service - Interest	21,200,738	19,866,381	22,834,724	24,073,082	22,885,250	21,985,409	21,069,957
Debt Service - Early Payoff of Bonds	7,140,000	-	-	4,600,000	3,400,000	-	-
Indirect Cost Allocation	2,017,848	1,995,492	2,025,424	2,055,806	2,086,643	2,117,942	2,149,712
Franchise Fee Equivalent - General Fund	13,077,425	13,208,759	13,406,890	13,607,994	13,812,114	14,019,295	14,229,585
Franchise Fee Equivalent (TCOS) - General Fund	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Payment In Lieu of Property Tax - General Fund	3,795,469	3,841,551	3,842,012	3,842,473	3,842,934	3,843,396	3,843,857
Transfer to Capital Program	21,345,000	26,542,167	36,199,000	36,534,000	36,625,000	36,815,000	32,960,000
Transfer to General Fund - TCOS True-Up	2,475,000	-	-	-	-	-	-
Transfer to Debt Service for General Fund CIP	1,141,493	1,140,403	1,139,923	1,139,884	1,139,924	1,141,643	1,139,952
Miscellaneous	113,000	65,000	-	-	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 94,535,972	88,929,754	105,749,112	109,279,146	103,353,347	99,671,208	95,467,933
Final Compensation Adjustment	-	-	-	-	-	-	-
TOTAL EXPENSES	\$ 185,401,313	179,325,430	196,283,324	201,531,569	195,200,017	193,766,547	191,872,650
GENERAL RESERVE POLICY							
General Reserve Policy	\$ 45,715,392	44,217,229	48,398,628	49,692,716	48,131,511	47,778,053	47,311,064
GENERAL RESERVE CALCULATION							
Beginning General Reserve	\$ 91,089,504	71,928,602	65,483,677	58,411,050	55,060,022	66,135,542	81,662,746
Budget Surplus/(Deficit)	(19,160,902)	(6,444,925)	(7,072,627)	(3,351,027)	11,075,519	15,527,205	20,275,817
TOTAL ESTIMATED GENERAL RESERVE	\$ 71,928,602	65,483,677	58,411,050	55,060,022	66,135,542	81,662,746	101,938,564
GENERAL RESERVE EXCESS/(DEFICIT)	26,213,210	21,266,448	10,012,422	5,367,307	18,004,030	33,884,694	54,627,499

Lubbock Power & Light - Staffing



ADMINISTRATION

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended
Administration	18	18	18	19	19	-
Regulatory Compliance	5	5	5	5	5	-
Legal	3	3	3	3	3	-
Conservation And Education	2	2	2	2	2	-
TOTAL ADMINISTRATION	28	28	28	29	29	-

PRODUCTION

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended
Production Operations	4	3	2	3	3	-
Production Cooke Station	-	-	-	-	-	-
Production Brandon Station	-	-	-	-	-	-
Production Massengale Station	27	25	12	-	-	-
TOTAL PRODUCTION	31	28	14	3	3	-

DISTRIBUTION

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended
Distribution Supervision & Eng.	7	7	5	14	15	1
Underground Lines	34	34	34	33	33	-
Overhead Lines	31	32	35	35	35	-
Distribution Load Dispatching	15	19	18	20	20	-
Distribution Customer Svc.	12	21	17	16	16	-
Geographic Information Systems	8	8	8	8	8	-
Distribution Substations	14	14	16	16	16	-
Distribution Eng. & Constr. Mgmt.	9	9	9	-	-	-
Distribution Meter Shop	6	6	9	7	7	-
Distribution Street Lights	12	12	12	12	12	-
TOTAL DISTRIBUTION	148	162	163	161	162	1

TRANSMISSION

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended
Transmission Supervision & Eng.	8	8	9	8	8	-
Transmission Overhead Lines	9	9	8	7	7	-
TOTAL TRANSMISSION	17	17	17	15	15	-

CUSTOMER SERVICE

	Actual	Actual	Actual	Amended	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended
Field Services	29	16	-	-	-	-
Performance Improvement	-	-	4	4	4	-
Customer Information Systems	10	9	12	12	14	2
Market Operations Group	-	9	9	10	10	-
Customer Service	60	55	53	41	39	(2)
Revenue Management	23	23	28	36	36	-
TOTAL CUSTOMER SERVICE	122	112	106	103	103	-
TOTAL STAFFING	346	347	328	311	312	1

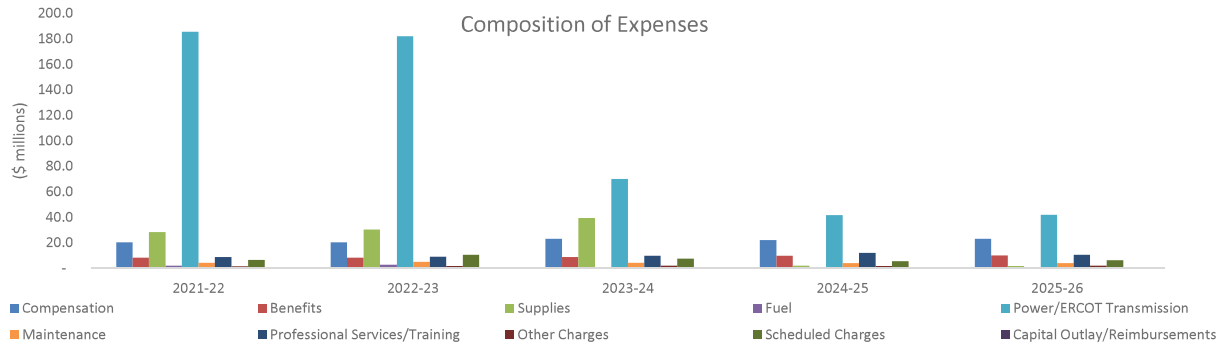
Lubbock Power & Light - Fund Overview

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Interest Earnings	\$ (1,328,319)	\$ 4,455,096	10,997,712	1,073,215	1,635,150	561,935	52.4
Rentals and Recoveries	51,918	530,455	191,052	168,358	192,316	23,958	14.2
Sale of equipment/recycle scrap	360,692	93,611	129,750	168,609	172,318	3,709	2.2
Uncollectable Metered Revenue	(1,503,083)	(2,527,589)	(1,271,862)	-	-	-	-
General Consumers Metered	70,770,983	81,866,299	27,845,305	-	-	-	-
Distribution System Revenue	-	-	78,019,846	131,924,036	129,543,205	(2,380,831)	(1.8)
Power Cost Recovery Factor (PCRF)	231,285,846	220,337,730	121,165,342	-	-	-	-
Franchise Fee Equivalent Revenue	14,164,825	13,765,917	11,713,757	13,077,425	13,208,759	131,334	1.0
Transmission Cost of Service (TCOS)	33,877,729	43,351,214	46,899,485	36,467,179	44,436,858	7,969,679	21.9
Franchise Fee Equivalent Revenue (TCOS)	-	-	-	2,100,000	2,100,000	-	-
ERCOT Hold Harmless Credit	(14,636,305)	(21,875,055)	(21,874,664)	(22,000,000)	(22,000,000)	-	-
Fees and Charges	4,189,068	2,897,481	3,399,279	650,880	1,800,000	1,149,120	176.5
Outside Work Orders and Street Lights	767,702	926,218	1,121,622	1,478,537	701,470	(777,067)	(52.6)
Tampering Fees	56,447	36,939	46,320	47,240	-	(47,240)	(100.0)
Miscellaneous	96,853	5,355,042	1,284,442	-	-	-	-
Transfer from Debt Service Fund	1,551,525	-	-	-	-	-	-
Transfer from Other Funds	2,376,386	1,587,773	1,079,680	1,084,931	1,090,428	5,497	0.5
Total Revenue Sources	\$ 342,082,267	\$ 350,801,131	280,747,066	166,240,411	172,880,505	6,640,094	4.0
Utilization of General Reserve	6,280,840	-	5,859,963	19,160,902	6,444,925	(12,715,977)	(66.4)
TOTAL FUNDING SOURCES	\$ 348,363,108	\$ 350,801,131	286,607,028	185,401,312	179,325,430	(6,075,883)	(3.3)

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 20,024,346	\$ 20,143,164	22,913,321	21,768,106	23,000,098	1,231,992	5.7
Benefits	7,952,726	8,034,075	8,644,954	9,555,315	9,889,918	334,603	3.5
Supplies	27,990,269	30,204,983	39,174,437	1,569,499	1,496,294	(73,205)	(4.7)
Energy/Fuel (PCRF)	164,087,506	167,897,674	72,248,908	-	-	-	-
Transmission (PCRF)	14,714,981	75,899	1,912,461	-	-	-	-
Capacity (PCRF)	17,215,662	16,203,518	3,990,233	-	-	-	-
Transmission	-	-	-	41,375,971	41,619,219	243,248	0.6
Maintenance	3,888,777	4,679,239	3,915,391	3,644,709	3,753,764	109,055	3.0
Professional Services/Training	8,591,171	8,946,314	9,477,364	11,692,194	10,387,364	(1,304,831)	(11.2)
Other Charges	1,193,119	1,345,471	1,564,935	1,493,514	1,610,195	116,681	7.8
Scheduled Charges	6,353,727	10,207,259	7,290,722	5,365,796	5,971,163	605,367	11.3
Capital Outlay/Reimbursements	104,837	106,089	17,433	-	-	-	-
Reimbursement - Utility Collections	(6,148,195)	(5,979,283)	(5,556,624)	(5,599,764)	(7,332,337)	(1,732,573)	30.9
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 265,968,926	\$ 261,864,405	165,593,536	90,865,341	90,395,676	(469,664)	(0.5)

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
FUND LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Debt Service	\$ 33,976,285	\$ 38,865,440	36,800,935	41,330,738	40,036,381	(1,294,356)	(3.1)
Debt Service - Early Payoff of Bonds	-	-	-	7,140,000	-	(7,140,000)	(100.0)
Capitalized Interest	1,551,525	-	-	-	-	-	-
Note Program Fees	125,804	13,586	432	-	-	-	-
Indirect Cost Allocation	1,895,328	2,493,965	1,905,807	2,017,848	1,995,492	(22,356)	(1.1)
Franchise Fee Equivalent	15,099,401	14,510,128	11,565,288	13,077,425	13,208,759	131,334	1.0
Franchise Fee Equivalent (TCOS) - General Fund	-	-	-	2,100,000	2,100,000	-	-
Transfer to General Fund - TCOS True-Up	-	-	-	2,475,000	-	(2,475,000)	(100.0)
Payment In Lieu of Property Tax - General Fund	3,019,880	2,902,026	1,867,489	3,795,469	3,841,551	46,083	1.2
Transfer to Capital Program	25,469,731	18,726,908	25,016,520	21,345,000	26,542,167	5,197,167	24.3
Transfer to Debt Service for General Fund CIP	1,141,406	1,139,661	1,140,242	1,141,493	1,140,403	(1,089)	(0.1)
Miscellaneous	114,822	624,679	42,716,781	113,000	65,000	(48,000)	(42.5)
TOTAL FUND LEVEL EXPENSES	\$ 82,394,182	\$ 79,276,393	121,013,493	94,535,972	88,929,754	(5,606,218)	(5.9)
TOTAL EXPENSES	\$ 348,363,108	\$ 341,140,798	286,607,028	185,401,312	179,325,430	(6,075,883)	(3.3)

Lubbock Power & Light - Department Overview



	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 20,024,346	20,143,164	22,913,321	21,768,106	23,000,098	1,231,992	5.7
Benefits	7,952,726	8,034,075	8,644,954	9,555,315	9,889,918	334,603	3.5
Supplies	27,990,269	30,204,983	39,174,437	1,569,499	1,496,294	(73,205)	(4.7)
Fuel	1,900,965	2,589,727	10,218	-	-	-	-
Power/ERCOT Transmission	185,129,456	181,587,365	69,841,553	41,375,971	41,619,219	243,248	0.6
Maintenance	3,888,777	4,679,239	3,915,391	3,644,709	3,753,764	109,055	3.0
Professional Services/Training	8,591,171	8,946,314	9,477,364	11,692,194	10,387,364	(1,304,831)	(11.2)
Other Charges	1,193,119	1,345,471	1,564,935	1,493,514	1,610,195	116,681	7.8
Scheduled Charges	6,353,727	10,207,259	7,290,722	5,365,796	5,971,163	605,367	11.3
Capital Outlay/Reimbursements	104,837	106,089	17,433	-	-	-	-
Reimbursement - Utility Collections	(6,148,195)	(5,979,283)	(5,556,624)	(5,599,764)	(7,332,337)	(1,732,573)	30.9
TOTAL EXPENSES BY CATEGORY	\$ 256,981,199	261,864,404	157,293,706	90,865,341	90,395,677	(469,664)	(0.5)

ADMINISTRATION

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Administration	\$ 3,368,655	3,694,014	4,086,056	3,582,159	4,623,048	1,040,889	29.1
Regulatory Compliance	826,685	902,240	936,098	873,272	1,043,564	170,292	19.5
Legal	827,902	1,285,206	1,220,195	1,372,280	1,355,031	(17,249)	(1.3)
Conservation And Education	292,852	402,327	641,472	755,460	721,248	(34,211)	(4.5)
TOTAL ADMINISTRATION	\$ 5,316,094	6,283,787	6,883,821	6,583,171	7,742,891	1,159,720	17.6

POWER/ERCOT TRANSMISSION

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Production Operations	\$ 638,861	646,468	639,771	1,476,418	1,806,569	330,151	22.4
Power/ERCOT Transmission	213,421,581	212,599,093	107,424,818	41,375,971	41,619,219	243,248	0.6
Production Cooke Station	958,592	1,967,640	856,703	-	-	-	-
Production Brandon Station	682,252	882,377	181,362	-	-	-	-
Production Massengale Station	4,551,340	4,854,889	2,411,232	-	-	-	-
TOTAL POWER/ERCOT TRANSMISSION	\$ 220,252,626	220,950,467	111,513,885	42,852,389	43,425,788	573,399	1.3

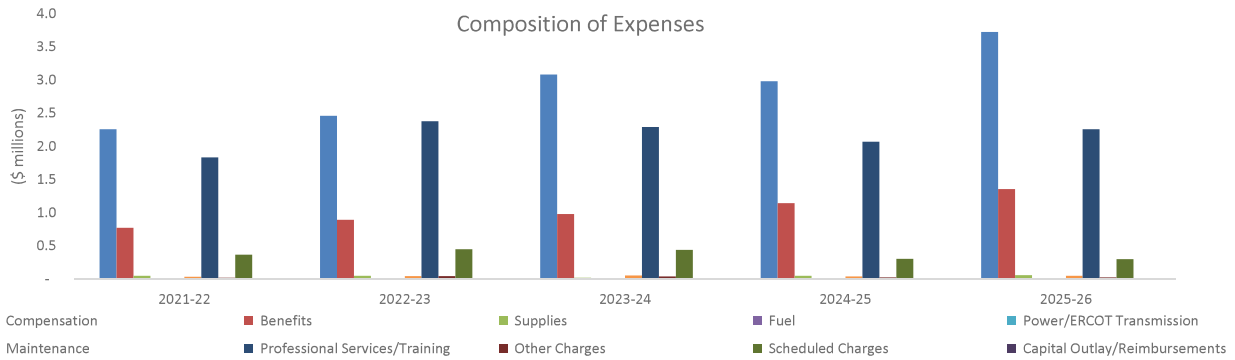
DISTRIBUTION

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Distribution Supervision & Eng.	\$ 771,269	460,163	917,782	1,142,071	1,370,716	228,645	20.0
Underground Lines	3,475,718	3,995,379	3,849,595	3,712,501	3,851,731	139,230	3.8
Overhead Lines	4,808,425	5,205,323	5,581,863	5,299,847	5,355,214	55,367	1.0
Distribution Load Dispatching	1,743,676	1,638,685	2,106,290	2,336,775	2,233,917	(102,859)	(4.4)
Distribution Customer Svc.	3,519,133	4,467,079	5,112,251	4,940,139	4,960,120	19,981	0.4
Geographic Information Systems	846,616	964,326	1,129,111	1,083,828	1,033,059	(50,769)	(4.7)
Distribution Substations	1,929,717	2,811,489	2,746,206	2,618,536	2,273,248	(345,288)	(13.2)
Distribution Eng. & Constr. Mgmt.	425,466	537,896	586,067	-	-	-	-
Distribution Meter Shop	801,475	893,059	1,302,407	1,025,963	1,024,417	(1,546)	(0.2)
Distribution Street Lights	2,040,848	2,301,178	2,315,516	2,396,342	2,401,192	4,850	0.2
TOTAL DISTRIBUTION	\$ 20,362,342	23,274,576	25,647,088	24,556,003	24,503,614	(52,389)	(0.2)

Lubbock Power & Light - Department Overview

TRANSMISSION	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Transmission Supervision & Eng.	\$ 1,271,753	998,247	1,535,871	1,489,306	1,447,732	(41,574)	(2.8)
Transmission Overhead Lines	1,370,758	1,310,654	1,606,947	1,510,131	1,533,532	23,401	1.5
Transmission Load Dispatching	1,578,169	1,631,314	1,577,310	2,053,511	2,121,696	68,186	3.3
Transmission Substation	487,796	779,761	917,633	1,782,777	1,224,998	(557,780)	(31.3)
TOTAL TRANSMISSION	\$ 4,708,475	4,719,976	5,637,761	6,835,725	6,327,958	(507,768)	(7.4)
CUSTOMER SERVICE	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Field Services	\$ 1,598,996	1,320,190	-	-	-	-	-
Performance Improvement	-	-	212,298	537,297	586,296	48,999	9.1
Customer Information Systems	5,607,652	5,830,034	6,725,076	6,651,363	6,983,335	331,972	5.0
Market Operations Group	-	-	658,422	1,816,310	1,698,567	(117,744)	(6.5)
Customer Service	3,709,092	3,752,391	3,618,955	4,578,241	3,437,403	(1,140,838)	(24.9)
Revenue Management	1,574,118	1,712,265	1,953,023	2,054,605	3,022,161	967,556	47.1
Reimbursement - Utility Collections	(6,148,195)	(5,979,283)	(5,556,624)	(5,599,764)	(7,332,337)	(1,732,573)	30.9
TOTAL CUSTOMER SERVICE	\$ 6,341,662	6,635,598	7,611,150	10,038,052	8,395,425	(1,642,627)	(16.4)
TOTAL EXPENSES	\$ 256,981,199	261,864,404	157,293,706	90,865,341	90,395,677	(469,664)	(0.5)

Lubbock Power & Light - Administration

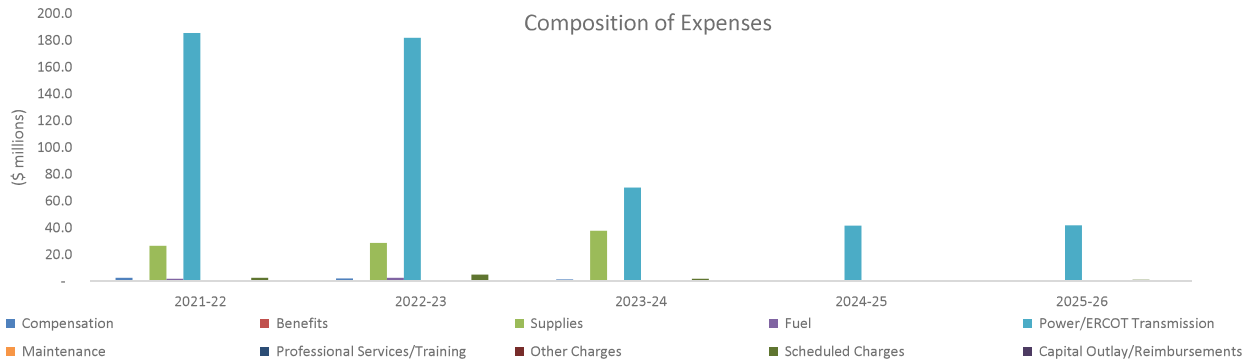


	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 2,256,670	2,456,664	3,081,007	2,976,699	3,719,915	743,216	25.0
Benefits	772,459	885,693	977,865	1,139,403	1,354,348	214,945	18.9
Supplies	42,403	43,224	17,365	42,692	51,280	8,588	20.1
Maintenance	31,556	38,880	51,038	36,569	44,580	8,011	21.9
Professional Services/Training	1,830,464	2,377,000	2,286,462	2,065,585	2,253,691	188,107	9.1
Other Charges	18,252	40,268	34,007	20,200	23,700	3,500	17.3
Scheduled Charges	364,289	442,057	436,078	302,024	295,377	(6,647)	(2.2)
TOTAL EXPENSES BY CATEGORY	\$ 5,316,094	6,283,787	6,883,821	6,583,171	7,742,891	1,159,720	17.6

ADMINISTRATION

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Administration	\$ 3,368,655	3,694,014	4,086,056	3,582,159	4,623,048	1,040,889	29.1
Regulatory Compliance	826,685	902,240	936,098	873,272	1,043,564	170,292	19.5
Legal	827,902	1,285,206	1,220,195	1,372,280	1,355,031	(17,249)	(1.3)
Conservation And Education	292,852	402,327	641,472	755,460	721,248	(34,211)	(4.5)
TOTAL ADMINISTRATION	\$ 5,316,094	6,283,787	6,883,821	6,583,171	7,742,891	1,159,720	17.6

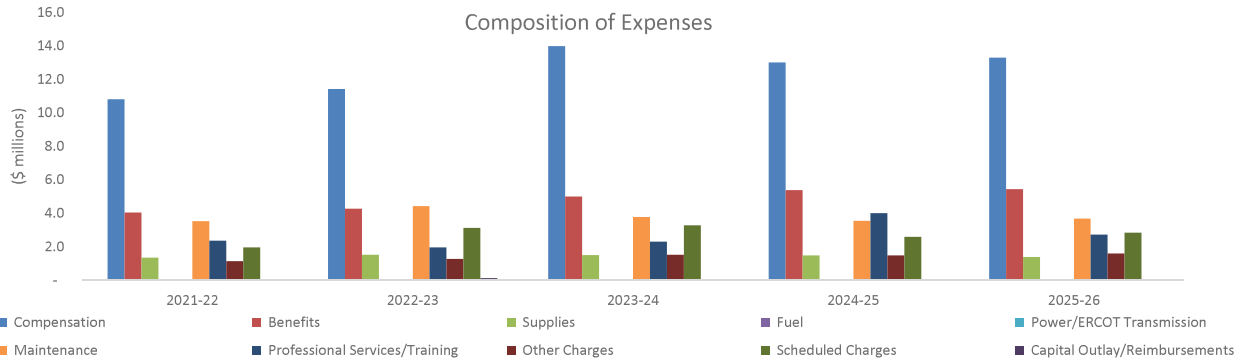
POWER/ERCOT Transmission



	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 2,496,358	2,046,701	1,472,478	397,979	493,889	95,910	24.1
Benefits	944,094	716,878	552,743	173,566	159,087	(14,479)	(8.3)
Supplies	26,510,931	28,530,377	37,626,487	17,200	29,350	12,150	70.6
Fuel	1,900,965	2,589,727	10,218	-	-	-	-
Power/ERCOT Transmission	185,129,456	181,587,365	69,841,553	41,375,971	41,619,219	243,248	0.6
Maintenance	237,409	114,821	48,125	36,131	36,778	647	1.8
Professional Services/Training	424,766	450,055	94,554	1,000	13,700	12,700	1,270.0
Other Charges	33,434	9,927	3,585	1,000	-	(1,000)	(100.0)
Scheduled Charges	2,492,579	4,904,617	1,864,141	849,541	1,073,765	224,224	26.4
Capital Outlay/Reimbursements	82,632	-	-	-	-	-	-
TOTAL EXPENSES BY CATEGORY	\$ 220,252,626	220,950,467	111,513,885	42,852,389	43,425,788	573,399	1.3

POWER/ERCOT TRANSMISSION	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Production Operations	\$ 638,861	646,468	639,771	1,476,418	1,806,569	330,151	22.4
Power/ERCOT Transmission	213,421,581	212,599,093	107,424,818	41,375,971	41,619,219	243,248	0.6
Production Cooke Station	958,592	1,967,640	856,703	-	-	-	-
Production Brandon Station	682,252	882,377	181,362	-	-	-	-
Production Massengale Station	4,551,340	4,854,889	2,411,232	-	-	-	-
TOTAL POWER/ERCOT TRANSMISSION	\$ 220,252,626	220,950,467	111,513,885	42,852,389	43,425,788	573,399	1.3

Lubbock Power & Light - Distribution & Transmission



	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 10,787,828	11,408,519	13,969,449	12,997,248	13,272,676	275,429	2.1
Benefits	4,010,297	4,245,230	4,978,752	5,364,290	5,415,945	51,656	1.0
Supplies	1,329,559	1,515,991	1,479,885	1,464,195	1,370,764	(93,431)	(6.4)
Maintenance	3,512,934	4,414,802	3,777,592	3,547,104	3,655,728	108,624	3.1
Professional Services/Training	2,341,419	1,934,085	2,300,350	3,986,068	2,701,557	(1,284,511)	(32.2)
Other Charges	1,126,842	1,256,972	1,507,113	1,457,356	1,585,495	128,139	8.8
Scheduled Charges	1,939,734	3,112,865	3,254,276	2,575,467	2,829,406	253,939	9.9
Capital Outlay/Reimbursements	22,205	106,089	17,433	-	-	-	-
TOTAL EXPENSES BY CATEGORY	\$ 25,070,817	27,994,553	31,284,850	31,391,728	30,831,572	(560,156)	(1.8)

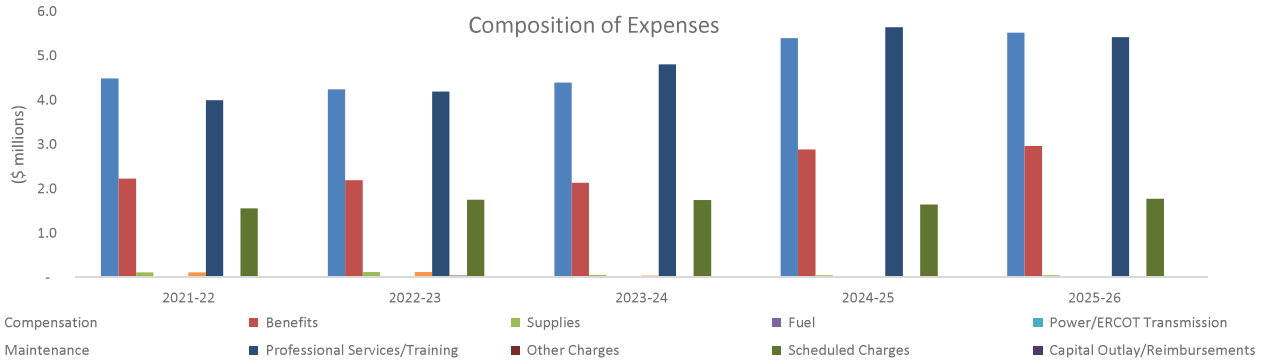
DISTRIBUTION

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Distribution Supervision & Eng.	\$ 771,269	460,163	917,782	1,142,071	1,370,716	228,645	20.0
Underground Lines	3,475,718	3,995,379	3,849,595	3,712,501	3,851,731	139,230	3.8
Overhead Lines	4,808,425	5,205,323	5,581,863	5,299,847	5,355,214	55,367	1.0
Distribution Load Dispatching	1,743,676	1,638,685	2,106,290	2,336,775	2,233,917	(102,859)	(4.4)
Distribution Customer Svc.	3,519,133	4,467,079	5,112,251	4,940,139	4,960,120	19,981	0.4
Geographic Information Systems	846,616	964,326	1,129,111	1,083,828	1,033,059	(50,769)	(4.7)
Distribution Substations	1,929,717	2,811,489	2,746,206	2,618,536	2,273,248	(345,288)	(13.2)
Distribution Eng. & Constr. Mgmt.	425,466	537,896	586,067	-	-	-	-
Distribution Meter Shop	801,475	893,059	1,302,407	1,025,963	1,024,417	(1,546)	(0.2)
Distribution Street Lights	2,040,848	2,301,178	2,315,516	2,396,342	2,401,192	4,850	0.2
TOTAL DISTRIBUTION	\$ 20,362,342	23,274,576	25,647,088	24,556,003	24,503,614	(52,389)	(0.2)

TRANSMISSION

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY FUNCTION	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Transmission Supervision & Eng.	\$ 1,271,753	998,247	1,535,871	1,489,306	1,447,732	(41,574)	(2.8)
Transmission Overhead Lines	1,370,758	1,310,654	1,606,947	1,510,131	1,533,532	23,401	1.5
Transmission Load Dispatching	1,578,169	1,631,314	1,577,310	2,053,511	2,121,696	68,186	3.3
Transmission Substation	487,796	779,761	917,633	1,782,777	1,224,998	(557,780)	(31.3)
TOTAL TRANSMISSION	\$ 4,708,475	4,719,976	5,637,761	6,835,725	6,327,958	(507,768)	(7.4)
TOTAL EXPENSES BY FUNCTION	\$ 25,070,817	27,994,553	31,284,850	31,391,728	30,831,572	(560,156)	(1.8)

Lubbock Power & Light - Customer Service



EXPENSES BY CATEGORY	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 4,483,490	4,231,280	4,390,388	5,396,180	5,513,618	117,437	2.2
Benefits	2,225,877	2,186,275	2,135,594	2,878,056	2,960,538	82,481	2.9
Supplies	107,376	115,391	50,700	45,412	44,900	(512)	(1.1)
Maintenance	106,877	110,735	38,636	24,905	16,678	(8,227)	(33.0)
Professional Services/Training	3,994,521	4,185,173	4,795,998	5,639,541	5,418,415	(221,126)	(3.9)
Other Charges	14,591	38,305	20,230	14,958	1,000	(13,958)	(93.3)
Scheduled Charges	1,557,125	1,747,720	1,736,228	1,638,764	1,772,615	133,851	8.2
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL EXPENSES BY CATEGORY	\$ 12,489,857	12,614,881	13,167,774	15,637,816	15,727,763	89,946	0.6

CUSTOMER SERVICE

EXPENSES BY FUNCTION	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Field Services	\$ 1,598,996	1,320,190	-	-	-	-	-
Performance Improvement	-	-	212,298	537,297	586,296	48,999	9.1
Customer Information Systems	5,607,652	5,830,034	6,725,076	6,651,363	6,983,335	331,972	5.0
Market Operations Group	-	-	658,422	1,816,310	1,698,567	(117,744)	(6.5)
Customer Service	3,709,092	3,752,391	3,618,955	4,578,241	3,437,403	(1,140,838)	(24.9)
Revenue Management	1,574,118	1,712,265	1,953,023	2,054,605	3,022,161	967,556	47.1
TOTAL CUSTOMER SERVICE	\$ 12,489,857	12,614,881	13,167,774	15,637,816	15,727,763	89,946	0.6

*This page excludes the reimbursements from the Other City Utilities, which is shown on the Department Overview summary.

Lubbock Power & Light - Department Expenses

Administration	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 1,694,665	1,903,653	2,297,943	2,057,765	2,694,099	636,334	30.9
Benefits	567,913	666,914	718,675	788,380	984,543	196,163	24.9
Supplies	35,396	35,884	2,878	31,854	40,950	9,096	28.6
Maintenance	29,738	17,932	44,660	32,892	38,666	5,774	17.6
Professional Services/Training	750,403	679,723	649,519	454,251	661,000	206,749	45.5
Other Charges	17,364	39,160	28,848	16,500	17,500	1,000	6.1
Scheduled Charges	273,177	350,749	343,534	200,517	186,290	(14,227)	(7.1)
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL ADMINISTRATION	\$ 3,368,655	3,694,014	4,086,056	3,582,159	4,623,048	1,040,889	29.1

Regulatory Compliance	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 242,734	256,420	353,301	275,335	402,768	127,432	46.3
Benefits	95,548	90,884	104,211	112,221	130,919	18,698	16.7
Supplies	5,575	5,585	7,896	7,154	7,700	546	7.6
Maintenance	1,482	20,949	3,764	2,177	4,414	2,237	102.8
Professional Services/Training	426,967	474,070	409,364	410,301	429,218	18,918	4.6
Other Charges	225	208	690	200	200	-	-
Scheduled Charges	54,154	54,126	56,871	65,884	68,345	2,461	3.7
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL REGULATORY COMPLIANCE	\$ 826,685	902,240	936,098	873,272	1,043,564	170,292	19.5

Legal	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 269,296	292,386	329,307	417,358	416,767	(591)	(0.1)
Benefits	93,669	107,876	111,079	146,305	150,139	3,834	2.6
Supplies	664	659	207	1,280	680	(600)	(46.9)
Maintenance	-	-	-	-	-	-	-
Professional Services/Training	430,222	851,706	747,054	776,673	747,173	(29,500)	(3.8)
Other Charges	664	900	2,123	1,000	3,500	2,500	250.0
Scheduled Charges	33,387	31,679	30,425	29,664	36,772	7,108	24.0
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL LEGAL	\$ 827,902	1,285,206	1,220,195	1,372,280	1,355,031	(17,249)	(1.3)

Conservation And Education	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 49,976	4,205	100,455	226,240	206,281	(19,959)	(8.8)
Benefits	15,328	20,020	43,901	92,497	88,747	(3,750)	(4.1)
Supplies	768	1,097	6,384	2,404	1,950	(454)	(18.9)
Maintenance	337	-	2,614	1,500	1,500	-	-
Professional Services/Training	222,872	371,502	480,525	424,360	416,300	(8,060)	(1.9)
Other Charges	-	-	2,346	2,500	2,500	-	-
Scheduled Charges	3,571	5,503	5,248	5,959	3,970	(1,989)	(33.4)
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL CONSERVATION AND EDUCATION	\$ 292,852	402,327	641,472	755,460	721,248	(34,211)	(4.5)

Production Operations	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 387,790	393,338	439,346	397,979	493,889	95,910	24.1
Benefits	146,940	132,572	131,940	173,566	159,087	(14,479)	(8.3)
Supplies	5,167	3,037	847	17,200	29,350	12,150	70.6
Maintenance	2,240	2,906	2,826	36,131	36,778	647	1.8
Professional Services/Training	38,531	55,218	464	1,000	13,700	12,700	1,270.0
Other Charges	4,967	3,271	715	1,000	-	(1,000)	(100.0)
Scheduled Charges	53,226	56,127	63,634	849,541	1,073,765	224,224	26.4
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL PRODUCTION OPERATIONS	\$ 638,861	646,468	639,771	1,476,418	1,806,569	330,151	22.4

Power/ERCOT Transmission	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ -	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-
Supplies	26,391,159	28,436,821	37,574,541	-	-	-	-
Fuel	1,900,965	2,574,907	8,724	-	-	-	-
Power/ERCOT Transmission	185,129,456	181,587,365	69,841,553	41,375,971	41,619,219	243,248	0.6
Maintenance	-	-	-	-	-	-	-
Professional Services/Training	-	-	-	-	-	-	-
Other Charges	-	-	-	-	-	-	-
Scheduled Charges	-	-	-	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL POWER/ERCOT TRANSMISSION	\$ 213,421,581	212,599,093	107,424,818	41,375,971	41,619,219	243,248	0.6

Lubbock Power & Light - Department Expenses

Production Cooke Station

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 25,630	2,986	228	-	-	-	-
Benefits	9,055	1,033	97	-	-	-	-
Supplies	16,302	13,377	6,981	-	-	-	-
Maintenance	26,963	33,599	12,155	-	-	-	-
Professional Services/Training	13,368	67,585	2,803	-	-	-	-
Other Charges	24	-	-	-	-	-	-
Scheduled Charges	867,249	1,849,059	834,439	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL PRODUCTION COOKE STATION	\$ 958,592	1,967,640	856,703	-	-	-	-

Production Brandon Station

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 151,635	5,039	-	-	-	-	-
Benefits	55,068	1,693	-	-	-	-	-
Supplies	22,678	14,108	2,752	-	-	-	-
Maintenance	31,670	8,961	5,394	-	-	-	-
Professional Services/Training	34,648	17,390	2,441	-	-	-	-
Other Charges	15,369	0	15	-	-	-	-
Scheduled Charges	371,184	835,185	170,759	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL PRODUCTION BRANDON STATION	\$ 682,252	882,377	181,362	-	-	-	-

Production Massengale Station

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 1,931,302	1,645,338	1,032,903	-	-	-	-
Benefits	733,031	581,579	420,706	-	-	-	-
Supplies	75,625	63,034	41,367	-	-	-	-
Fuel	-	14,820	1,495	-	-	-	-
Maintenance	176,537	69,355	27,750	-	-	-	-
Professional Services/Training	338,219	309,862	88,847	-	-	-	-
Other Charges	13,074	6,655	2,855	-	-	-	-
Scheduled Charges	1,200,920	2,164,245	795,309	-	-	-	-
Capital Outlay/Reimbursements	82,632	-	-	-	-	-	-
TOTAL PRODUCTION MASSENGALE STATION	\$ 4,551,340	4,854,889	2,411,232	-	-	-	-

Distribution Supervision & Eng.

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 416,099	143,955	510,414	417,767	597,162	179,395	42.9
Benefits	165,263	67,408	188,067	180,197	260,429	80,232	44.5
Supplies	21,827	16,806	10,377	34,188	26,289	(7,899)	(23.1)
Maintenance	5,455	12,574	16,022	20,205	14,656	(5,549)	(27.5)
Professional Services/Training	38,954	45,242	39,704	129,758	122,158	(7,600)	(5.9)
Other Charges	8,032	10,623	8,069	4,295	4,295	-	-
Scheduled Charges	115,640	163,555	145,127	355,661	345,727	(9,934)	(2.8)
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL DISTRIBUTION SUPERVISION & ENG.	\$ 771,269	460,163	917,782	1,142,071	1,370,716	228,645	20.0

Underground Lines

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 1,412,928	1,513,554	1,574,080	1,437,098	1,577,590	140,492	9.8
Benefits	567,585	596,530	585,119	631,233	610,564	(20,669)	(3.3)
Supplies	333,827	403,323	347,016	365,954	322,500	(43,454)	(11.9)
Maintenance	899,199	1,110,140	951,161	872,176	925,793	53,617	6.1
Professional Services/Training	52,372	103,674	114,744	90,620	91,620	1,000	1.1
Other Charges	5,020	6,662	5,845	3,500	3,500	-	-
Scheduled Charges	204,787	261,496	271,629	311,920	320,165	8,245	2.6
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL UNDERGROUND LINES	\$ 3,475,718	3,995,379	3,849,595	3,712,501	3,851,731	139,230	3.8

Overhead Lines

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 2,070,104	1,983,692	2,603,215	2,322,495	2,365,753	43,258	1.9
Benefits	771,913	735,184	904,652	960,698	956,359	(4,339)	(0.5)
Supplies	363,973	514,920	432,935	403,024	360,870	(42,154)	(10.5)
Maintenance	1,226,962	1,484,345	1,186,046	1,148,209	1,151,883	3,674	0.3
Professional Services/Training	172,793	250,741	229,561	224,946	249,916	24,970	11.1
Other Charges	9,043	4,598	5,636	3,000	3,000	-	-
Scheduled Charges	193,637	231,843	219,817	237,475	267,433	29,958	12.6
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL OVERHEAD LINES	\$ 4,808,425	5,205,323	5,581,863	5,299,847	5,355,214	55,367	1.0

Lubbock Power & Light - Department Expenses

Distribution Load Dispatching	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 863,289	918,311	1,244,227	1,200,648	1,127,394	(73,254)	(6.1)
Benefits	320,649	314,730	380,349	478,009	446,227	(31,782)	(6.6)
Supplies	12,678	14,443	12,747	10,229	15,400	5,171	50.6
Maintenance	13,877	33,102	30,650	15,292	62,322	47,030	307.5
Professional Services/Training	415,052	237,048	296,150	471,000	465,000	(6,000)	(1.3)
Other Charges	31,060	10,932	17,007	32,650	11,450	(21,200)	(64.9)
Scheduled Charges	87,071	110,118	125,161	128,947	106,124	(22,823)	(17.7)
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL DISTRIBUTION LOAD DISPATCHING	\$ 1,743,676	1,638,685	2,106,290	2,336,775	2,233,917	(102,859)	(4.4)

Distribution Customer Svc.	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 1,306,150	1,796,887	2,056,052	1,909,144	1,855,341	(53,803)	(2.8)
Benefits	447,086	646,254	700,649	744,560	741,483	(3,078)	(0.4)
Supplies	196,231	163,615	211,136	201,474	180,020	(21,454)	(10.6)
Maintenance	330,447	391,248	365,508	284,751	285,881	1,130	0.4
Professional Services/Training	10,540	33,479	30,643	33,500	33,500	-	-
Other Charges	1,003,901	1,175,897	1,375,982	1,300,600	1,405,100	104,500	8.0
Scheduled Charges	224,779	259,699	372,281	466,110	458,795	(7,315)	(1.6)
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL DISTRIBUTION CUSTOMER SVC.	\$ 3,519,133	4,467,079	5,112,251	4,940,139	4,960,120	19,981	0.4

Geographic Information Systems	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 450,440	538,126	661,238	578,027	519,895	(58,132)	(10.1)
Benefits	182,972	204,866	240,057	253,059	230,927	(22,132)	(8.7)
Supplies	11,488	11,618	9,371	15,085	15,385	300	2.0
Maintenance	6,963	5,025	5,673	2,000	6,500	4,500	225.0
Professional Services/Training	152,992	163,489	173,190	194,094	213,685	19,591	10.1
Other Charges	23,544	10,528	3,222	2,650	3,800	1,150	43.4
Scheduled Charges	18,216	30,675	36,361	38,913	42,867	3,954	10.2
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL GEOGRAPHIC INFORMATION SYSTEMS	\$ 846,616	964,326	1,129,111	1,083,828	1,033,059	(50,769)	(4.7)

Distribution Substations	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 575,192	529,910	748,283	713,867	754,686	40,819	5.7
Benefits	213,303	190,784	247,524	294,011	305,904	11,894	4.0
Supplies	91,119	98,907	118,951	102,509	109,155	6,646	6.5
Maintenance	77,973	107,748	116,141	109,120	110,039	919	0.8
Professional Services/Training	94,502	99,331	85,685	743,481	94,781	(648,700)	(87.3)
Other Charges	2,656	3,181	33,152	47,205	66,575	19,370	41.0
Scheduled Charges	874,973	1,728,583	1,386,799	608,343	832,108	223,765	36.8
Capital Outlay/Reimbursements	-	53,045	9,670	-	-	-	-
TOTAL DISTRIBUTION SUBSTATIONS	\$ 1,929,717	2,811,489	2,746,206	2,618,536	2,273,248	(345,288)	(13.2)

Distribution Eng. & Constr. Mgmt.	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 221,163	286,621	167,136	-	-	-	-
Benefits	89,590	104,353	62,317	-	-	-	-
Supplies	22,604	23,777	27,029	-	-	-	-
Maintenance	4,173	16,534	16,083	-	-	-	-
Professional Services/Training	56,933	60,499	77,762	-	-	-	-
Other Charges	3,355	5,792	1,923	-	-	-	-
Scheduled Charges	27,647	40,319	233,817	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL DISTRIBUTION ENG. & CONSTR. MGMT.	\$ 425,466	537,896	586,067	-	-	-	-

Distribution Meter Shop	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 455,460	538,078	783,655	553,611	554,676	1,065	0.2
Benefits	174,383	198,460	280,437	230,507	233,453	2,946	1.3
Supplies	21,979	39,420	57,646	68,682	67,920	(762)	(1.1)
Maintenance	29,560	29,491	37,729	27,913	28,312	399	1.4
Professional Services/Training	30,641	14,350	42,057	50,690	50,490	(200)	(0.4)
Other Charges	1,885	6,699	1,924	5,256	3,900	(1,356)	(25.8)
Scheduled Charges	65,362	66,561	91,196	89,304	85,666	(3,638)	(4.1)
Capital Outlay/Reimbursements	22,205	-	7,764	-	-	-	-
TOTAL DISTRIBUTION METER SHOP	\$ 801,475	893,059	1,302,407	1,025,963	1,024,417	(1,546)	(0.2)

Lubbock Power & Light - Department Expenses

Distribution Street Lights

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 784,880	820,633	844,408	858,535	836,199	(22,337)	(2.6)
Benefits	299,039	334,282	349,653	386,066	387,935	1,869	0.5
Supplies	91,428	80,211	100,266	109,400	112,100	2,700	2.5
Maintenance	808,198	997,906	888,136	902,100	903,404	1,304	0.1
Professional Services/Training	13,081	12,655	11,511	21,309	25,377	4,068	19.1
Other Charges	1,440	720	329	-	1,500	1,500	-
Scheduled Charges	42,782	54,770	121,214	118,931	134,677	15,746	13.2
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL DISTRIBUTION STREET LIGHTS	\$ 2,040,848	2,301,178	2,315,516	2,396,342	2,401,192	4,850	0.2

Transmission Supervision & Eng.

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 653,516	490,890	682,860	594,453	549,319	(45,134)	(7.6)
Benefits	229,532	179,017	246,816	236,203	219,102	(17,102)	(7.2)
Supplies	11,926	11,838	8,928	11,775	10,375	(1,400)	(11.9)
Maintenance	4,412	16,833	4,142	3,500	3,500	-	-
Professional Services/Training	302,781	223,516	443,706	500,239	501,639	1,400	0.3
Other Charges	4,897	4,600	9,956	50	5,750	5,700	11,400.0
Scheduled Charges	64,689	71,553	139,464	143,086	158,047	14,961	10.5
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL TRANSMISSION SUPERVISION & ENG.	\$ 1,271,753	998,247	1,535,871	1,489,306	1,447,732	(41,574)	(2.8)

Transmission Overhead Lines

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 722,604	701,850	716,414	716,937	749,065	32,128	4.5
Benefits	245,715	266,649	279,329	300,413	302,882	2,469	0.8
Supplies	138,483	124,844	104,199	113,050	100,650	(12,400)	(11.0)
Maintenance	52,318	133,369	102,874	100,838	100,696	(142)	(0.1)
Professional Services/Training	197,255	15,089	343,185	222,041	222,341	300	0.1
Other Charges	12,594	5,983	7,267	-	-	-	-
Scheduled Charges	1,789	62,869	53,678	56,852	57,897	1,045	1.8
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL TRANSMISSION OVERHEAD LINES	\$ 1,370,758	1,310,654	1,606,947	1,510,131	1,533,532	23,401	1.5

Transmission Load Dispatching

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 576,848	716,263	814,874	1,030,391	1,074,206	43,815	4.3
Benefits	195,202	247,752	294,520	395,246	430,249	35,003	8.9
Supplies	1,417	2,765	5,977	7,325	13,950	6,625	90.4
Maintenance	8,976	27,971	13,101	6,000	7,742	1,742	29.0
Professional Services/Training	761,082	596,250	381,032	584,000	565,000	(19,000)	(3.3)
Other Charges	17,137	9,927	10,085	10,650	10,650	-	-
Scheduled Charges	17,508	30,386	57,720	19,899	19,900	1	0.0
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL TRANSMISSION LOAD DISPATCHING	\$ 1,578,169	1,631,314	1,577,310	2,053,511	2,121,696	68,186	3.3

Transmission Substation

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 279,154	429,747	562,592	664,275	711,391	47,116	7.1
Benefits	108,063	158,960	219,262	274,087	290,432	16,345	6.0
Supplies	10,582	9,504	33,308	21,500	36,150	14,650	68.1
Maintenance	44,423	48,517	44,325	55,000	55,000	-	-
Professional Services/Training	42,442	78,721	31,419	720,390	66,050	(654,340)	(90.8)
Other Charges	2,277	828	26,717	47,500	65,975	18,475	38.9
Scheduled Charges	854	438	11	26	-	(26)	(100.0)
Capital Outlay/Reimbursements	-	53,045	-	-	-	-	-
TOTAL TRANSMISSION SUBSTATION	\$ 487,796	779,761	917,633	1,782,777	1,224,998	(557,780)	(31.3)

Field Services

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 790,571	605,829	-	-	-	-	-
Benefits	417,373	325,081	-	-	-	-	-
Supplies	92,353	93,627	-	-	-	-	-
Maintenance	97,201	97,696	-	-	-	-	-
Professional Services/Training	3,723	1,862	-	-	-	-	-
Other Charges	1,772	4,263	-	-	-	-	-
Scheduled Charges	196,003	191,832	-	-	-	-	-
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL FIELD SERVICES	\$ 1,598,996	1,320,190	-	-	-	-	-

Lubbock Power & Light - Department Expenses

Performance Improvement

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ -	-	152,264	362,016	374,981	12,966	3.6
Benefits	-	-	44,280	150,886	167,167	16,281	10.8
Supplies	-	-	7,583	5,500	5,500	-	-
Maintenance	-	-	-	-	-	-	-
Professional Services/Training	-	-	8,171	18,300	15,000	(3,300)	(18.0)
Other Charges	-	-	-	-	-	-	-
Scheduled Charges	-	-	-	595	23,648	23,053	3,874.5
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL PERFORMANCE IMPROVEMENT	\$ -	-	212,298	537,297	586,296	48,999	9.1

Customer Information Systems

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 641,279	538,311	789,931	822,865	954,605	131,740	16.0
Benefits	249,364	240,413	341,627	394,461	456,511	62,050	15.7
Supplies	1,767	3,363	6,562	5,854	6,150	296	5.1
Maintenance	1,788	-	21,990	21,699	12,422	(9,277)	(42.8)
Professional Services/Training	3,886,977	4,061,943	4,480,609	4,487,220	4,578,205	90,985	2.0
Other Charges	6,548	3,035	721	5,024	-	(5,024)	(100.0)
Scheduled Charges	819,928	982,970	1,083,636	914,240	975,442	61,202	6.7
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL CUSTOMER INFORMATION SYSTEMS	\$ 5,607,652	5,830,034	6,725,076	6,651,363	6,983,335	331,972	5.0

Market Operations Group

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ -	-	365,193	560,663	678,493	117,830	21.0
Benefits	-	-	175,674	279,143	323,247	44,104	15.8
Supplies	-	-	4,167	3,600	3,450	(150)	(4.2)
Maintenance	-	-	-	-	-	-	-
Professional Services/Training	-	-	112,334	949,670	662,210	(287,460)	(30.3)
Other Charges	-	-	90	4,004	1,000	(3,004)	(75.0)
Scheduled Charges	-	-	965	19,231	30,168	10,937	56.9
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL MARKET OPERATIONS GROUP	\$ -	-	658,422	1,816,310	1,698,567	(117,744)	(6.5)

Customer Service

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 2,114,848	2,096,519	1,996,431	2,488,740	1,741,449	(747,291)	(30.0)
Benefits	1,109,951	1,126,070	1,026,505	1,417,707	1,013,480	(404,227)	(28.5)
Supplies	10,332	14,017	13,041	22,804	15,600	(7,204)	(31.6)
Maintenance	7,800	8,534	14,019	-	2,600	2,600	-
Professional Services/Training	14,936	17,220	24,733	49,201	38,050	(11,151)	(22.7)
Other Charges	2,396	31,008	19,337	4,930	-	(4,930)	(100.0)
Scheduled Charges	448,828	459,024	524,889	594,859	626,224	31,365	5.3
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL CUSTOMER SERVICE	\$ 3,709,092	3,752,391	3,618,955	4,578,241	3,437,403	(1,140,838)	(24.9)

Revenue Management

	Actual	Actual	Actual	Amended	Budget	\$ Change	% Change
EXPENSES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Amended	from Amended
Compensation	\$ 936,792	990,622	1,086,569	1,161,897	1,764,090	602,193	51.8
Benefits	449,188	494,712	547,507	635,859	1,000,132	364,274	57.3
Supplies	2,923	4,383	19,348	7,654	14,200	6,546	85.5
Maintenance	88	4,506	2,628	3,206	1,656	(1,550)	(48.3)
Professional Services/Training	88,885	104,149	170,151	135,150	124,950	(10,200)	(7.5)
Other Charges	3,875	-	82	1,000	-	(1,000)	(100.0)
Scheduled Charges	92,366	113,895	126,738	109,839	117,133	7,294	6.6
Capital Outlay/Reimbursements	-	-	-	-	-	-	-
TOTAL REVENUE MANAGEMENT	\$ 1,574,118	1,712,265	1,953,023	2,054,605	3,022,161	967,556	47.1

STORMWATER

MISSION AND PURPOSE

Protect public health and safety through responsible stormwater management. We work closely with the community to reduce flood risks, enhance drainage systems, and preserve water quality in our playa lakes, groundwater, and tributaries of the Brazos River. Stormwater in our city primarily flows through streets and into more than 280 playa lakes. Additionally, underground storm sewer pipes help channel water into two intermittent streams—Blackwater Draw and Yellow House Draw—which eventually merge into the North Fork Double Mountain Fork Brazos River. Our Municipal Separate Storm Sewer System (MS4) includes 1,358.5 miles of paved and unpaved streets, 697 miles of alleys, 1386 storm sewer inlets, 126 miles of underground storm sewer pipes, 7 detention basins, 170 playa lakes, 5 stormwater vaults and 1 pump station.

The Stormwater Compliance Department is committed to maintaining a safe and sustainable stormwater system. Our key responsibilities include:

- Monitoring and improving drainage by evaluating the city’s drainage system to identify and address potential issues.
- Ensuring compliance by reviewing and approving Storm Water Pollution Prevention Plans (SWP3) to meet city codes and ordinances.
- Keeping streets clean through scheduled street sweeping as required by the MS4 Permit.
- Inspecting construction and industrial sites through routine inspections to ensure compliance with environmental regulations.
- Engaging with the community by partnering with Texas Tech University, builders, contractors, developers, and residents to promote awareness and education about stormwater management and pollution prevention.

GOALS AND OBJECTIVES

- Provide timely plan reviews with feedback on SWP3 submissions within eight business days.
- Conduct 1,000 construction site inspections per month to ensure compliance with SWP3 requirements.
- Inspect 50% of facilities with a No Exposure Certification (NEC) permit and 80% of facilities with a Notice of Intent (NOI) permit.

ACCOMPLISHMENTS FOR FY 2024-25

- Implemented the MS4 Permit (May 2024 - April 2025), ensuring full regulatory compliance.
- Increased community engagement by participating in city events to educate residents about pollution prevention and flood risks.
- Strengthened public awareness through an expanded social media presence that provides valuable educational content.
- Launched training programs for City of Lubbock employees, contractors, and residents to promote best practices in pollution prevention and flood management.
- Continued the MS4 Permit renewal process with the Texas Commission on Environmental Quality (TCEQ).
- Implemented the Facility Maintenance Agreement (FMA) as part of MS4 post-construction requirements.
- Revised the Construction Enforcement Response Policy (ERP) for the first time since 2016 to enhance compliance measures.
- Continued implementation of the Interim Bacteria Reduction Plan to meet TCEQ’s MS4 Permit regulations.
- Provided responsive customer support for stormwater-related billing inquiries.
- Installed equipment for Vault #6 at 604 N Knoxville Ave (Southwest corner of the property).

OBJECTIVES FOR FY 2025-26

- Finalize the MS4 Permit renewal by continuing work with TCEQ to ensure a seamless transition.
- Implement MS4 permit requirements for May 2025 - April 2026 Minimum Control Measures to maintain compliance.
- Continue the Interim Bacteria Reduction Plan to align with TCEQ regulations.
- Strengthen post-construction compliance by enforcing regulations that minimize long-term environmental impact.

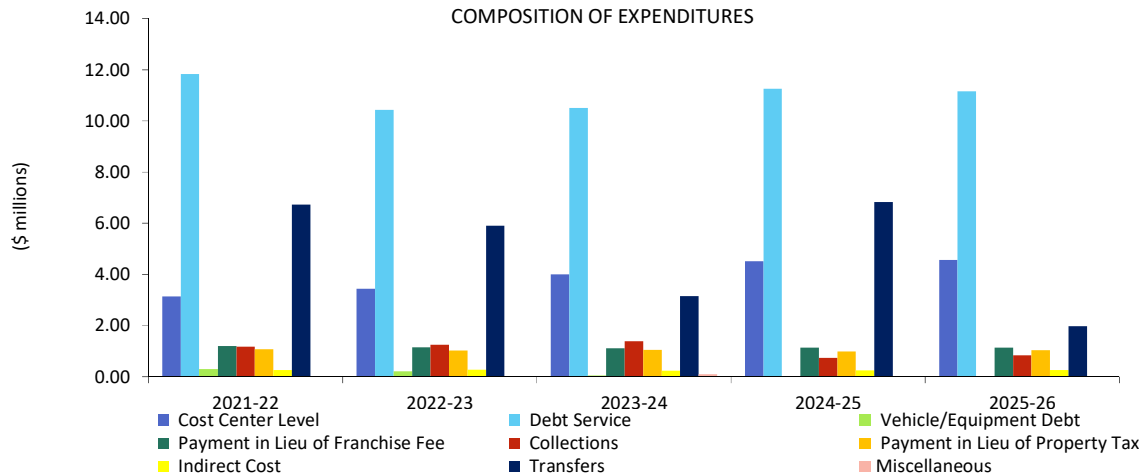
STORMWATER

- Expand public education efforts to prevent contaminated runoff from industrial, commercial, residential, and construction sites.
- Maintain an active social media presence to share educational content and updates.
- Continue participation in city events to spread awareness about stormwater management and flood prevention.
- Ensure the Stormwater Compliance website is regularly updated with relevant information and resources.
- Provide ongoing training opportunities for City of Lubbock employees, contractors, and residents.
- Relaunch the Earth Day Celebration in April 2026 to inspire environmental stewardship.
- Support industrial and construction site operators in meeting federal, state, and local regulations.
- Strengthen inspection and enforcement efforts to uphold stormwater permit requirements.
- Improve billing accuracy by refining impervious area assessments.
- Cross-train employees to enhance customer service and operational flexibility.

REVENUE OVERVIEW

The Stormwater Fee generates the majority of the revenue for the fund's department operations, which accounts for almost entirely all revenue in the Stormwater Fund. The fee is determined by a tiered rate structure based upon impervious surface area. The Stormwater Fund utilizes a long-term model with an annual growth factor of one-tenth percent increase in residential properties and commercial Equivalent Residential Unit (ERU). Additional revenue from operations is derived through stormwater plan reviews in conjunction with new construction activity, mobile car wash permits, and sales of the City's Drainage Criteria Manual and Master Drainage Plan (MDP). Historical trends and economic data are analyzed when estimating these revenues.

Stormwater



	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Stormwater Utility	9	10	10	10	10	-
Street Cleaning	13	13	13	13	13	-
Storm Sewer Maintenance	9	9	9	9	9	-
TOTAL STAFFING	31	32	32	32	32	-

FULL-TIME POSITIONS

GIS Data Analyst	1	Stormwater Program Manager	1
Management Assistant	1	Constr & Maint Foreman	1
Sr Stormwater Inspector	1	Constr & Maint Leader	4
Stormwater Compliance Spec	1	Heavy Equipment Operator I	7
Stormwater Inspector	3	Heavy Equipment Operator II	8
Stormwater Utility Asst Coor	1	Heavy Equipment Operator III	1
Stormwater Plan Analyst	1	Public Works Tech Syst Coord	1
		TOTAL FULL-TIME POSITIONS	32

	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
METRICS/PERFORMANCE MEASURES						
Service Metrics						
Stormwater plans reviewed	2,478	1,483	1,545	1,653	1,864	12.8
Construction site inspections/complaints	25,472	17,073	15,339	15,550	16,911	8.8
Industrial site inspections	114	105	102	105	110	4.8
Number of Stormwater utility appeals	4	2	13	2	2	-
Total lane miles swept	8,526	7,436	6,380	5,172	6,879	33.0
Lbs. of debris removed from storm sewer	30,236	223,814	324,668	2,044,346	468,266	(77.1)
Performance Metrics						
Stormwater Pollution Prevention Plans comments issued in 8 business days of receipt (Goal 98%)	100.0%	92.0%	91.0%	98.0%	98.0%	-

Stormwater - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 107,443	529,776	940,962	929,334	876,067	(5.7)
Department Operations	23,693,512	23,986,004	22,590,440	22,912,032	22,695,782	(0.9)
Miscellaneous	14,925	22,525	27,780	20,000	25,000	25.0
Total Revenue Sources	\$ 23,815,880	24,538,306	23,559,182	23,861,366	23,596,849	(1.1)
Use of Available Reserves	1,908,750	-	-	1,893,591	-	(100.0)
TOTAL FUNDING SOURCES	\$ 25,724,631	24,538,306	23,559,182	25,754,957	23,596,849	(8.4)

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Forecast
Compensation	\$ 976,995	1,074,443	1,249,949	1,566,167	1,570,138	0.3
Benefits	590,348	664,514	746,880	891,711	905,247	1.5
Supplies	153,811	157,864	159,616	157,786	154,695	(2.0)
Maintenance	478,394	503,632	661,033	793,568	792,290	(0.2)
Professional Services/Training	767,979	796,818	849,974	779,402	812,931	4.3
Other Charges	44,859	31,879	60,029	44,320	45,111	1.8
Scheduled Charges	133,289	208,429	275,062	278,681	288,484	3.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 3,145,676	3,437,579	4,002,541	4,511,635	4,568,896	1.3

FUND LEVEL EXPENSES						
Debt Service	\$ 10,779,324	10,427,220	10,405,955	11,151,409	11,062,330	(0.8)
Transfer to Debt Service Fund	1,052,376	-	102,608	102,721	102,623	(0.1)
Vehicle/Equipment Debt	302,751	211,672	56,109	-	-	-
Indirect Cost Allocation	258,564	270,825	247,102	248,748	265,357	6.7
Payment In Lieu of Property Tax	1,076,196	1,018,464	1,049,389	994,762	1,035,953	4.1
Franchise Fee	1,198,800	1,151,731	1,112,257	1,145,602	1,134,789	(0.9)
Transfer to Vehicle Replacement Fund	168,252	180,806	386,207	422,306	572,706	35.6
Transfer to Gateway Projects	-	-	1,760,000	-	-	-
Transfer to Fleet CIP	172,893	650,000	305,000	1,504,000	763,018	(49.3)
Transfer to Storm Water Capital	5,769,288	4,460,000	1,875,000	4,400,000	9,138	(99.8)
Transfer to Streets CIP	-	-	-	31,638	-	(100.0)
Transfer to LP&L - Collections	1,170,876	1,254,567	1,391,931	738,054	837,315	13.4
Transfer to LP&L - Cust. Info System Debt	180,996	184,462	224,887	115,673	108,352	(6.3)
Transfer to LP&L - Citizen Tower	97,380	95,429	-	-	-	-
Transfer to LP&L - Capital Purchase	-	-	-	-	-	-
Transfer to Gen Fund-Playa Lake Maint	346,848	330,867	357,336	384,136	526,266	37.0
Transfer to General Fund Capital	-	-	-	-	-	-
Miscellaneous	4,411	1,858	99,290	4,273	4,273	-
Transfer to Other Funds	-	-	-	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 22,578,955	20,237,901	19,373,071	21,243,322	16,422,120	(22.7)
Additional COL Adjustment					47,846	
TOTAL EXPENSES	\$ 25,724,631	23,675,480	23,375,612	25,754,957	21,038,862	(18.3)

Stormwater - Rate Model

	Budget	Forecast				
FUNDING SOURCES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 203031
Interest Earnings	\$ 876,067	878,300	880,500	882,700	884,900	887,100
Department Operations	22,695,782	22,866,967	23,039,589	23,213,659	23,389,192	23,566,200
Miscellaneous	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenue Sources	23,596,849	23,770,267	23,945,089	24,121,359	24,299,092	24,478,300
Use of Available Reserves	-	5,418,876	136,978	200,425	-	-
TOTAL FUNDING SOURCES	\$ 23,596,849	29,189,143	24,082,067	24,321,784	24,299,092	24,478,300

	Budget	Forecast				
DEPARTMENT LEVEL EXPENSES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 203031
Compensation	\$ 1,570,138	1,660,003	1,703,114	1,747,344	1,792,724	1,839,282
Benefits	905,247	928,418	952,206	976,629	1,001,704	1,027,450
Supplies	154,695	158,098	161,576	165,131	168,764	172,477
Maintenance	792,290	809,721	827,535	845,741	864,347	883,363
Other Charges	1,146,526	1,171,688	1,197,402	1,223,680	1,250,536	1,277,981
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 4,568,896	4,727,928	4,841,833	4,958,525	5,078,074	5,200,553

FUND LEVEL EXPENSES						
Debt Service	\$ 11,062,330	10,506,599	10,497,242	10,053,352	9,743,973	9,635,813
Transfer to Debt Service-Citizens Tower	102,623	105,702	108,873	112,139	115,503	118,968
Vehicle/Equipment Debt	-	-	-	-	-	-
Indirect Cost Allocation	265,357	273,318	281,517	289,963	298,662	307,621
Payment In Lieu of Property Tax	1,035,953	1,067,032	1,099,043	1,132,014	1,165,974	1,200,953
Franchise Fee	1,134,789	1,143,348	1,151,979	1,160,683	1,169,460	1,178,310
Transfer to Vehicle Replacement Fund	572,706	601,341	631,408	662,979	696,128	730,934
Transfer to Fleet CIP	763,018	1,007,018	1,007,018	1,007,018	1,007,018	1,007,018
Transfer to Storm Water Capital	9,138	8,250,000	2,925,000	3,375,000	2,050,000	2,125,000
Transfer to LP&L - Collections	837,315	854,061	871,143	888,565	906,337	924,463
Transfer to LP&L - CIS Debt	108,352	111,603	114,951	118,399	121,951	125,610
Transfer to General Fund	526,266	536,792	547,527	558,478	569,648	581,041
Miscellaneous	4,273	4,401	4,533	4,669	4,809	4,954
TOTAL FUND LEVEL EXPENSES	\$ 16,422,120	24,461,215	19,240,234	19,363,259	17,849,462	17,940,686
Additional COLI Adjustment	47,846					
TOTAL EXPENSES	\$ 21,038,862	29,189,143	24,082,067	24,321,784	22,927,536	23,141,238

	Budget	Forecast				
AVAILABLE RESERVES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 203031
Available Reserves	\$ 11,893,455	6,474,579	6,337,601	6,137,176	7,508,731	8,845,793
Less: Available Reserve Policy	(4,544,156)	(4,578,393)	(4,612,918)	(4,647,732)	(4,682,838)	(4,718,240)
TOTAL AVAILABLE RESERVES	\$ 7,349,298	1,896,186	1,724,683	1,489,444	2,825,893	4,127,553

Proposed Rate Structure Changes

Residential Rate Structure

Residential Rate - Monthly (Tier 1)	6.70	6.70	6.70	6.70	6.70	6.70
Residential Rate - Monthly (Tier 2)	10.25	10.25	10.25	10.25	10.25	10.25
Residential Rate - Monthly (Tier 3)	12.97	12.97	12.97	12.97	12.97	12.97
Residential Rate - Monthly (Tier 4)	19.46	19.46	19.46	19.46	19.46	19.46

Commercial Rate Structure

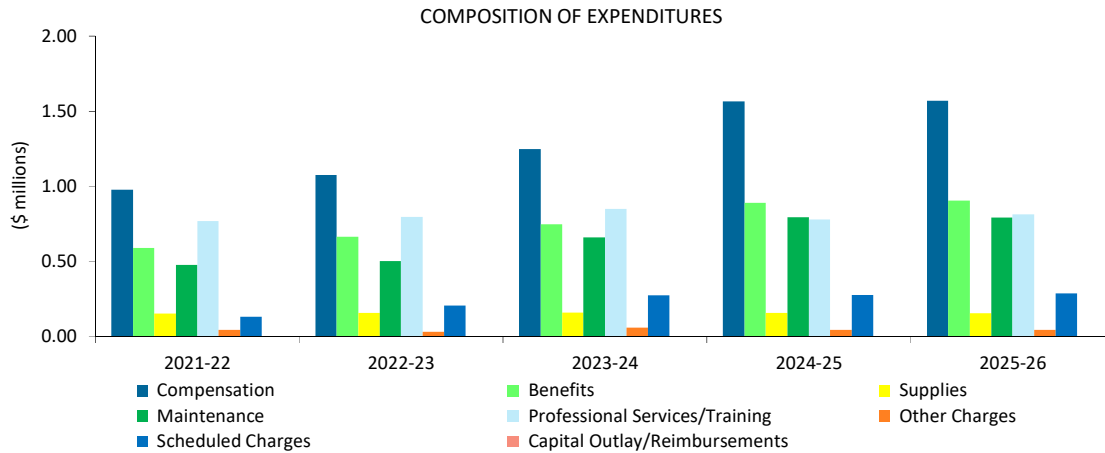
Commercial Rate - Monthly	19.46	19.46	19.46	19.46	19.46	19.46
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*per Equivalent Residential Unit (ERU) as of January 2015

Assumptions

1. Beginning in FY 2014-15, the rate is based upon impervious surface area.
2. The estimated growth of expenditures is forecasted at 2.2-2.6 percent unless trends indicate otherwise.
3. The proposed rate structure incorporated in this model is subject to change depending on many variables. Some of these variables may include: interest rates, commodity prices, inflation rates, and changes in the cost or priority of capital projects.

Stormwater - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 976,995	1,074,443	1,249,949	1,566,167	1,570,138	0.3
Benefits	590,348	664,514	746,880	891,711	905,247	1.5
Supplies	153,811	157,864	159,616	157,786	154,695	(2.0)
Maintenance	478,394	503,632	661,033	793,568	792,290	(0.2)
Professional Services/Training	767,979	796,818	849,974	779,402	812,931	4.3
Other Charges	44,859	31,879	60,029	44,320	45,111	1.8
Scheduled Charges	133,289	208,429	275,062	278,681	288,484	3.5
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 3,145,676	3,437,579	4,002,541	4,511,635	4,568,896	1.3

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 397,148	484,319	462,259	527,110	530,133	0.6
Benefits	205,847	248,857	257,063	297,157	294,889	(0.8)
Supplies	18,450	19,619	20,467	20,735	17,357	(16.3)
Maintenance	58,425	76,881	158,931	175,974	199,716	13.5
Professional Services/Training	765,223	794,672	848,437	767,761	801,181	4.4
Other Charges	25,155	29,996	34,655	42,360	43,150	1.9
Scheduled Charges	83,685	92,701	121,591	116,020	122,311	5.4
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL STORMWATER UTILITY	\$ 1,553,935	1,747,045	1,903,404	1,947,117	2,008,737	3.2

	0	0	0	0	0	0
EXPENDITURES BY CATEGORY	0	0	0	0	0	0
Compensation	\$ 408,082	393,320	454,056	602,523	600,542	(0.3)
Benefits	243,020	256,708	287,881	347,678	356,822	2.6
Supplies	90,315	82,704	74,342	78,329	72,366	(7.6)
Maintenance	284,610	290,962	345,408	460,131	448,870	(2.4)
Professional Services/Training	2,549	1,710	679	5,781	5,866	1.5
Other Charges	17,282	1,084	24,761	1,160	1,161	0.1
Scheduled Charges	26,982	73,808	89,110	95,050	96,929	2.0
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL STREET CLEANING	\$ 1,072,840	1,100,296	1,276,235	1,590,652	1,582,556	(0.5)

	0	0	0	0	0	0
EXPENDITURES BY CATEGORY	0	0	0	0	0	0
Compensation	\$ 171,765	196,804	333,634	436,534	439,463	0.7
Benefits	141,481	158,948	201,936	246,876	253,536	2.7
Supplies	45,046	55,541	64,807	58,722	64,972	10.6
Maintenance	135,359	135,789	156,694	157,463	143,704	(8.7)
Professional Services/Training	207	436	858	5,860	5,884	0.4
Other Charges	2,422	799	612	800	800	-
Scheduled Charges	22,622	41,920	64,361	67,611	69,244	2.4
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL STORM SEWER MAINTENANCE	\$ 518,901	590,237	822,901	973,866	977,603	0.4

LAKE ALAN HENRY

MISSION AND PURPOSE

The Sam Wahl Recreation Area (SWRA) at Lake Alan Henry (LAH), consisting of 580 acres southwest of the John T. Montford Dam, provides overnight camping, as well as day use, and recreational opportunities for lake visitors. Recreational amenities include a boat ramp, boat docks, covered fishing pier, a flush toilet and shower facility, campsites complete with tables, grills and fire rings, trails, and interpretive areas.

The Wildlife Mitigation Area (WMA), consisting of 3,700 acres north, south, and east of the John T. Montford Dam, provides hunting opportunities. Water Utilities Department (rate payers) funds expenses related to Lake Alan Henry as a public water supply, including management of the WMA. The LAH Fund was created by the City Council in FY 2004-05 for operations of the SWRA through the dedication of fees and permits generated in the area. All recreational activities and facilities maintenance are 100 percent funded through the related fees and permits. The General Fund and water rates do not support any of these operations.

GOALS AND OBJECTIVES

- Ensure a safe, clean environment for lake visitors.
- Meet all the permit requirements for habitat management on the Wildlife Mitigation Area.

ACCOMPLISHMENTS FOR FY 2024-2025

- Performed all game and non-game census on schedule.
- Submitted annual reports to State Historic Preservation Office (SHPO), Texas Parks and Wildlife Department (TPWD) and U.S. Army Corps of Engineers (USACE) as required and on time.
- Performed all road maintenance including shredding roadsides and motor grader plowing as needed on unimproved roadways to provide safe access.
- Performed maintenance on all heavy equipment.
- Performed all maintenance for surface water supplies, pipes and valves (solar panel water wells, submersible electric pump water wells and gravity flow raw lake water ponds) to provide consistent wildlife water, livestock water and wetland development.
- Maintained tree and shrub plantings as needed for wildlife food and shelter.
- Maintained and farmed (plowed, planted and shredded) 35 acres of farmed food plots for supplemental wildlife foods.
- Added two additional food plots for wildlife feed.
- Managed the livestock-grazing contract to provide wildlife habitat improvement through rotational grazing of seven pastures.
- Conducted all hunting programs and weekends safely, providing year-round recreational hunting opportunities.
- Improved trophy deer availability for hunters through appropriate habitat management.
- Performed weed control through spraying weeds and mesquite trees and regrowth as needed.
- Performed archeological monitoring to satisfy the requirements of the Cultural Resources Management Plan to SHPO.
- Spread and leveled pea gravel around all campsites and caliche for campsite road repair.
- Created new, updated brochures and informational material for patrons and annual pass holders.
- Worked on parking lot repairs including potholes and damage around the boat ramp.
- Trimmed trees within the recreation area and campsites.
- Cleaned and maintained landscaping around public restrooms, showers and permit office.
- Pressure washed and used street brush (skid steer attachment) on boat ramp to remove build-up to allow for better traction and avoid logjams during busy times.
- Worked with VenTek to repair and install new hardware in kiosk to provide customers with a more convenient experience.
- Maintained (96) 55-gallon trash barrels in the recreation area and emptied on a regular basis to avoid overflow.
- Added new point of sale system (CivicRec) to track data, financials and metrics more efficiently.
- Inspected dock and crappie house and made necessary repairs and preventive maintenance.

LAKE ALAN HENRY

- Worked with contractor to make significant repairs to the dock and crappie house including the fabrication of a new fifth wheel (connection point for dock and crappie house).
- Constructed a maintenance yard and added shipping container storage/office to the Sam Wahl Recreation Area.
- Landscaped newly constructed roadways with boulders.
- Cleared and maintained a day-use recreation area on the north side of the boat ramp to provide water access.
- Completed first phase of boat slip side bumper board replacement at the boat dock.
- Maintained all Lake Alan Henry buoys and put out two new spillway buoys, one “slow wake” buoy, one “no boat” buoy.
- Checked and maintained all trails on a regular basis to ensure safety.
- Worked with Texas Tech Hispanic Heritage Society to start a volunteer program to assist with picking up trash and debris throughout the Sam Wahl Recreation Area.
- Developed a summer outdoor educational program at LAH with Garza County Outdoor Youth and TPWD.
- Completed all measurements, photographs and descriptions for all campsites for the new Civic Rec POS system.
- Maintained and repaired various utilities and equipment at LAH restrooms, permit office, and campsites.

OBJECTIVES FOR FY 2025-2026

- Perform all game and non-game census on schedule.
- Continue to submit annual reports to State Historic Preservation Office (SHPO), Texas Parks and Wildlife Department (TPWD) and U.S. Army Corps of Engineers (USACE) as required and on time.
- Construct fire breaks in sections of the pastures.
- Perform maintenance on the cattle pens for better access.
- Perform all maintenance for surface water supplies, pipes and valves (solar panel water wells, submersible electric pump water wells and gravity flow raw lake water ponds) in order to provide consistent wildlife water, livestock water and wetland development.
- Maintain tree and shrub plantings for wildlife food and shelter.
- Manage the livestock grazing contract and work with contractor to provide wildlife habitat improvement through rotational grazing of livestock through seven pastures.
- Conduct all hunting programs and hunting weekends safely, providing year-round recreational hunting opportunities.
- Improve trophy deer availability for hunters through appropriate habitat management and annual harvest.
- Perform weed and brush control through spraying weeds and mesquite trees and their regrowth as needed.
- Perform archeological monitoring to satisfy requirements of the Cultural Resources Management Plan for SHPO.
- Maintain and update City’s website routinely and specifically for Lake Alan Henry including all annual fishing and hunting opportunities.
- Spread and level pea gravel around all campsites and caliche for campsite road repair and campsites for erosion control.
- Continue to create and update informational material for patrons and annual pass holders.
- Continue to repair potholes and damage around the boat ramp.
- Trim brush and trees within the recreation area and campsites.
- Continue to maintain landscaping around day use areas, public restrooms, showers, and permit office.
- Pressure wash and use street brush on boat ramp to remove build-up to allow for better traction and avoid logjams during busy times.
- Replace 15 trashcans barrels in the recreation area.
- Complete a new access trail at day use area #2.
- Complete the second phase of boat slip side bumper board replacement at the boat dock.
- Put out new lake buoys including two “Danger” buoys, two “No Boat” buoys, four “No Wake” buoys and anchors. Replace any buoys as necessary.
- Continue to work with Texas Tech Hispanic Heritage Society volunteer program group and allow them to assist with picking-up trash and debris throughout Sam Wahl Recreation Area.
- Continue summer outdoor educational program at LAH with Garza County Outdoor Youth/ TPWD.
- Spread and level crushed granite on ADA hiking trail and pea gravel around campsites for erosion control.

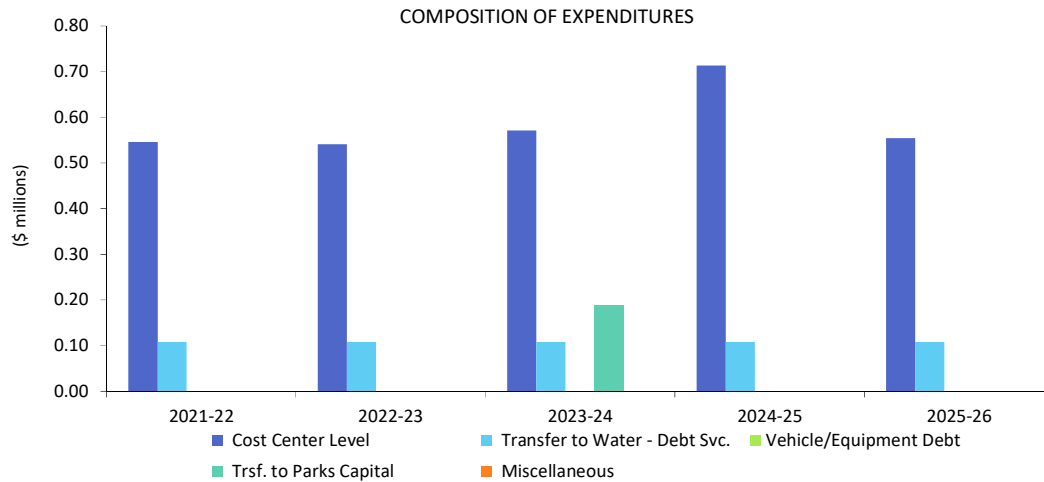
LAKE ALAN HENRY

- Continue to work with HOAs to ensure water access areas are safe.
- Maintain caliche road from the permit office to the dam as needed.
- Develop a system to remove trash from campsites and dock daily.
- Continue to develop a family-oriented swimming area below campsite 11 and install day-use picnic area.
- Work with LPD to form a plan to keep the recreation area secure and help enforce rules and regulations on a day-to-day basis.
- Work with contractors to continue to make needed repairs to the dock and crappie house.
- Incorporate a park host volunteer program.
- Incorporate a reservation system for campsites to include a gate system for LAH.
- Paint permit office, restrooms, and showers.

REVENUE OVERVIEW

For FY 2025-26, the two major revenue sources in the Lake Alan Henry Fund are Annual Permits at over thirty-six percent and Entrance Fees at just over thirty-two percent. Entrance Fees are derived from a daily fee paid upon entrance to the Sam Wahl Recreational Area at Lake Alan Henry. The Annual Permits are also associated with the fees paid upon entrance to the Sam Wahl Recreational Area; however, these fees are paid on an annual basis. Both these fees are charged dependent on weekday and weekend use as well as resident and non-resident status. The Annual Permits also include Annual Boat Permits. The Annual Boat Permit fee is charged to use the boat ramp for the year in the Sam Wahl Recreational Area. The next major source of revenue for the Lake Alan Henry Fund is the Restrictive Easement Permit Fee at just over thirteen percent. The Restrictive Easement Permit Fee is revenue derived from the issuance of permits for private construction in or on the Lake Alan Henry Restrictive Easement. The budget for the majority of the revenue sources in this fund is projected using prior year activity at the Lake as well as approved fees.

Lake Alan Henry



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Lake Alan Henry	2	2	2	2	2	-
TOTAL STAFFING	2	2	2	2	2	-

FULL-TIME POSITIONS

Recreational Area Supervisor	1
Wildlife Biologist	1
TOTAL FULL-TIME POSITIONS	2

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Number of Entrance Fees	22,576	20,247	22,477	22,600	22,750	0.7
Number of Boat Permits	3,802	3,369	3,628	3,700	3,750	1.4
Number of Campsite Rentals	2,381	2,101	2,342	2,400	2,450	2.1
Number of Annual Permits	2,800	2,663	2,660	2,700	2,750	1.9
Number of Hunting Permits	129	73	40	45	50	11.1
Performance Metrics						
Warning buoys set within 4 hours						
of notification of hazard (Goal 100%)	100.0%	100.0%	100.0%	100.0%	100.0%	-
Roads graded annually (Goal 2+)	5	4	4	4	4	-
Harvested antlered white tail deer scoring a weight index of at least 100	95.0%	93.0%	94.0%	94.0%	95.0%	1.1
Harvested antlerless white tail deer scoring a weight index of at least 100	90.0%	90.0%	91.0%	91.0%	92.0%	1.1

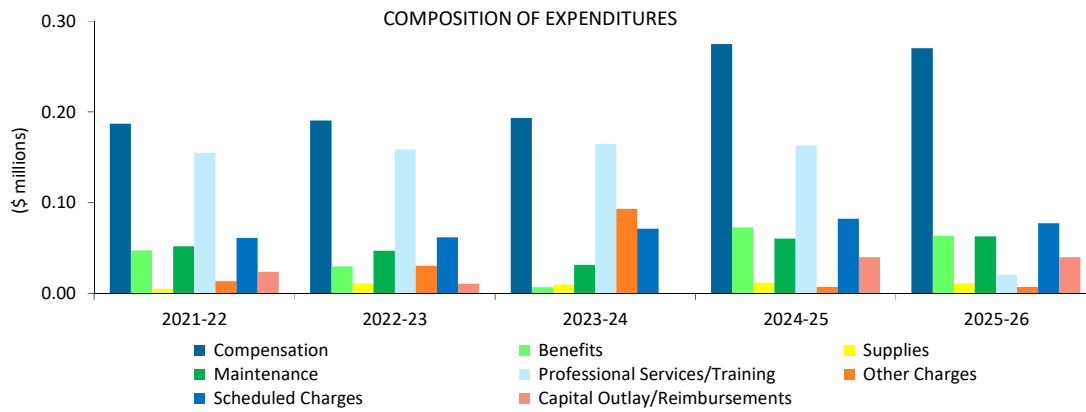
Lake Alan Henry - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest	7,292	18,397	29,750	18,844	15,497	(17.8)
Hunting Fees	15,837	6,465	11,435	14,000	14,000	-
Entrance Fees	243,283	263,580	258,018	230,000	240,000	4.3
Boat Launching Fees	46,928	46,719	46,561	47,000	47,000	-
Camping Fees	37,830	47,060	72,785	40,000	47,000	17.5
Individual Annual Permit	12,390	11,260	9,140	12,000	12,000	-
Family Annual Permit	173,260	186,040	193,735	175,000	180,000	2.9
Annual Boat Permit	62,704	71,938	71,507	65,000	69,000	6.2
Senior Annual Permit	9,730	9,445	8,520	9,000	9,000	-
Boat Slip Rentals	1,290	1,220	1,763	1,900	1,900	-
Livestock Grazing	1,104	720	6,816	5,000	5,000	-
Pay Showers	1,780	1,374	913	1,500	1,500	-
Restrictive Easement Permit Fee	104,350	128,260	142,023	100,000	100,000	-
Miscellaneous	250	2,300	10,059	-	-	-
Total Revenue Sources	\$ 718,027	794,777	863,024	719,244	741,897	3.1
Use of Available Reserves	-	-	4,539	101,806	30,103	(70.4)
TOTAL FUNDING SOURCES	\$ 718,027	794,777	867,563	821,050	772,000	(6.0)

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 187,166	190,607	193,344	274,954	270,274	(1.7)
Benefits	47,632	30,174	6,849	72,968	63,710	(12.7)
Supplies	5,141	11,195	10,034	11,689	11,337	(3.0)
Maintenance	52,228	47,223	31,900	60,746	62,949	3.6
Professional Services/Training	154,916	158,806	164,736	163,115	20,750	(87.3)
Other Charges	13,851	30,467	93,230	7,500	7,500	-
Scheduled Charges	61,081	62,012	71,557	82,166	77,560	(5.6)
Capital Outlay/Reimbursements	24,022	10,666	-	40,000	40,000	-
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 546,037	541,150	571,651	713,138	554,080	(22.3)

FUND LEVEL EXPENSES						
Transfer to Fleet CIP	\$ -	-	-	-	102,000	-
Transfer to Water	107,916	107,912	107,912	107,912	107,912	-
Transfer to Parks Capital Project Fund	-	-	188,000	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 107,916	107,912	295,912	107,912	209,912	94.5
Additional COL Adjustment					8,008	
TOTAL EXPENSES	\$ 653,953	649,062	867,563	821,050	772,000	(6.0)

Lake Alan Henry - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 187,166	190,607	193,344	274,954	270,274	(1.7)
Benefits	47,632	30,174	6,849	72,968	63,710	(12.7)
Supplies	5,141	11,195	10,034	11,689	11,337	(3.0)
Maintenance	52,228	47,223	31,900	60,746	62,949	3.6
Professional Services/Training	154,916	158,806	164,736	163,115	20,750	(87.3)
Other Charges	13,851	30,467	93,230	7,500	7,500	-
Scheduled Charges	61,081	62,012	71,557	82,166	77,560	(5.6)
Capital Outlay/Reimbursements	24,022	10,666	-	40,000	40,000	-
TOTAL EXPENDITURES BY CATEGORY	\$ 546,036	541,151	571,651	713,138	554,080	(22.3)

Summary of Enterprise Fund Fee Changes

Lake Alan Henry

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
New	ENTRANCE FEES	6438.0002	Dump Station Usage - Per use	0	5.00 - 15.00	5.00 - 15.00



AIRPORT

MISSION AND PURPOSE

Ensure safe and reliable airport operations by inspecting and maintaining facilities in compliance with Federal, State, and local guidelines and regulations. Lubbock Preston Smith International Airport provides the following services:

- Maintenance of airside facilities designed to efficiently and safely transfer air travelers between the air and ground.
- Care of landside facilities to aid in the transition of passengers between the secured side of the airport and non-secured side of the airport.
- Protection to the public through a 24-hour security access control system and law enforcement services.

A key component of Lubbock's transportation system is Lubbock Preston Smith International Airport, located seven miles north of the City's central business district on 3,000 acres of land adjacent to Interstate 27. The Airport is operated as a department of the City, with the guidance of an advisory board, and includes a 200,000 square foot passenger terminal building. The Airport has two commercial service runways, 11,500 and 8,000 feet in length. Air traffic control services include a 24-hour Federal Aviation Administration control tower and a full range of instrument approaches. The Airport is served by three signatory passenger airlines and two signatory cargo airlines. The airport averages 40 commercial flights a day.

GOALS AND OBJECTIVES

- Provide a safe and efficient transportation facility for the movement of persons and cargo.
- Maintain a system of rates and charges to airport tenants, making the airport self-sufficient.
- Ensure buildings and support facilities are safe, efficient, and project an image appropriate for the building's function.
- Provide safe and sufficient vehicle parking for airport patrons.

ACCOMPLISHMENTS FOR FY 2024-25

- Continued promotion and education of airport and aviation related issues through social media platforms. A combined 23,574 followers currently follow the airport on Facebook, Instagram, and Twitter, 354 more than previous year.
- Procured 5 year architectural/engineering contract(s). (March 2025)
- Welcomed new food and beverage concessionaire, SSP, and completed renovations to the Bar/Restaurant and gift shop. Final food court renovations anticipated by September 2025.
- Complete Passenger Facility Charge (PFC) application process; securing support funding for airport capital improvement program.
- Autonomous floor cleaning equipment cleaned 2,534,725 square feet of terminal floors (October – April)
- Completed design efforts for the Extend Twy L, Add Taxilane, and Expand Cargo Apron project. Project set to bid May 2025.
- Closed out final pandemic related grant relief programs (July 2025).
- Accepted \$5.7m Bipartisan Infrastructure Law (BIL) Airport Terminal Program (ATP) grant for terminal building mechanical upgrades. Construction began January 2025.
- Award construction contract for terminal building 2nd floor improvements (March 2025).
- Purchased handheld explosive materials detection equipment as required by TSA National Amendment 23-02.
- Completed annual TSA comprehensive inspection with no discrepancies. (Fall 2025)
- Safety Management System accepted by Federal Aviation Administration (March 2025).
- Airfield maintenance team replaced approximately 30,000 feet of high voltage lighting cabling, saving LBB future capital investment requiring contractor services.
- Supported 5 airport employees through training and certification processes:
 - Two airfield maintenance employees received the Underground Tank Certificates
 - One airport Operations Agent earned Airport Certified Employee (ACE) Operations certificate
 - One airport Police officer received Airport Security Coordinator certificate
 - One airport Police employee earned a Master of Public Administration

AIRPORT

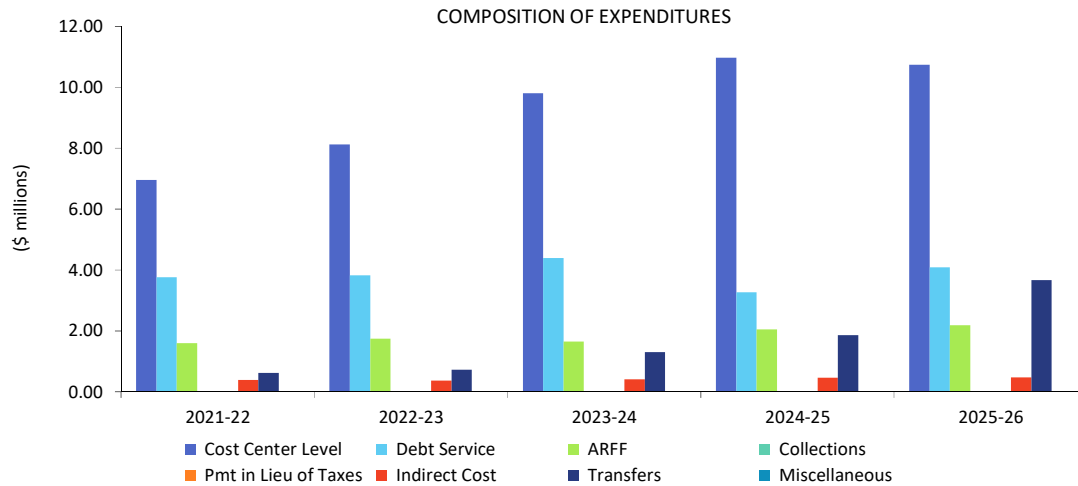
OBJECTIVES FOR FY 2025-26

- Continue social media outreach to involve the public in aviation related subjects. Grow program to 24,000 total social media followers.
- Negotiate new airline use and lease agreement (September 2026).
- Solicit new airport terminal building advertising concession agreement (September 2026).
- Procure new parking management agreement (September 2026).
- Begin construction of Extend Twy L, Add Taxilane, and Expand Cargo Apron project (NTP October 2025).
- Complete construction services of terminal building electrical upgrades (September 2026)
- Complete construction of terminal building mechanical upgrades (September 2026).
- Complete FAA required full scale emergency exercise (October 2025).
- Implement new airport inspection, record keeping, SMS, and work order system (October 2025).
- Continue replacing high voltage lighting cabling for preventative maintenance, saving LBB future capital investment and contractor services.
- Complete construction of terminal building 2nd floor improvements (September 2026).
- Seek ground transportation solutions to improve customer service and increase airport revenues.
- Support airport employees through training and certification processes:
 - One airport Operations Agent enrolled in American Association of Airport Executives Certified Member program
 - One airport Operations Agent enrolled in American Association of Airport Executives Accreditation program
 - Four airport Police officers enrolled in Airport Certified Employee-Law Enforcement certification program
 - One airport Police officer to earn TCOLE Intermediate certification
 - Continue investment in airport training programs (Blue Initiative and Electronic Technician specialty program)

REVENUE OVERVIEW

In FY 2025-26, over eighty-three percent of the revenues in the Airport Fund will come from department operations. Over thirty-three percent of the revenues in the Airport Fund are generated by fees associated with terminal operations. This includes rental of office space to airlines as well as rental car vendors. Revenues are projected utilizing a long-term model that projects the growth in the various airport operations and the revenue requirement of the fund based on capital and operating expenses. The Airport Fund has a five-year capital plan that is incorporated into the model to project current and future revenue needs. The factors utilized to project airport operations include current airport activity, historical data, current tenant occupancy rate of terminal, current or projected use of hangar and landing areas, along with fees associated with rental income and landing fees. Over twenty-one percent of total revenues are generated from landing operations while just under five percent is generated from hangar operations. The utilization of heavier aircraft contributed to the projected revenue amount in landing operations. The transfers from the Passenger Facility Charge (PFC) Fund and the Customer Facility Charge (CFC) Fund to the Airport Fund is over eleven percent of the revenue combined. This transfer is based on a debt service schedule and capital, funding FAA approved projects at Lubbock Preston Smith International Airport that enhance safety, security, or capacity, reduce noise, or increase air carrier competition. This year, parking revenues make up over twenty-three percent of the revenue in the Airport Fund. This is revenue derived from fees collected for use of the public parking lot and the Airport Shelter Park off-site facility that was acquired February 2015.

Airport



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Aviation Administration	6	6	6	6	6	-
Field Maintenance	7	7	7	7	7	-
Aviation Maintenance	13	13	13	13	13	-
Security Access	14	14	15	15	15	-
Security	10	10	11	11	11	-
TOTAL STAFFING	50	50	52	52	52	-

FULL-TIME POSITIONS

Airport Office Coordinator	1	Facilities Maintenance Supvr	1
Airport Support Specialist	1	Airport Operations Agent II	3
Dep Aviation Dir-Admin	1	Airport Operations Agent III	2
Deputy Aviation Dir-Operations	1	Airport Operations Dispatcher	5
Executive Director Airport	1	Airport Operations Supvr	1
Management Assistant	1	Airport Police Captain	1
Airfield Maintenance Supvr	1	Electronics Tech-Aviation	2
Airfield Maintenance Worker	5	Lead Airport Oper Dispatcher	1
Lead Airfield Maintenance Worker	1	Airport Police Officer I	1
Airport Bldg Maint Tech	2	Airport Police Officer II	1
Airport Bldg Maint Tech Leader	2	Airport Police Officer III	6
Custodian II	6	Airport Police Sergeant	3
Custodian III	2	TOTAL FULL-TIME POSITIONS	52

	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
METRICS/PERFORMANCE MEASURES						
Passenger air carriers	3	3	3	3	3	-
Total passengers	979,363	1,078,194	1,138,158	1,150,000	1,150,000	-
Freight carriers	4	4	4	4	4	-
Landings and takeoffs	93,349	86,494	81,497	82,000	82,000	-

Airport - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 392,078	968,804	1,693,851	1,153,633	848,753	(26.4)
Department Operations						
Landing	3,016,447	3,315,604	3,722,733	4,336,000	4,336,000	-
Hangar	808,975	883,363	927,246	948,900	979,000	3.2
Terminal	4,350,580	4,942,723	5,858,655	6,722,000	6,875,500	2.3
Parking	3,110,690	3,625,176	4,429,867	4,575,619	4,670,767	2.1
Industrial	83,194	70,490	73,363	75,000	77,500	3.3
Agriculture & Rent	49,466	32,849	29,840	35,000	30,000	(14.3)
CARES Act	139,992	386,165	-	-	-	-
Transfer from PFC Fund - Debt	1,326,419	1,331,266	1,498,446	1,303,806	2,212,982	69.7
Transfer from CFC Fund - Debt	1,050,420	1,053,598	1,050,336	1,050,611	1,054,564	0.4
Miscellaneous	331,387	328,753	303,040	168,000	168,000	-
Total Revenue Sources	\$ 14,659,646	16,938,789	19,587,378	20,368,569	21,253,066	4.3
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 14,659,646	16,938,789	19,587,378	20,368,569	21,253,066	4.3

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 2,307,435	2,465,740	2,872,034	2,989,556	3,034,528	1.5
Benefits	1,116,208	1,204,056	1,354,841	1,548,845	1,590,152	2.7
Supplies	205,823	159,646	272,245	295,767	287,858	(2.7)
Maintenance	688,167	734,279	1,123,377	1,108,217	1,222,097	10.3
Professional Services/Training	1,249,545	1,873,413	2,358,233	2,562,217	2,715,295	6.0
Other Charges	21,989	4,046	10,732	65,470	8,250	(87.4)
Scheduled Charges	1,317,198	1,496,771	1,580,697	1,993,149	1,879,213	(5.7)
Capital Outlay/Reimbursements	46,285	191,611	227,349	410,831	-	(100.0)
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 6,952,651	8,129,563	9,799,507	10,974,052	10,737,393	(2.2)

FUND LEVEL EXPENSES						
Net Debt Service	\$ 3,757,581	3,820,460	4,391,095	3,272,484	3,175,361	(3.0)
CIP Tax/Notes	7,388	2,251	-	-	917,934	-
Indirect Cost Allocation	387,816	373,031	412,732	459,372	469,522	2.2
Airport Rescue Fire Fighting Transfer	1,595,844	1,746,135	1,652,161	2,043,020	2,186,125	7.0
Transfer to Airport Capital	624,000	720,520	1,295,000	1,855,500	3,672,000	97.9
ARPA Relief Funds Reimb.-Debt Svc	-	-	-	(176,729)	-	(100.0)
ARPA Relief Funds Reimb.-Terminal/Bldg Main	-	-	-	-	-	-
Miscellaneous	1,157	862	4,080	1,200	2,000	66.7
TOTAL FUND LEVEL EXPENSES	\$ 6,373,786	6,663,259	7,755,068	7,454,847	10,422,942	39.8
Additional COL Adjustment					90,233	
TOTAL EXPENSES	\$ 13,326,437	14,792,822	17,554,575	18,428,899	21,250,568	15.3

Airport - Operating Model

	Budget	Forecast				
FUNDING SOURCES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Interest Earnings	\$ 848,753	801,050	755,725	713,175	672,475	634,550
Department Operations						
Landing	4,336,000	4,463,360	4,594,514	4,729,574	4,868,659	5,011,888
Hangar	979,000	1,008,370	1,038,621	1,069,780	1,101,873	1,134,929
Terminal	6,875,500	7,072,225	7,274,831	7,483,494	7,698,396	7,919,724
Parking	4,670,767	4,808,467	4,950,298	5,096,384	5,246,852	5,401,835
Industrial	77,500	79,825	82,220	84,686	87,227	89,844
Agriculture & Rent	30,000	30,000	30,000	30,000	30,000	30,000
Transfer from the PFC & CFC Fund	3,267,546	3,502,683	3,604,422	3,760,912	3,747,671	3,852,645
Miscellaneous	168,000	169,550	171,116	172,697	174,294	175,908
Total Revenue Sources	21,253,066	21,935,530	22,501,746	23,140,703	23,627,448	24,251,323
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 21,253,066	21,935,530	22,501,746	23,140,703	23,627,448	24,251,323

	Budget	Forecast				
DEPARTMENT LEVEL EXPENSES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Compensation	\$ 3,034,528	3,189,211	3,255,021	3,322,220	3,330,442	3,338,906
Benefits	1,590,152	1,698,178	1,799,495	1,909,573	2,028,949	2,158,862
Supplies	287,858	293,297	299,163	305,146	311,249	317,474
Maintenance	1,222,097	1,254,993	1,288,937	1,323,968	1,360,129	1,397,461
Professional Services/Training	2,715,295	2,796,053	2,879,220	2,964,867	3,053,069	3,143,902
Other Charges	8,250	8,415	8,583	8,755	8,930	9,109
Scheduled Charges	1,879,213	1,963,334	2,051,439	2,143,722	2,240,387	2,341,648
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 10,737,393	11,203,481	11,581,857	11,978,251	12,333,155	12,707,363

FUND LEVEL EXPENSES						
Net Debt Service	\$ 3,175,361	3,534,017	3,607,767	3,723,848	4,445,668	4,310,331
CIP Tax/Notes	917,934	918,862	920,595	916,312	920,921	919,328
Indirect Cost Allocation	469,522	483,608	498,116	513,059	528,451	544,305
Aircraft Rescue Fire Fighting Transfer	2,186,125	2,295,431	2,410,203	2,530,713	2,657,249	2,790,111
Transfer to Airport Capital	3,672,000	3,325,250	2,865,000	2,420,815	2,716,699	750,000
Miscellaneous	2,000	2,040	2,081	2,122	2,165	2,208
TOTAL FUND LEVEL EXPENSES	10,422,942	10,559,207	10,303,762	10,106,869	11,271,152	9,316,283
TOTAL EXPENSES	\$ 21,250,568	21,762,688	21,885,619	22,085,121	23,604,307	22,023,646

	Forecast	Budget	Forecast				
AVAILABLE RESERVES	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Beginning Balance	\$ 24,627,345	24,829,844	25,002,685	25,618,812	26,674,395	26,697,535	28,925,212
Reserve Fund Requirement	(4,158,349)	(4,284,192)	(4,407,949)	(2,721,240)	(2,799,992)	(2,881,095)	(2,964,619)
TOTAL AVAILABLE RESERVES	\$ 20,468,995	20,545,652	20,594,736	22,897,573	23,874,402	23,816,440	25,960,593

Airport Passenger Facility Charge - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
FUNDING SOURCES						
Passenger Facility Charge	1,717,349	2,136,032	1,927,287	2,211,000	2,222,000	0.5
Interest Earnings	47,069	130,491	234,828	151,797	212,090	39.7
Total Revenue Sources	\$ 1,764,419	2,266,523	2,162,115	2,362,797	2,434,090	3.0
Use of Available Reserves	-	-	-	-	778,892	-
TOTAL FUNDING SOURCES	\$ 1,764,419	2,266,523	2,162,115	2,362,797	3,212,982	36.0
	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
FUND LEVEL EXPENSES						
Transfer to Airport-PFC Debt Service	1,326,419	1,331,266	1,498,446	1,303,806	2,212,982	69.7
Transfer to Airport Capital	-	-	-	-	1,000,000	-
TOTAL FUND LEVEL EXPENSES	\$ 1,326,419	1,331,266	1,498,446	1,303,806	3,212,982	146.4
TOTAL EXPENSES	\$ 1,326,419	1,331,266	1,498,446	1,303,806	3,212,982	146.4

Airport Passenger Facility Charge - Operating Model

	Budget	Forecast				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
FUNDING SOURCES						
Interest Earnings	\$ 212,090	218,160	225,230	232,300	239,370	221,075
PFC Revenue	2,222,000	2,233,000	2,244,000	2,255,000	2,266,275	2,277,606
Total Revenue Sources	2,434,090	2,451,160	2,469,230	2,487,300	2,505,645	2,498,681
Use of Available Reserves	778,892	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 3,212,982	2,451,160	2,469,230	2,487,300	2,505,645	2,498,681

	Budget	Forecast				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
FUND LEVEL EXPENSES						
Transfer to Capital PFC Pay-As-You-Go	\$ 1,000,000	-	-	-	-	-
Transfer - PFC Debt Service Annually	2,212,982	1,531,574	1,630,304	1,791,339	1,775,487	1,880,739
TOTAL FUND LEVEL EXPENSES	\$ 3,212,982	1,531,574	1,630,304	1,791,339	1,775,487	1,880,739

	Budget	Forecast				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
AVAILABLE RESERVES						
Available Reserves	5,735,214	5,735,939	5,654,271	5,433,920	5,243,157	4,941,771
TOTAL AVAILABLE RESERVES	5,735,214	5,735,939	5,654,271	5,433,920	5,243,157	4,941,771

Airport Customer Facility Charge - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
FUNDING SOURCES						
Customer Facility Charge	815,279	836,204	1,210,280	1,205,400	1,208,000	0.2
Interest Earnings	45,238	101,890	157,256	122,230	128,125	4.8
Transfer from Airport Capital Fund	-	-	-	-	-	-
Total Revenue Sources	\$ 860,516	938,094	1,367,536	1,327,630	1,336,125	0.6
Use of Available Reserves	189,904	115,504	13,431	-	-	-
TOTAL FUNDING SOURCES	\$ 1,050,420	1,053,598	1,380,967	1,327,630	1,336,125	0.6
	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
FUND LEVEL EXPENSES						
CFC Transfer to Airport Capital	-	-	330,631	200,000	200,000	-
Transfer - CFC Debt Service Annually	1,050,420	1,053,598	1,050,336	1,050,611	1,054,564	0.4
TOTAL FUND LEVEL EXPENSES	\$ 1,050,420	1,053,598	1,380,967	1,250,611	1,254,564	0.4
TOTAL EXPENSES	\$ 1,050,420	1,053,598	1,380,967	1,250,611	1,254,564	0.4

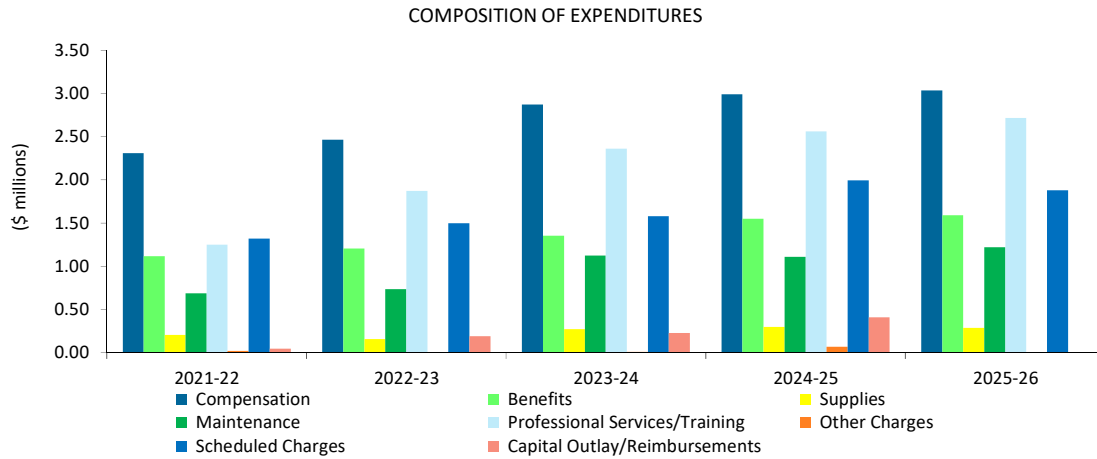
Airport Customer Facility Charge - Operating Model

	Budget	Forecast				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
FUNDING SOURCES						
Interest Earnings	\$ 128,125	134,275	140,425	146,575	153,750	145,225
CFC Revenue	1,208,000	1,211,000	1,214,000	1,217,000	1,220,043	1,223,093
Total Revenue Sources	1,336,125	1,345,275	1,354,425	1,363,575	1,373,793	1,368,318
Use of Excess Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 1,336,125	1,345,275	1,354,425	1,363,575	1,373,793	1,368,318

	Budget	Forecast				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
FUND LEVEL EXPENSES						
Transfer to Airport Capital - CFC Pay-As-You-Go	\$ 200,000	200,000	200,000	200,000	200,000	200,000
Transfer - CFC Debt Service Annually	\$ 1,054,564	1,052,248	1,053,524	1,053,262	1,051,264	1,052,577
TOTAL FUND LEVEL EXPENSES	\$ 1,254,564	1,252,248	1,253,524	1,253,262	1,251,264	1,252,577

	Budget	Forecast				
	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
AVAILABLE RESERVES						
Available Reserves	3,295,423	3,388,451	3,489,352	3,599,665	3,722,194	3,837,935
TOTAL AVAILABLE RESERVES	3,295,423	3,388,451	3,489,352	3,599,665	3,722,194	3,837,935

Airport - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 2,307,435	2,465,740	2,872,034	2,989,556	3,034,528	1.5
Benefits	1,116,208	1,204,056	1,354,841	1,548,845	1,590,152	2.7
Supplies	205,823	159,646	272,245	295,767	287,858	(2.7)
Maintenance	688,167	734,279	1,123,377	1,108,217	1,222,097	10.3
Professional Services/Training	1,249,545	1,873,413	2,358,233	2,562,217	2,715,295	6.0
Other Charges	21,989	4,046	10,732	65,470	8,250	(87.4)
Scheduled Charges	1,317,198	1,496,771	1,580,697	1,993,149	1,879,213	(5.7)
Capital Outlay/Reimbursements	46,285	191,611	227,349	410,831	-	(100.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 6,952,651	8,129,563	9,799,507	10,974,052	10,737,393	(2.2)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY DEPARTMENT	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Aviation Administration	\$ 1,327,597	1,618,728	1,639,371	1,811,072	1,723,845	(4.8)
Field Maintenance	1,034,601	1,068,178	1,591,048	1,825,885	1,505,498	(17.5)
Aviation Maintenance	2,152,200	2,102,507	2,715,709	3,285,009	3,401,766	3.6
Security Access	1,090,733	1,188,817	1,414,496	1,576,242	1,615,103	2.5
Security	886,141	1,063,243	1,131,038	1,200,823	1,117,959	(6.9)
Parking	461,377	1,088,089	1,307,845	1,275,021	1,373,222	7.7
TOTAL EXPENDITURES BY DEPARTMENT	\$ 6,952,651	8,129,563	9,799,507	10,974,052	10,737,393	(2.2)

Airport - Department Expenditures

Aviation Administration	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 512,530	501,303	528,594	568,085	593,342	4.4
Benefits	212,112	195,768	211,029	233,072	246,545	5.8
Supplies	7,485	8,018	10,705	9,754	10,400	6.6
Maintenance	1,650	1,722	1,710	3,253	2,978	(8.5)
Professional Services/Training	145,321	143,646	158,273	331,150	335,460	1.3
Other Charges	2,411	632	361	750	750	-
Scheduled Charges	446,089	767,639	728,699	665,008	534,370	(19.6)
TOTAL AVIATION ADMINISTRATION	\$ 1,327,597	1,618,728	1,639,371	1,811,072	1,723,845	(4.8)

Field Maintenance						
EXPENDITURES BY CATEGORY						
Compensation	\$ 246,956	305,435	336,553	344,905	344,060	(0.2)
Benefits	138,851	166,964	149,670	198,393	201,009	1.3
Supplies	73,826	40,991	46,615	93,772	89,830	(4.2)
Maintenance	336,082	394,566	623,284	507,386	516,761	1.8
Professional Services/Training	128,266	52,428	183,368	245,735	246,435	0.3
Other Charges	9,932	-	4,420	-	-	-
Scheduled Charges	54,404	103,677	110,589	120,194	107,403	(10.6)
Capital Outlay/Reimbursements	46,285	4,118	136,549	315,500	-	(100.0)
TOTAL FIELD MAINTENANCE	\$ 1,034,601	1,068,178	1,591,048	1,825,885	1,505,498	(17.5)

Aviation Maintenance						
EXPENDITURES BY CATEGORY						
Compensation	\$ 408,974	417,320	533,497	577,049	594,973	3.1
Benefits	228,308	234,865	305,653	338,605	350,132	3.4
Supplies	84,858	78,793	156,595	132,167	137,262	3.9
Maintenance	304,542	290,994	425,190	518,748	558,463	7.7
Professional Services/Training	419,011	513,741	594,148	644,693	664,025	3.0
Scheduled Charges	706,508	487,317	609,837	1,073,747	1,096,911	2.2
Capital Outlay/Reimbursements	-	79,486	90,800	-	-	-
TOTAL AVIATION MAINTENANCE	\$ 2,152,200	2,102,507	2,715,709	3,285,009	3,401,766	3.6

Security Access						
EXPENDITURES BY CATEGORY						
Compensation	\$ 625,907	696,054	803,138	838,139	839,310	0.1
Benefits	311,100	343,213	403,907	435,126	446,839	2.7
Supplies	24,262	10,781	15,587	19,774	15,354	(22.4)
Maintenance	26,471	27,358	53,175	58,588	126,232	115.5
Professional Services/Training	56,460	58,515	89,449	103,065	126,783	23.0
Other Charges	1,757	3,139	390	10,000	7,500	(25.0)
Scheduled Charges	44,775	49,757	48,850	51,550	53,085	3.0
Capital Outlay/Reimbursements	-	-	-	60,000	-	(100.0)
TOTAL SECURITY ACCESS	\$ 1,090,733	1,188,817	1,414,496	1,576,242	1,615,103	2.5

Security						
EXPENDITURES BY CATEGORY						
Compensation	\$ 513,069	545,627	670,252	661,378	662,843	0.2
Benefits	225,837	263,246	284,582	343,649	345,627	0.6
Supplies	15,392	21,063	42,744	40,300	35,012	(13.1)
Maintenance	19,422	19,640	20,017	20,242	17,663	(12.7)
Professional Services/Training	76,504	75,451	76,460	11,490	18,830	63.9
Other Charges	7,889	285	5,570	54,720	-	(100.0)
Scheduled Charges	28,028	29,924	31,412	33,713	37,984	12.7
Capital Outlay/Reimbursements	-	108,007	-	35,331	-	(100.0)
TOTAL SECURITY	\$ 886,141	1,063,243	1,131,038	1,200,823	1,117,959	(6.9)

Parking	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Professional Services/Training	\$ 423,984	1,029,632	1,256,535	1,226,084	1,323,762	8.0
Scheduled Charges	37,394	58,458	51,310	48,937	49,460	1.1
TOTAL PARKING	\$ 461,377	1,088,089	1,307,845	1,275,021	1,373,222	7.7

Summary of Enterprise Fund Fee Changes

Airport

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	Hangar and Shop Rent	6909	Million Air East *formerly Lubbock Aero East 108 - per sq ft/per mo	1.9219	1.9388	0.0169
Current		6909	Million Air *formerly Lubbock Aero East 302 - per sq ft/per mo	1.8174	1.8335	0.0161
Current		6909	Million Air *formerly Lubbock Aero (Hangar 20) - per sq ft/per mo	1.8634	1.8799	0.0165
Current		6909	Med-Trans Corp (Aero-Care) - per sq ft/per mo	1.9432	1.9603	0.0171
Current		6909	Condorsaa Aviation - per sq ft/per mo	2.0414	2.0594	0.0180
Current	East Terminal Rent Land Rent - Fixed Base Operator	6909	Million Air *formerly Lubbock Aero (Brick Hangar) - per sq ft/per mo	2.078	2.0964	0.0184
Current		6909	Million Air *formerly Lubbock Aero East 310 - per sq ft/per mo	1.2451	1.2561	0.0110
Current		6910	Million Air *formerly Lubbock Aero East (per sq. ft.) - per sq ft/per mo	6.9304	6.9915	0.0611
Current		6912	Million Air *formerly Lubbock Aero (Tracks) - per sq ft/per mo	0.185	0.1867	0.0017
Current		6912	Million Air *formerly Lubbock Aero T-hangars (West) - per sq ft/per mo	0.2022	0.2039	0.0017
Current		6912	Charles Hall Hangar - per sq ft/per mo	0.2043	0.2061	0.0018
Current		6912	Jim Killion Hangar - per sq ft/per mo	0.2044	0.2062	0.0018
Current		6912	Wolfpen (facility) - per sq ft/per mo	0.2054	0.2072	0.0018
Current		6912	Wolfpen (parking lot) - per sq ft/per mo	0.205	0.2068	0.0018
Current		6912	ABX Lubbock (Midway) - per sq ft/per mo	0.2158	0.2177	0.0019
Current		6912	Million Air *formerly Lubbock Aero (Hangar 20) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Echo Hangar - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Million Air *formerly Lubbock Aero East (fuel & storage) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Executive Hangars - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Million Air *formerly Lubbock Aero East (Horton) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Million Air *formerly Lubbock Aero East (108,302) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Med-Trans Corp (AeroCare) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Million Air *formerly Lubbock Aero (Brick Hangar) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Birdcage (N50SQ, LLC) - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Lee Lewis Construction - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Condorsaa Aviation - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Berry Enterprises - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	WesTex Aviation *formerly West Gaines Seed - per sq ft/per mo	0.2285	0.2305	0.0020
Current		6912	Webber Construction - per sq ft/per mo	0.2836	0.2861	0.0025
Current		6912	Madera Residential - per sq ft/per mo	0.2797	0.2822	0.0025
Current		6912	Robert Madden - per sq ft/per mo	0.2797	0.2822	0.0025
Current		6912	Marco Steel - per sq ft/per mo	0.2797	0.2822	0.0025
Current		6912	Million Air *formerly Lubbock Aero (new hangar) - per sq ft/per mo	0.2797	0.2822	0.0025
Current		6912	Federal Express - per sq ft/per mo	0.5358	0.5405	0.0047
Current		6912	United Parcel Service - per sq ft/per mo	0.5358	0.5405	0.0047
Current	Office Space Rentals - Airlines	6913	Office Space Rentals - Airlines - per sq ft/per mo	45.28	45.54	0.2600
Current	Office Space Rentals - Other	6914	ABM - per sq ft/per mo	26.733	26.9689	0.2359
Current		6914	TSA - per sq ft/per mo	44.4341	45.60	1.1659
Current	Land Rent - Terminal	6914	Alamo - per sq ft/per mo	45.28	45.54	0.2600
Current		6915	Land Rent - Terminal - per sq ft/per mo	0.2541	0.2637	0.0096
Current	Building Rent	6919	Marco Steel - per sq ft/per mo	1.5725	1.5864	0.0139
Current	Rental Car Parking	7551	Rental Car Parking from each rental agency - per month	31	32	1
Current	Landing Fees - Airlines	7534	Landing Fees - Airlines - per 1,000 lbs	4.18	4.66	0.48
Current	Landing Fees - Other	7535	Landing Fees - Other - per 1,000 lbs	5.23	5.83	0.6

TRANSIT

MISSION AND PURPOSE

Deliver safe, quality, efficient, environmentally sustainable transportation choices that link people, jobs and community. Citibus provides the following services that is essential to economic vitality:

- City of Lubbock fixed route transportation.
- CitiAccess paratransit transportation.
- OnDemand (microtransit) transportation.
- Texas Tech University subsystem.
- Special services for charters and sporting events.
- Food King Shopper program – transports low to moderate income and senior citizen passengers from their home to the store.
- Regional service sub-contractor for Medicaid transportation program for the Region 1.
- Greyhound agent for the Lubbock area.

GOALS AND OBJECTIVES

- Seek complementary operating sources of funding to replace city government subsidies.
- Maintain the financial performance of Citibus by striving for 40% cost recovery ratio.
- Apply for federal grants that support the ongoing efforts to replace buses and vans.

ACCOMPLISHMENTS FOR FY 2024-25

- Submitted Federal grant applications for FY 2025 Section 5339(c) Low or No Emissions Grant and Section 5339(b) Bus and Bus Facilities Grant.
- Submitted grant application for Section 5304 State Planning Grant.
- Issued purchase order for five (5) 35' and five (5) 40' Gillig hybrid-electric buses to be used on the City and University fixed route systems. The buses are funded through a Section 5339(c) Low or No Emissions Grant.
- Issued purchase order for five (5) Citibus Access ADA complimentary paratransit and OnDemand vans that will replace vehicles that have exceeded their useful life.
- Received three (3) new 35' hybrid-electric trolleys and twelve (12) 40' Gillig hybrid-electric buses to be used on the City and University fixed route systems and special services as allowed in accordance with Federal Charter Regulations. The vehicles were funded through a Section 5339(c) Low or No Emissions grant and are replacing buses that have exceed their useful life.
- Implemented a contract for armed security guards to provide greater security and protection for Citibus employees, passengers and facilities.
- Deployed Swiftly Driver App to enhance on time performance on fixed route and university services.
- Worked with the City of Albuquerque/ABQ Ride and the Federal Transit Administration on the transfer of twenty-one (21) GFI Fast Fare fareboxes. The Genfare Fast Fare fareboxes accept multiple forms of payment media allowing Citibus to provide up to date and efficient fare payment options for their passengers.
- Purchased twenty-eight (28) Automatic Passenger Counters (APCs) for the older buses in the Citibus fleet. APC's are needed to assist in requirements for National Transit Database (NTD) reporting. APC's are being included in the new bus builds. In order to be in compliance and have accurate passenger counts for the NTD reports, Citibus needs to update the older fleet with APC's.
- Purchased facility cameras through the State Contract for the Citibus administrative/maintenance facility and the Downtown Transfer Plaza. New cameras will be installed on both floors of the administration building, throughout the maintenance facility, bus parking lot, service lane, and in and outside the Downtown Transfer Plaza. This will enhance the safety and security of all Citibus facilities.
- Continued to implement equitable transit options through the OnDemand service for all citizens in the City of Lubbock city limits.
- Purchased new shop trucks for the Citibus maintenance department to be used on road calls and other maintenance tasks.
- Working with planning consultant firm, Fehr & Peers, to assist with various Citibus planning related tasks; including the Citibus Route and Network Redesign.

TRANSIT

- Purchased ten (10) new shelters from Tolar Manufacturing to replace existing shelters as well as new locations where ridership patterns show a need.
- Worked with the City of Lubbock on a new Citibus website that will be included as a page on the City of Lubbock website.
- Continued to increase Citibus' social media and public communications presence through various campaigns.
- Educated the public on Citibus service(s) on the fixed routes and OnDemand services through Citibus' social media presence various community events.
- Participated in multiple job fairs to potentially recruit new drivers and maintenance personnel.
- Updated the Public Transit Agency Safety Plan (PTASP) and Transit Asset Management (TAM) Plan Targets in compliance with FTA requirements.
- Increased Citibus community involvement and Citibus' presence in the community through various events.
- Continued to place a heavy emphasis on the safety of operations and the organization enhancing the safety and training program to reduce vehicle and passenger accidents and incidents. By doing so, the Accident Frequency Rate and Incident Frequency Rate have been reduced.
- Partnered with various City of Lubbock departments to meet transportation needs for various events.
- Continued our partnership with the LBK Network to help identify and respond to the needs of citizens in the Lubbock community.
- Citibus continued to assist the South Plains Food Bank in their mission to eliminate hunger by delivering food boxes to those in need.

OBJECTIVES FOR FY 2025-26

- Identify funding sources for the relocation of the administrative offices, maintenance facility and potential transit hub locations.
- Host the Texas Transit Association 2026 State Rodeo & Annual Conference bringing a upwards of 200-300 participants to Lubbock over a course of six (6) days.
- Promote Citibus' 50th anniversary through a variety of public events and initiatives, including rider appreciation events designed to highlight the impact of public transportation in the Lubbock community over the past five decades.
- Issue purchase order (PO) for three (3) Citibus Access ADA complimentary paratransit and OnDemand vans that will replace vehicles that have exceeded their useful life.
- Issue purchase order (PO) for the purchase of ten (10) 35' Gillig hybrid-electric buses to be used on the City and University fixed route systems. The buses are funded through a Section 5339(c) Low or No Emissions
- Replace staff support vehicles that have exceeded their useful life and reduce maintenance costs.
- Upgrade remainder of fare collection system that will include options to pay through various methods including debit/credit cards.
- Implement new fare structure for paratransit & OnDemand services.
- Implement the Citibus Route and Network Redesign that will introduce new express routes, microtransit zones, and allow Citibus to reach areas of growth within in the city that have not previously been accessible through public transportation.
- Implement a new fare structure for the fixed route services.
- Identify locations for bus shelters to include new locations and shelter replacement locations.
- Implementation of Kronos payroll system in an effort to provide greater efficiency and accuracy of Citibus employee time keeping and payroll processing.
- Improve the safety program to reduce preventable accidents and increase safety awareness. •Build a positive safety culture between all Citibus employees enabling Citibus to meet the PTASP requirements.
- Enhance Citibus' community presence to increase awareness of Citibus services.
- Complete procurement(s) for passenger amenities, i.e. shelters, benches, etc.
- Improve operational efficiencies that will help reduce labor costs.
- Continue to enhance the South Plains Food Bank and Food King Shopper services.
- Increase the awareness and usage of the GoPass app for trip planning and fare payments.

TRANSIT

SIGNIFICANT BUDGET CHANGES FOR FY 2025-26

- Citibus is currently using American Rescue Plan Act (ARPA) grant funding in lieu of local funding to support and maintain current operations. Being that ARPA funds are intended to be a one-time grant funding source, the funds are expected to be depleted in the next two to three years at which time other recurring funding sources would need to increase in order to maintain current and future service levels from the Citibus 5-Year Service Plan. In the absence of an increase of other recurring funding sources, services would need to be adjusted to balance with funding levels.
- Fare structure for paratransit & OnDemand services: A new fare structure for the paratransit and OnDemand services is included in the 2026 budget proposal and is in-line with the Citibus 5-Year Service Plan approved by the City Council in November 2024. The Transit Advisory Board approved a new fare structure for the paratransit & OnDemand services at their May 2025 meeting. If approved by City Council through the budget process, the new fare structure will take effect on November 1, 2025.

Paratransit:

Trip	Current Fare	Proposed Fare
Trips that begins/ends inside ¼ mile of fixed route	\$2.00/trip	\$2.00/trip
Trip begins/ends outside ¼ mile but inside 2 miles of a fixed route and to/from High Point Village	\$2.00/trip	\$5.00/trip
Trip begins/ends outside of 2 miles to city limit	\$2.00/trip	\$10.00/trip

OnDemand:

Trip	Current Fare	Proposed Fare
Trip is less than 2 miles	\$2.00/trip	\$2.00/trip
Trip is 2 – 4 miles	\$2.00/trip	\$5.00/trip
Trip is 4 – 7 miles	\$2.00/trip	\$7.00/trip
Trip is 7+ miles	\$2.00/trip	\$10.00/trip

- 5-Year Service Plan Route & Service Redesign: Included the 2026 budget proposal is the implementation of Phase 1 of the Citibus 5-Year Service Plan beginning in July 2026. Phase 1 will include a new fixed route structure and zoned OnDemand services. It is anticipated that a full year of Phase 1 service will include 100,000 revenue service hours divided between fixed route (61,000), paratransit (33,000) and OnDemand (6,000) services. This is a reduction of approximately 10,000 revenue service hours in the first full year of Phase 1 of the 5-Year Plan compared to current service levels (fixed route - 45,000, paratransit – 35,000 and OnDemand – 30,000). FY 2026 would include nine (9) months at the current service levels and three (3) months at the new, Phase 1 service levels. FY 2027 will be the first full year at the new, Phase 1 service levels.

REVENUE OVERVIEW

- A large portion of revenues that fund the operations of Citibus come from State or Federal grants. In most instances, the grants are received after the start of the fiscal year, and in some instances, may be received very late in the fiscal year. Prior to FY 2010-11, all grant funds that the City planned to apply for, were appropriated in the operating budget. This year, only grants that are received on an annual basis, or that the City is very likely to receive, will be budgeted. All other grants will be budgeted through budget amendments when the grant

TRANSIT

award is received. A grant overview has been included in the budget document to assist the reader in understanding what type of expenditure can be funded from each grant and how the grants are awarded. Following is a listing of grants that will be appropriated for FY 2025-26:

Federal Grants

- The FY 2025-26 Section 5307 grant has been budgeted at \$4.789 million. This is an increase of \$43.4 thousand from prior year's budget. The local match is \$1.87 million.
- The FY 2025-26 Section 5307 ARP grant has been budgeted at \$1.806 million. This is an increase of \$285.0 thousand from prior year's budget. There is not any local match needed for the ARP grant.
- The FY 2025-26 Section 5310 grant has been budgeted at \$319.2 thousand. This is an increase of \$6.3 thousand from prior year's budget. The local match is \$187.5 thousand.

State Grants

- The Section 5307 State Operating Assistance grant has been budgeted at \$638.8 thousand. This is a decrease of \$44.0 thousand from prior year's budget. There is not any local match needed for this grant.
- The Section 5303 Municipal Planning Organization grant has been budgeted at \$60,700. This is the same as the prior fiscal year budget.

Local Funds

- The transfer from the General Fund to Citibus remained the same as last year at \$2,958,473 for FY 2025-26.
- The transfer from the Economic Development Fund to Citibus remained the same, totaling \$400,000, for FY 2025-26.
- The combination of all other local revenues including fares, advertising, Texas Tech, and Demand Response decreased \$15 thousand to total \$6.09 million for FY 2025-26.

EXPENSE OVERVIEW

- Department level expenses increased \$303.9 thousand or 4.3 percent, for FY 2025-26.
- Transfers to grant funds include the local match of Federal Grants, totaling \$3.045 million.
- All other expenditures related to the operations of Citibus are funded from State and Federal Grants. The largest share of grant funding comes from FY 2025-26 Section 5307 funds. The funds are guaranteed, and come with pre-award approval. In order to use these funds for operations, a local match of 50 percent is required. If the funds are used for capital, preventative maintenance, or planning needs, a local match of 20 percent is required. The total budget for FY 2025-26 Section 5307 funds is \$6.658 million.
- All other grants are presented separately in the budget document, and will be accounted for separately in the City's Grant Fund.

GRANTS OVERVIEW

The following items are intended to help the reader understand the various types of funding to the City's Transit Fund:

Federal Grant 5307 is a formula grant program based on population, population density, and passenger factors such as hours of service, miles and passengers. These funds are guaranteed and have pre-award approval. These funds can be used for operating (for transit systems with less than 100 buses in peak service), capital needs, and planning needs. Operating assistance funds are based on 50 percent federal and 50 percent local. Capital and planning funds are based on 80 percent federal funds and 20 percent local funds. Capital Assistance includes anything that is not operating and can be used for the following:

- Capital Maintenance, which is maintenance parts, and labor.
- ADA Capital, limited to 10 percent of the 5307 allocation, can be used as operating assistance for Paratransit services (CitiAccess).

TRANSIT

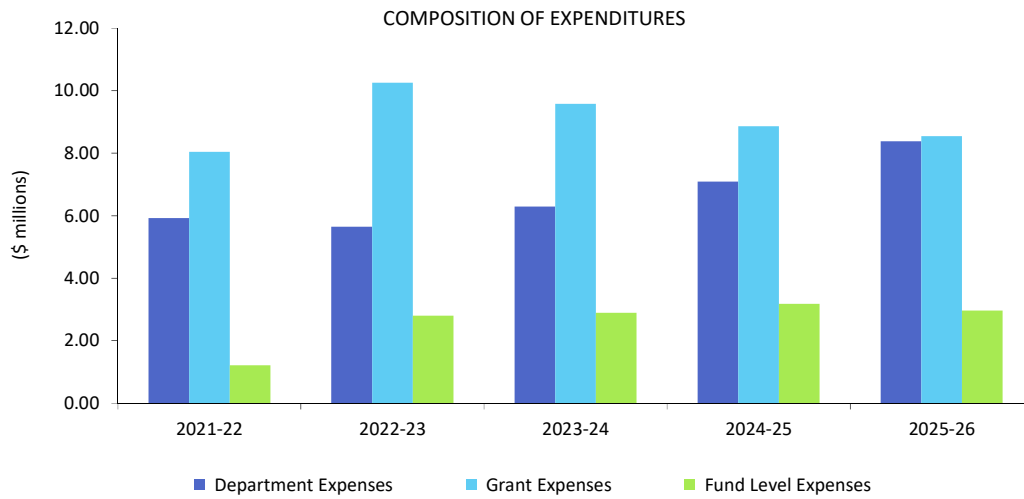
- Planning funds can be used for planning purposes, for maintenance of eligibility, and the preparation of grant applications.

Federal Grant 5310 (Capital & Operating), is a federal grant program. It can only be used for seniors and persons with disabilities related to transportation. Citibus used to use these funds to help maintain the paratransit vans, but with MAP-21 these funds now have to be used for a replacement van and to pay for our mobility manager and trips that are provided outside the required ADA service.

State Operating Assistance 5307 has no local funding match, and is used strictly for operations, fixed route, and CitiAccess.

MPO Planning Funds provide 100 percent funding from the Metropolitan Planning Organization, and can be used for planning purposes only.

Transit



	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Passengers	1,933,333	2,346,112	2,716,831	2,600,000	2,650,000	1.9
Revenue Hours	162,030	173,150	171,376	185,000	190,000	2.7
Operating Recovery Ratios	37.7%	41.2%	39.35%	40.00%	40.00%	-
Avg Miles between Chargeable road calls	5,493	4,894	4,449	5,750	6,000	4.3
Avg Number of City Route Passengers/Hour	8.2	9.1	10.16	10.00	10.10	1.0
Net Cost per System Passenger	4.4	4.3	3.5	4.3	4.5	4.7

Transit - Combined Grant and Operating Overview

Operating Fund	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
City Transfer	\$ 1,629,236	2,400,000	2,458,356	2,958,473	2,958,473	-
Department Operations	687,500	737,500	871,250	932,500	944,997	1.3
Advertising	285,000	250,000	250,000	225,000	200,000	(11.1)
Tech Sub System	4,000,000	4,550,000	4,550,000	4,875,000	4,875,000	-
Ticket & Freight Agent	50,000	37,750	65,000	70,000	67,500	(3.6)
Leasing & Sale of Buses	5,000	5,000	5,000	5,000	5,000	-
Transfer from Economic Development Fund	400,000	400,000	400,000	400,000	400,000	-
Total Operating Revenues	\$ 7,056,736	8,380,250	8,599,606	9,465,973	9,450,970	(0.2)
Section 5307 Federal Grant	3,440,202	4,339,022	4,423,628	4,746,010	4,789,428	0.9
Section 5310 Federal Grant - Elderly and Disabled	218,618	305,672	298,904	312,891	319,190	2.0
Section 5307 State Grant - Operating	716,091	716,091	655,365	682,788	638,831	(6.4)
Section 5339 Federal Capital Grant	-	358,256	368,405	399,653	406,873	1.8
Section 5307 Federal Grant - C.A.R.E.S. Act Grant	3,296,013	3,236,658	1,189,675	-	-	-
Section 5307 Federal Grant - ARP	-	-	1,522,070	2,185,738	1,805,780	(17.4)
Lubbock Metropolitan Planning Organization Grant	53,700	60,700	60,700	60,700	60,700	-
Prior Year Grant Funding	320,000	1,245,874	1,057,204	1,135,572	1,229,174	8.2
Total Grant Revenues	\$ 8,044,624	10,262,273	9,575,951	9,523,352	9,249,976	(2.9)
Use of Prior Year Grants/Match	80,000	65,000	580,891	803,815	989,174	23.1
TOTAL FUNDING SOURCES	\$ 15,181,360	18,707,523	18,756,448	19,793,140	19,690,121	(0.5)

	Actual	Actual	Actual	Budget	Budget	% Change
GRANT AND DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	6,377,204	7,267,561	7,454,894	7,798,685	7,931,469	1.7
Benefits	3,476,079	3,615,313	3,753,314	4,188,828	4,379,222	4.5
Supplies	1,106,704	2,679,916	2,222,370	1,962,525	1,734,150	(11.6)
Maintenance	1,732,924	1,894,251	1,771,216	1,787,252	2,016,323	12.8
Professional Services/Training	881,754	979,207	1,334,817	1,436,051	1,622,636	13.0
Other Charges	758,257	778,713	808,955	823,521	863,492	4.9
Capital Outlay/Reimbursements	391,459	547,327	455,497	465,113	469,443	0.9
Capital Outlay/Reimbursements	456,979	945,235	955,384	666,166	673,386	1.1
Capital Outlay/Staff Vehicles	-	-	-	665,000	-	(100.0)
TOTAL GRANT AND DEPARTMENT LEVEL EXPENSES	\$ 15,181,360	18,707,523	18,756,448	19,793,140	19,690,121	(0.5)

The employees of Citibus are employees of RATP Dev

*This page shows budgeted numbers, not actual, in the prior years due to how the grants are spent.

Transit - Operating Fund Overview

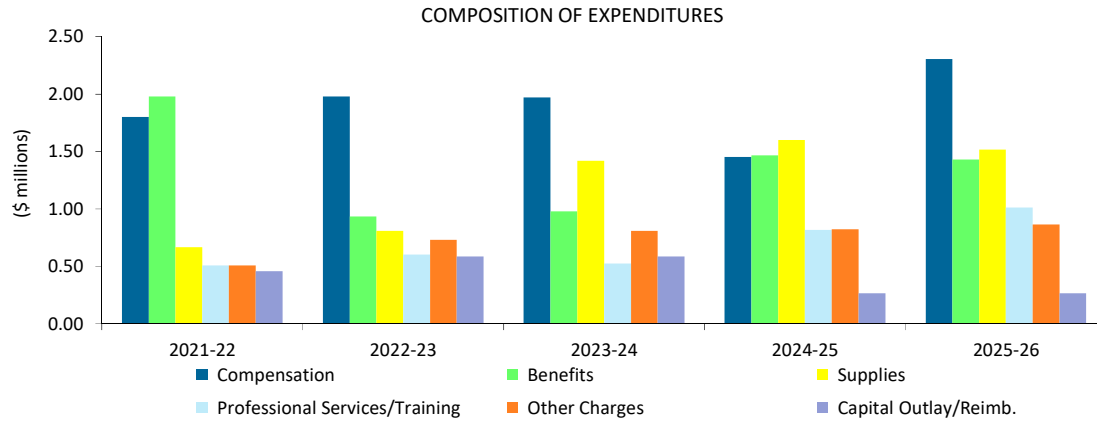
Operating Fund	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
City Transfer	1,629,236	2,400,000	2,458,356	2,958,473	2,958,473	-
Department Operations	687,500	737,500	871,250	932,500	944,997	1.3
Advertising	285,000	250,000	250,000	225,000	200,000	(11.1)
Tech Sub System	4,000,000	4,550,000	4,550,000	4,875,000	4,875,000	-
Ticket & Freight Agent	50,000	37,750	65,000	70,000	67,500	(3.6)
Leasing & Sale of Buses	5,000	5,000	5,000	5,000	5,000	-
Transfer from Economic Development Fund	400,000	400,000	400,000	400,000	400,000	-
Total Revenue Sources	\$ 7,056,736	8,380,250	8,599,606	9,465,973	9,450,970	(0.2)
Use of Available Reserves	71,159	65,000	580,891	803,815	989,174	23.1
TOTAL FUNDING SOURCES	\$ 7,127,895	8,445,250	9,180,497	10,269,788	10,440,144	1.7

	Actual*	Actual*	Actual*	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	1,800,573	1,977,755	1,969,586	1,452,656	2,305,435	58.7
Benefits	1,978,686	934,784	978,985	1,466,326	1,431,448	(2.4)
Supplies	665,849	810,209	1,417,885	1,599,841	1,516,208	(5.2)
Maintenance	-	-	-	-	-	-
Professional Services & Contract Maint	508,398	602,343	525,271	817,529	1,012,162	23.8
Other Charges	506,609	731,491	808,955	823,521	863,492	4.9
Capital Outlay/Reimbursements	456,979	586,979	586,979	266,513	266,513	-
Capital Outlay-Staff Vehicles	-	-	-	665,000	-	(100.0)
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 5,917,094	5,643,562	6,287,662	7,091,385	7,395,257	4.3

FUND LEVEL EXPENSES						
Transfer to 5307 Grant Fund	1,091,204	2,587,358	2,717,229	2,994,579	2,857,363	(4.6)
Transfer to 5310 Grant Fund	119,597	214,330	175,606	183,823	187,524	2.0
TOTAL FUND LEVEL EXPENSES	\$ 1,210,801	2,801,688	2,892,835	3,178,403	3,044,887	(4.2)
TOTAL EXPENSES	\$ 7,127,895	8,445,250	9,180,497	10,269,788	10,440,144	1.7

*Due to grant funding extending beyond the fiscal year, budgeted amounts are provided.
The employees of Citibus are employees of RATP Dev

Transit - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	1,800,573	1,977,755	1,969,586	1,452,656	2,305,435	58.7
Benefits	1,978,686	934,783	978,985	1,466,326	1,431,448	(2.4)
Supplies	665,849	810,209	1,417,885	1,599,841	1,516,208	(5.2)
Professional Services/Training	508,398	602,343	525,271	817,529	1,012,162	23.8
Other Charges	506,609	731,491	808,955	823,521	863,492	4.9
Capital Outlay/Reimbursements	456,979	586,979	586,979	266,513	266,513	-
Capital Outlay - Staff Vehicles	-	-	-	665,000	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 5,917,094	5,643,561	6,287,662	7,091,385	7,395,257	4.3

*The employees of Citibus are employees of RATP Dev

Transit Federal and State Grants Overview

Section 5307 Federal Grant	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
ADA Capital	\$ 344,020	433,902	442,362	474,601	478,943	0.9
Capital	200,000	200,000	200,000	200,000	200,000	-
Capital Maintenance	2,551,539	2,846,778	2,355,135	2,970,906	3,036,226	2.2
Operating Assistance	201,539	808,259	1,373,908	909,174	894,443	(1.6)
Planning	143,104	50,084	52,222	191,329	179,817	(6.0)
Transfer from Operating for Local Match	1,011,204	1,690,950	2,136,338	1,868,382	1,868,188	(0.0)
TOTAL GRANT FUNDING	\$ 4,451,406	6,029,972	6,559,966	6,614,392	6,657,616	0.7

EXPENDITURES BY CATEGORY						
Compensation*	\$ 1,172,753	2,023,909	1,941,707	2,272,540	1,809,668	(20.4)
Benefits*	229,870	365,532	1,485,322	1,384,095	1,813,910	31.1
Supplies	440,855	1,072,195	401,327	362,684	217,942	(39.9)
Maintenance	1,732,924	1,894,251	1,771,216	1,787,252	2,016,323	12.8
Professional Services/Training	373,356	376,864	710,395	557,822	549,774	(1.4)
Other Charges	251,648	47,222	-	-	(0.00)	-
Capital Outlay/Reimbursements	250,000	250,000	250,000	250,000	250,000	-
TOTAL GRANT EXPENSES	\$ 4,451,407	6,029,972	6,559,966	6,614,393	6,657,618	0.7

Prior Year Section 5307 Federal Grant	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
ADA Capital	\$ -	89,882	-	-	-	(100.0)
Capital Maintenance	300,000	160,000	550,000	-	290,000	-
Operating Assistance	-	808,938	422,120	1,123,072	909,174	(19.0)
Planning	20,000	100,000	85,084	12,500	30,000	140.0
Transfer from Operating for Local Match	80,000	896,409	580,891	1,126,197	989,174	(12.2)
TOTAL GRANT FUNDING	\$ 400,000	2,055,229	1,638,095	2,261,769	2,218,348	(1.9)

EXPENDITURES BY CATEGORY						
Compensation*	\$ 400,000	888,517	1,638,095	923,361	1,084,484	17.4
Benefits*		1,166,712	-	1,338,408	1,133,864	(15.3)
TOTAL GRANT EXPENSES	\$ 400,000	2,055,229	1,638,095	2,261,769	2,218,348	(1.9)

Section 5307 State Operating Grant	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
State Operating Assistance Grant	\$ 716,091	716,091	655,365	682,788	638,831	(6.4)
TOTAL GRANT FUNDING	\$ 716,091	716,091	655,365	682,788	638,831	(6.4)

EXPENDITURES BY CATEGORY						
Compensation*	\$ 716,091	716,091	655,365	682,788	638,831	(6.4)
TOTAL GRANT EXPENSES	\$ 716,091	716,091	655,365	682,788	638,831	(6.4)

Section 5310 Federal Grant	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Federal Grant	\$ 98,378	137,552	134,507	140,801	143,636	2.0
Capital	120,240	168,120	164,397	172,090	175,555	2.0
Transfer from Operating for Local Match	119,597	179,582	175,606	183,823	187,524	2.0
TOTAL GRANT FUNDING	\$ 338,215	485,254	474,510	496,714	506,714	2.0

EXPENDITURES BY CATEGORY						
Compensation*	\$ 196,756	275,105	269,014	281,602	287,271	2.0
Capital Outlay/Reimbursements	141,459	210,150	205,497	215,113	219,443	2.0
TOTAL GRANT EXPENSES	\$ 338,215	485,254	474,510	496,714	506,714	2.0

Prior Year Section 5310 Federal Grant	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Federal Grant	\$ -	17,312	-	-	-	-
Capital	-	69,742	-	-	-	-
Transfer from Operating for Local Match	-	34,748	-	-	-	-
TOTAL GRANT FUNDING	\$ -	121,802	-	-	-	-

EXPENDITURES BY CATEGORY						
Compensation	\$ -	34,624	-	-	-	-
Capital Outlay/Reimbursements	-	87,178	-	-	-	-
TOTAL GRANT EXPENSES	\$ -	121,802	-	-	-	-

Transit Federal and State Grants Overview

Section 5303 MPO Grant

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Municipal Planning Organization Grant	\$ 53,700	60,700	60,700	60,700	60,700	-
TOTAL GRANT FUNDING	\$ 53,700	60,700	60,700	60,700	60,700	-

EXPENDITURES BY CATEGORY

Compensation*	\$ -	993	-	-	-	-
Benefits*	53,700	59,707	15,700	-	-	-
Professional Services/Training			45,000	60,700	60,700	-
TOTAL GRANT EXPENSES	\$ 53,700	60,700	60,700	60,700	60,700	-

Section 5339 Federal Grant

	Actual	Actual	Actual	Amended	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Federal Capital Grant	\$ -	358,256	368,405	399,653	406,873	1.8
TOTAL GRANT FUNDING	\$ -	358,256	368,405	399,653	406,873	1.8

EXPENDITURES BY CATEGORY

Capital Outlay/Reimbursements	\$ -	358,256	368,405	399,653	406,873	1.8
TOTAL GRANT EXPENSES	\$ -	358,256	368,405	399,653	406,873	1.8

Section 5307 ARP Grant

	Actual	Actual	Amended	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Operating Assistance	\$ -	-	1,522,070	2,185,738	1,805,780	(17.4)
TOTAL GRANT FUNDING	\$ -	-	1,522,070	2,185,738	1,805,780	(17.4)

EXPENDITURES BY CATEGORY

Compensation	\$ -	-	248,763	2,185,738	1,805,780	(17.4)
Benefits	-	-	1,273,307	-	-	-
TOTAL GRANT EXPENSES	\$ -	-	1,522,070	2,185,738	1,805,780	(17.4)

Section 5307 CARES Grant

	Actual	Amended	Amended	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Operating Assistance	\$ 3,296,013	3,236,658	1,189,675		-	-
TOTAL GRANT FUNDING	\$ 3,296,013	3,236,658	1,189,675	-	-	-

EXPENDITURES BY CATEGORY

Compensation	\$ 2,091,031	1,350,568	732,366		-	-
Benefits	1,204,982	1,088,579	-		-	-
Supplies	-	797,511	403,158		-	-
Professional Services/Training	-	-	54,151		-	-
TOTAL GRANT EXPENSES	\$ 3,296,013	3,236,658	1,189,675	-	-	-

GRAND TOTAL FUNDING SOURCES

\$ 9,255,426	13,063,962	12,468,786	12,701,755	12,294,863	(3.2)
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GRAND TOTAL EXPENDITURES

\$ 9,255,426	13,063,962	12,468,786	12,701,755	12,294,864	(3.2)
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*The employees of Citibus are the employees of RATP Dev

Summary of Enterprise Fund Fee Changes

Transit

Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
New	Demand Response Services	6641	Paratransit - Trip begins/ends inside 3/4 mile of fixed route	-	2	2
New		6641	Paratransit - Trip begins/ends outside 3/4 mile but inside 2 miles of a fixed route	-	5	3
New		6641	Paratransit - Trip begins/ends outside 2 mile of fixed route to city limit	-	10	8
New		6641	Paratransit - Premium Location: High Point Village to/from	-	5	3
New		6641	OnDemand - Trip is less than 2 miles in length	-	2	2
New		6641	OnDemand - Trip is 2-4 miles in length	-	5	5
New		6641	OnDemand - Trip is 4-7 miles in length	-	7	7
New		6641	OnDemand - Trip is 7+ miles in length	-	10	10
Eliminated		6641	Within Service Area	2	-	(2)
Eliminated		6641	Extended Service Area - per fare	2	-	(2)
Eliminated	Demand Response Services	6641	Premium Service Location - per fare	2	-	(2)
Eliminated		6641	Will-Call or Same Day - per fare	2	-	(2)

CEMETERY

MISSION AND PURPOSE

Provide an aesthetically pleasing, peaceful, and quiet sanctuary as a suitable location for families to inter and honor their loved ones.

GOALS AND OBJECTIVES

- Provide excellent and compassionate customer service to the public, families, visitors, funeral homes, monument companies, and Lubbock County General Assistance.
- Assist families in purchasing plots and completing the burial process in a compassionate manner.
- Properly and professionally care for Cemetery property, gravesites, and facilities, as well as strive to improve the Cemetery's overall appearance.
- Maintain all records in an orderly, efficient, and professional manner.
- Sell burial ground space and mausoleum space on an immediate or pre-need basis.
- Maintain and beautify the Cemetery property.
- Conduct graveside services with associated amenities.
- Record and preserve Cemetery documents, transactions, and records.

ACCOMPLISHMENTS FOR FY 2024-25

- Updated and maintained landscaping surrounding the entrances to Cemetery as well as the Business Office landscaping.
- Worked with Parkhill to determine a plan for the design of the new pump, pumphouse and irrigation system for the Cemetery.
- Followed all chemical and fertilizer applications with sprayer to ensure chemicals were watered in properly.
- Removed dead trees and dangerous branches and limbs throughout the Cemetery and planted 10 new trees.
- Continued to eradicate gophers throughout the Cemetery.
- Spot treated weeded areas to avoid overgrowth anywhere in the Cemetery.
- Created a new cremains garden as current cremains garden has reached capacity.
- Continued part-time maintenance staff program to assist full-time maintenance staff with day-to-day duties.
- Repaired both entrance gates and timers to ensure gates open and close properly and at the right times.
- Hired and collaborated with a new contractor, Gorman Outdoor, to oversee mowing and maintenance responsibilities.
- Updated signage throughout the Cemetery including welcome signage as well as street signage.
- Added new trailers to tow equipment for services.
- Repainted gazebo adjacent to the Business office.
- Cleaned up entire perimeter fence line of overgrowth and debris and replaced all perimeter fencing.
- Added an access gate on the north side of the west storage yard.

OBJECTIVES FOR FY 2025-26

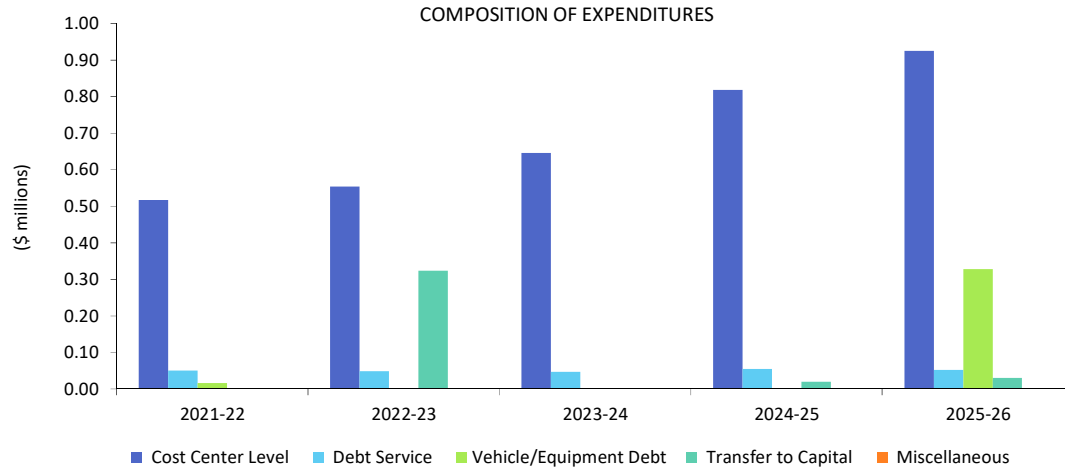
- Continue the design and installation process for a new pump, pumphouse and irrigation system to ensure all areas of the Cemetery are watered sufficiently on a regular basis.
- Continue to remove dead trees throughout the Cemetery and replace a portion of them with new trees.
- Continue the part-time maintenance staff program to assist full-time maintenance staff with day-to-day duties.
- Explore volunteer programs to assist with monthly or quarterly trash and debris clean-up.
- Continue updating signage throughout the Cemetery.
- Continue to pay attention to the details.

CEMETERY

REVENUE OVERVIEW

For FY 2025-26, the two major revenue sources are Grave Services and Lot Sales which fund just over forty-two percent of total Cemetery revenue. These revenues are projected utilizing previous year's trends. Lot sales are derived from the sale of Cemetery ground space which varies according to location and is calculated by taking an average of historical revenues for lots and ground space sold. Grave service revenues are derived from opening and closing fees for funeral services as well as disinterment. These fees are set according to the type of service, i.e. adult, infant, County interment, or cremation, and if the service is on a weekday or Saturday. Revenues are calculated based on the estimated number and kinds of funeral services anticipated in the coming fiscal year and opening and closing fee revenues for previous years. Other revenues include miscellaneous and mausoleum sales which fund over two percent. In addition, there will be a transfer from General Fund to Cemetery that will fund over fifty-two percent of total Cemetery revenue.

Cemetery



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Cemetery	6	6	6	6	6	-
TOTAL STAFFING	6	6	6	6	6	-

FULL-TIME POSITIONS

Cemetery Foreman	1	Cemetery Supervisor	1
Cemetery Leader	1	Equipment Operator I	2
Cemetery Sales & Svc Rep	1	TOTAL FULL-TIME POSITIONS	6

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Fertilization frequency	-	2	2	3	3	-
New markers installed	285	226	288	250	250	-
Hours on Irrigation System Maintenance	300	1,700	300	300	300	-
Funeral Services	324	287	318	300	300	-
Spaces Sold	365	298	293	300	300	-
Monument permits issued	80	77	89	80	80	-
Trees pruned annually	50.0%	50.0%	50.0%	50.0%	50.0%	-
Graves levelled annually	100.0%	100.0%	100.0%	100.0%	100.0%	-
Number trees planted	-	10	10	10	10	-
Number irrigation heads raised	80	456	40	40	40	-
Number irrigation valves replaced	40	52	20	20	20	-
Performance Metrics						
Mowing cycles with no call-backs	1	7	13	32	32	-
Mowing cycles completed on time	100.0%	50.0%	83.0%	100.0%	100.0%	-

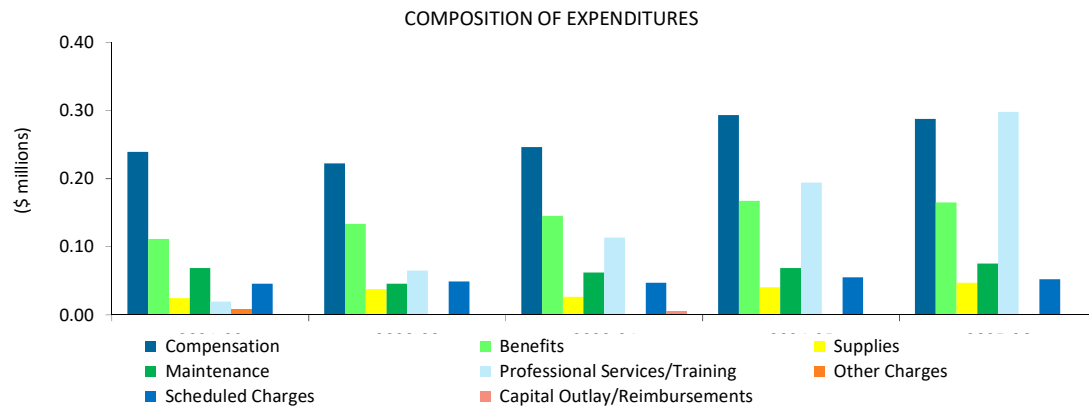
Cemetery - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	19,217	45,997	74,571	34,344	31,000	(9.7)
Miscellaneous	28,767	25,209	33,911	22,000	22,000	-
Lot Sales	333,709	222,731	226,378	240,000	230,000	(4.2)
Grave Services	207,650	164,100	183,375	190,000	190,000	-
Mausoleum Sales	5,688	3,148	12,185	1,200	3,000	150.0
Transfer from Other Funds	325,433	317,374	335,162	-	554,390	-
Total Revenue Sources	\$ 920,464	778,558	865,582	487,544	1,030,390	111.3
Use of Available Reserves	-	187,628	-	405,502	384,557	(5.2)
TOTAL FUNDING SOURCES	\$ 920,464	966,186	865,582	893,046	1,414,947	58.4

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 239,334	222,344	246,248	293,115	287,678	(1.9)
Benefits	111,749	133,613	145,275	167,273	165,338	(1.2)
Supplies	24,706	37,541	26,298	40,408	46,855	16.0
Maintenance	68,451	46,095	62,106	68,588	75,264	9.7
Professional Services/Training	19,638	65,129	113,307	194,077	297,892	53.5
Other Charges	7,940	-	-	-	-	-
Scheduled Charges	45,481	49,070	47,145	55,085	52,307	(5.0)
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 517,298	553,792	646,069	818,546	925,334	13.0

FUND LEVEL EXPENSES						
Net Debt Service	50,750	48,750	46,750	54,500	51,750	(5.0)
Vehicle/Equipment Debt	15,921	110	-	-	328,403	-
Transfer to Vehicle Replacement Fund	-	-	-	-	9,752	-
Transfer to CIP	-	323,491	-	20,000	30,000	50.0
Transfer to Fleet CIP	8,004	40,000	-	-	61,000	-
Miscellaneous	43	43	33	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 74,718	412,394	46,783	74,500	480,905	545.5
Additional COL Adjustment					8,708	
TOTAL EXPENSES	\$ 592,016	966,186	692,852	893,046	1,414,947	58.4

Cemetery - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	239,334	222,344	246,248	293,115	287,678	(1.9)
Benefits	111,749	133,613	145,275	167,273	165,338	(1.2)
Supplies	24,706	37,541	26,298	40,408	46,855	16.0
Maintenance	68,451	46,095	62,106	68,588	75,264	9.7
Professional Services/Training	19,638	65,129	113,307	194,077	297,892	53.5
Other Charges	7,940	-	-	-	-	-
Scheduled Charges	45,481	49,070	47,145	55,085	52,307	(5.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 517,298	553,792	646,069	818,546	925,334	13.0



CIVIC CENTER

MISSION AND PURPOSE

The Lubbock Memorial Civic Center is committed to being the premier event venue in West Texas, promoting and providing convention, conference, and special event facilities and services to customers by emphasizing West Texas hospitality and helpfulness.

The Civic Center Department provides cultural and economic interchange by maximizing the use of Civic Centers' facilities. Staff delivers the following services:

- Room configuration meeting the requirements of a variety of events.
- Facilities focusing on cleanliness and comfort.
- Friendly and courteous staff with the knowledge to make events successful.
- Ticketing services for events throughout the region.
- Concession items and services of the highest quality.

GOALS AND OBJECTIVES

- Generate event-driven hotel occupancy tax revenue that enhances the quality of life for all Lubbock residents and visitors.
- Serve as the region's premier gathering place and host important community events.
- Provide our clients and guests with outstanding service, consistently exceeding expectations, and in a manner that secures future business and economic benefits for Lubbock.
- Increase the number of booked conventions and events by working closely with Visit Lubbock and other partners.
- Improve attendance at the facilities with increased social media and marketing efforts.

ACCOMPLISHMENTS FOR FY 2023-24

- Continued work with Visit Lubbock to maintain the number of annual conventions.
- Completed plan of the erosion control efforts at the Moonlight Musicals Amphitheatre.
- Completed the plans to replace the HVAC hot water line from the physical plant to the Civic Center and Mahon Library.
- Replaced two spotlights in the theatre.
- Began work to repair the south and west exterior entry stairways.
- Repaired the Civic Center roof.
- Refinished the theatre stage floor.
- Replaced door lift motors in the large freight elevator.

OBJECTIVES FOR FY 2024-25

- Increase facility use while providing customers with an excellent event experience.
- Work with Visit Lubbock to promote the Civic Center to national meeting planners.
- Work with the Lubbock Sports Authority to promote the Civic Center to national tournament planners.
- Work with local and national event producers to increase the utilization of the Civic Center Theatre.
- Continue the mill and relay work on the parking lots.
- Complete the erosion control construction at the Moonlight Musicals Amphitheatre.
- Complete the repairs to the south and west exterior entry stairways.
- Replace the hot water HVAC line from the physical plant to the Civic Center and Mahon Library.

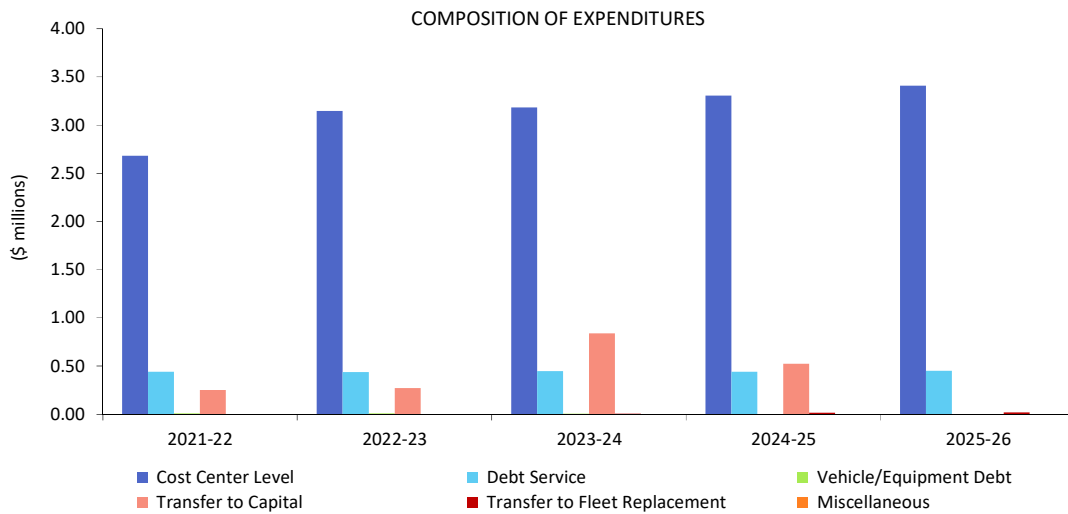
REVENUE OVERVIEW

Over seventy percent of the revenues in the Civic Center Fund are generated from a transfer from the Hotel/Motel Occupancy Tax (HOT) Fund. HOT funds are used for marketing and operating costs at the City's Civic Centers. The revenues in the HOT Fund are projected using historical trends in actual HOT receipts, economic conditions, Texas Tech University events, and other sporting events. Rental fees make up over fifteen percent of the revenue stream

CIVIC CENTER

and are paid by the lessees for the use of the facilities. Another large portion of revenue in the Civic Center fund is a transfer from the Debt Service fund at just under twelve percent. Fees are paid by groups to use the Civic Center. These include, but are not limited to, the Exhibit Hall, Theater, Banquet Hall, Meeting Rooms, Terrace Suite, Mezzanine, and the Moonlight Musical Amphitheatre at Mackenzie Park. These revenues are projected using historical trends and collections.

Civic Center



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Civic Center	18	18	18	18	18	-
TOTAL STAFFING	18	18	18	18	18	-

FULL-TIME POSITIONS			
Administrative Asst	1	Civic Center Maint Tech	2
Assistant Civic Center Director	1	Civic Cntr Oper Supvr	1
Assistant Technical Coordinator	1	Custodian II	3
Bldg Maint Foreman	1	Events Coordinator	1
Bldg Operations Foreman	4	Sr Events Coord	1
Civic Center Director	1	Technical Coordinator	1
		TOTAL FULL-TIME POSITIONS	18

	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Number of Events Under 500 in Attendance	248	265	226	223	245	10.0
Number of Events Over 500 in Attendance	98	101	121	131	144	10.0
Number of Event Activities	1,344	1,299	1,269	1,169	1,286	10.0
Total Event Attendance	197,469	209,194	231,721	235,469	259,016	10.0
Number of Conventions	7	6	10	9	9	-
Performance Metrics						
Positive feedback from Lessee Surveys	98.0%	96.0%	99.0%	99.0%	98.0%	(1.0)
Positive feedback regarding Venue						
Accommodations	98.0%	97.0%	100.0%	97.0%	98.0%	1.0
Positive feedback regarding Customer						
Service	97.0%	95.0%	99.0%	99.0%	98.0%	(1.0)

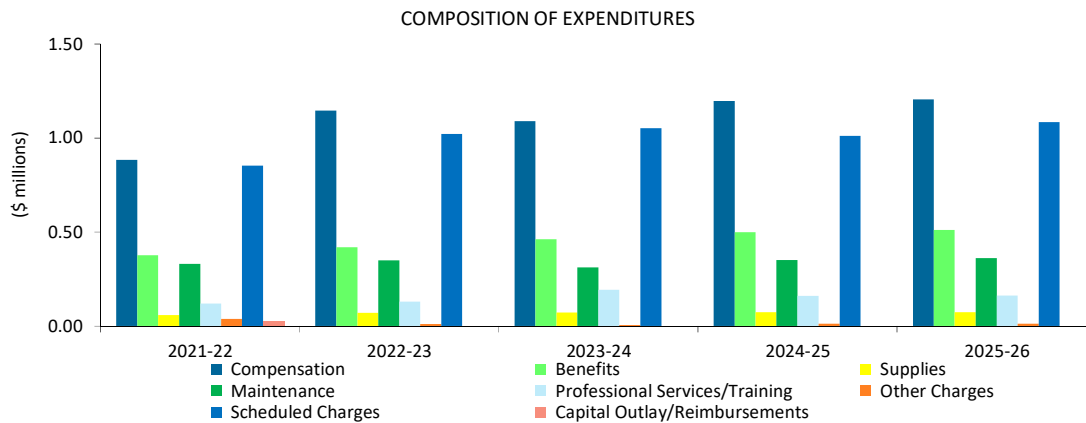
Civic Center - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	51,844	130,479	218,665	60,434	37,224	(38.4)
Auditorium/Coliseum						-
Civic Center	440,319	624,896	543,881	570,000	610,000	7.0
Miscellaneous	37,332	34,102	33,644	31,000	30,500	(1.6)
Transfer from General Fund	-	-	-	-	-	-
Transfer from HOT Fund	2,561,894	2,897,752	2,609,010	2,600,487	2,748,665	5.7
Transfer from Debt Service Fund	441,681	438,181	448,056	442,206	450,841	2.0
Total Revenue Sources	\$ 3,533,070	4,125,410	3,853,257	3,704,127	3,877,231	4.7
Use of Available Reserves	-	-	703,137	632,652	31,667	(95.0)
TOTAL FUNDING SOURCES	\$ 3,533,070	4,125,410	4,556,394	4,336,779	3,908,897	(9.9)

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 883,858	1,146,639	1,088,826	1,197,605	1,204,539	0.6
Benefits	376,361	419,787	461,519	498,582	511,311	2.6
Supplies	57,507	70,415	71,604	74,058	73,464	(0.8)
Maintenance	331,899	350,129	312,976	351,778	361,337	2.7
Professional Services/Training	119,248	129,799	191,656	160,221	161,951	1.1
Other Charges	37,844	10,602	5,596	12,000	12,000	-
Scheduled Charges	853,287	1,021,049	1,051,477	1,011,203	1,085,045	7.3
Capital Outlay/Reimbursements	22,734	-	-	-	-	-
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 2,682,737	3,148,420	3,183,654	3,305,447	3,409,647	3.2

FUND LEVEL EXPENSES						
Net Debt Service	\$ 441,681	438,181	448,056	442,206	450,841	2.0
Vehicle/Equipment Debt	8,494	8,511	5,813	-	-	-
Transfer to Civic Center Capital	253,608	272,715	841,471	526,230	-	(100.0)
Transfer to Fleet Replacement Fund	3,012	3,017	7,284	15,817	20,517	29.7
Transfer to Internal Svc CIP	-	-	70,000	47,000	-	(100.0)
Miscellaneous	83	83	116	81	81	-
TOTAL FUND LEVEL EXPENSES	\$ 706,878	722,507	1,372,740	1,031,334	471,439	(54.3)
Additional COL Adjustment					27,811	-
TOTAL EXPENSES	\$ 3,389,616	3,870,927	4,556,394	4,336,779	3,908,897	(9.9)

Civic Center - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 883,858	1,146,639	1,088,826	1,197,605	1,204,539	0.6
Benefits	376,361	419,787	461,519	498,582	511,311	2.6
Supplies	57,507	70,415	71,604	74,058	73,464	(0.8)
Maintenance	331,899	350,129	312,976	351,778	361,337	2.7
Professional Services/Training	119,248	129,799	191,656	160,221	161,951	1.1
Other Charges	37,844	10,602	5,596	12,000	12,000	-
Scheduled Charges	853,287	1,021,049	1,051,477	1,011,203	1,085,045	7.3
Capital Outlay/Reimbursements	22,734	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 2,682,737	3,148,420	3,183,654	3,305,447	3,409,647	3.2

Civic Center

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 870,955	1,126,072	1,071,109	1,169,805	1,177,075	0.6
Benefits	367,980	409,989	450,746	486,818	499,244	2.6
Supplies	56,739	69,458	69,195	68,804	68,564	(0.3)
Maintenance	327,207	345,304	295,444	344,174	353,508	2.7
Professional Services/Training	119,248	129,799	190,867	160,221	161,951	1.1
Other Charges	37,844	10,602	5,596	12,000	12,000	-
Scheduled Charges	853,287	1,012,271	1,043,224	1,003,754	1,076,757	7.3
Capital Outlay/Reimbursements	22,734	-	-	-	-	-
TOTAL CIVIC CENTER	\$ 2,655,994	3,103,495	3,126,181	3,245,576	3,349,099	3.2

	0	0	0	0	0	0
Amphitheater	0	0	0	0	0	0
EXPENDITURES BY CATEGORY	0	0	0	0	0	0
Compensation	\$ 12,903	20,567	17,717	27,800	27,464	(1.2)
Benefits	8,381	9,798	10,773	11,764	12,067	2.6
Supplies	768	957	2,408	5,254	4,900	(6.7)
Maintenance	4,692	4,824	17,532	7,604	7,829	3.0
Professional Services/Training	-	-	790	-	-	-
Other Charges	-	-	-	-	-	-
Scheduled Charges	-	8,778	8,253	7,449	8,288	11.3
Capital Outlay/Reimbursements	-	-	-	-	-	-
TOTAL AMPHITHEATER	\$ 26,744	44,924	57,473	59,871	60,548	1.1

Summary of Enterprise Fund Fee Changes

Civic Center						
Fee Status	Account Description	Account Number	Rate Details	Budget 2024-25	Budget 2025-26	\$ Change from Previous Year
Current	Civic Center Rental	6552	Major Changeover	Varied	1/2 times base rate	-
Current	Facility Improvement Fee	6590	Facility Improvement Fee - per ticket	1	1.25	0.25
New	Civic Center Rental	6552	Storage Closets: Per Day	0	150	150

MEADOWBROOK GOLF CLUB

MISSION AND PURPOSE

The mission of Meadowbrook Golf Club is to provide an inclusive, affordable, and welcoming golfing experience for players of all ages and skill levels, while fostering a fun, friendly, and community-driven environment where everyone feels like they belong. The purpose is to make the game of golf accessible and enjoyable for all golfers by offering high-quality facilities, engaging programming, and outstanding customer service at a reasonable price point.

GOALS AND OBJECTIVES

- Offer tiered membership options and affordable daily rates to accommodate a wide range of budgets.
- Partner with local schools and community groups to provide clinics, camps, and introductory programs.
- Maintain and continually improve course conditions to ensure quality playing experience.
- Provide excellent customer service through staff training and engagement initiatives.
- Host regular tournaments, leagues, and themed events that bring people together and encourage friendly competition.
- Create a welcoming clubhouse environment with food, entertainment, and social events that extend beyond golf.
- Strengthen the facility's social media and online presence to promote events and build a sense of community.
- Implement instructional programs for all skill levels, including beginner clinics and advanced workshops.
- Offer adaptive golf programs to support individuals with physical or developmental challenges.
- Engage youth through junior golf leagues and school partnerships to foster lifelong participation in the sport.

ACCOMPLISHMENTS FOR FY 2024-25

- Secured a new management company, Orion Management Solutions, to operate and maintain the facility on the City's behalf.
- Completed a clubhouse renovation that included replacing a main sewer line, new carpet, new paint, new counter tops, new ceiling tiles, new restroom fixtures, new windows and doors, and more.
- Installed a new grease trap allowing the kitchen to be fully functional and up to code.
- Updated the kitchen area including hanging FRP and installing an epoxy floor.
- Ordered and installed all brand-new kitchen equipment allowing staff to offer a full menu.
- Received a brand-new fleet of (150) EZGO golf cars with GPS.
- Received a brand-new golf course maintenance equipment package to include John Deere tractors, tri-plex greens mowers, tee mowers, fairway and rough mowers, blowers, and more.
- Constructed a new 9,800 sq ft storage building to house 150 golf cars and utility vehicles.
- Brought in 22,000 cubic yards of dirt to raise the range floor and sprigged the entire range to establish grass allowing for the picker to pick-up balls and the range to remain open longer.
- Restriped the parking lot.
- Rebranding initiative that included a new logo, new entrance sign, etc.
- Hosted a "grand-reopening" to welcome all golfers back to Meadowbrook that included updated rates, membership packages, and information about the golf course and the new vision of the Parks and Recreation Department and Orion Management Solutions.
- Trimmed and/or removed several trees throughout the golf course.
- Cleaned-up the on-course creek beds.
- Performed an irrigation audit to determine areas needing repair or adjustments.
- Cut and edged all bunkers.
- Deep cleaned on-course restrooms.
- Installed a new point of sale system, TeeQuest, creating a more user-friendly experience for both the customer and the employee when booking tee times.
- Introduced new maintenance practices that were not taking place in previous years - Core aerification, top dressing, pre- and post- emergent application, fertilization, etc.
- Conducted weekly and monthly staff meetings to monitor progress, address challenges and ensure smooth day-to-day operations.

MEADOWBROOK GOLF CLUB

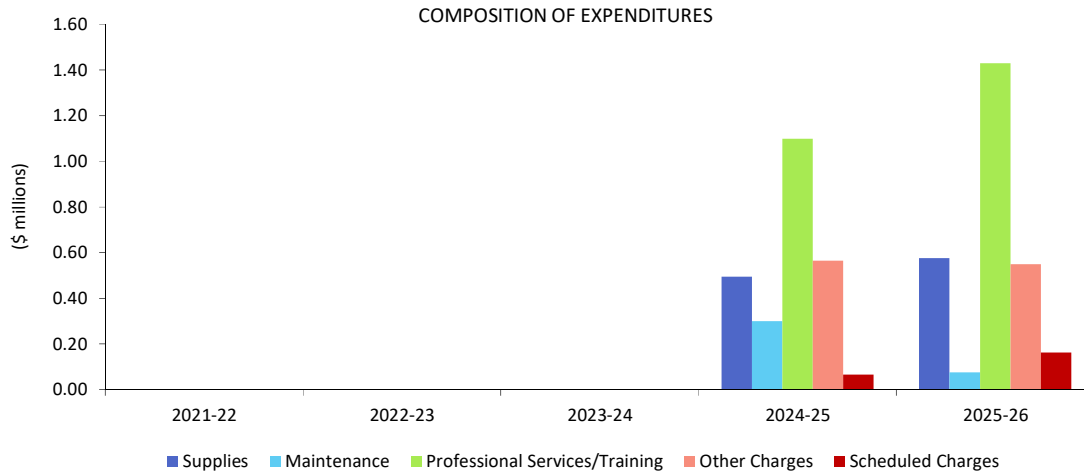
OBJECTIVES FOR FY 2025-26

- Launch junior golf camps, women's clinics, and senior leagues to expand programming and diversify participation.
- Create an in-house tournament and league series to offer patrons and members structure play options.
- Partner with local schools and organizations to introduce golf through outreach and beginner programs.
- Continue removing/trimming hazardous trees focusing on playability, safety and aesthetics.
- Develop a comprehensive master plan outlining both short-term enhancements and long-term strategies to ensure continuous improvement of both golf courses.
- Promote new branding and facility upgrades through targeted digital ads, email campaigns, and social media.
- Provide a tiered membership program with incentives to increase sign-ups and renewals.
- Expand the kitchen menu and host monthly clubhouse (non-golf) events like live music nights and tastings.
- Set-up shaded seating on the patio.
- Conduct a full irrigation system audit and implement upgrades to reduce water usage and improve turf health.

REVENUE OVERVIEW

For FY 2025-26, the Meadowbrook Golf Course Fund's primary revenue sources are Green Fees and Pull Cart Fees. Green Fees, accounting for under forty-four percent of the revenue, are collected as a daily fee paid by players to access and play the course. Pull Cart Fees contribute just under twenty-one percent, derived from the rental of pull carts for use on the course. Membership Fees, the next significant revenue source, make up seven percent of the revenue. Additionally, Pro Shop and Range Sales, encompassing most visitor and member purchases at the course, contribute under ten percent combined.

Meadowbrook Golf Course



	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Rounds Played	-	-	-	72,000	73,000	1.4
Annual Members / Pass-Holders	-	-	-	400	425	6.3
Tournaments / Events	-	-	-	25	30	20.0
Leagues	-	-	-	6	10	66.7
Non-Golf Events	-	-	-	10	20	100.0
Performance Metrics						
Fertilization Applications	-	-	-	2	3	50.0
Pre- and Post- Emergent Applications	-	-	-	2	2	-
Greens Aerification	-	-	-	37	37	-
Tee Boxes Levelled	-	-	-	10	15	50.0
Quarterly Scorecard Grade (Avg. 85% or better)	-	-	-	90%	95%	5.6

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest	\$ -	-	-	-	6,000	-
Memberships	-	-	-	200,000	200,000	-
Green Fees	-	-	-	1,100,000	1,250,000	13.6
Pro Shop Sales	-	-	-	190,000	190,000	-
Pull Cart Fees	-	-	-	540,000	590,000	9.3
Range Sales	-	-	-	80,000	80,000	-
Miscellaneous	-	-	-	540,000	540,000	-
Total Revenue Sources	\$ -	-	-	2,650,000	2,856,000	7.8
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ -	-	-	2,650,000	2,856,000	7.8

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	from Budget
Supplies	-	-	-	495,000	576,435	16.5
Maintenance	-	-	-	300,000	75,150	(75.0)
Professional Services/Training	-	-	-	1,099,000	1,430,569	30.2
Other Charges	-	-	-	564,000	550,332	(2.4)
Scheduled Charges	-	-	-	66,000	162,247	145.8
TOTAL DEPARTMENT LEVEL EXPENSES	\$ -	-	-	2,524,000	2,794,733	10.7
TOTAL EXPENSES	\$ -	-	-	2,524,000	2,794,733	10.7



SPECIAL REVENUE FUNDS OVERVIEW

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. The FY 2025-26 Operating Budget and Capital Program includes the following departments in the Special Revenue Funds Section:

- Abandoned Vehicles
- Animal Assistance
- Bell Farms Public Improvement District*
- Cable Services
- Central Business District Tax Increment Financing Reinvestment Zone (Central Business District TIF)
- Charity Care – 1115 Waiver
- Community Development
- Criminal Investigations Fund
- Cypress Ranch Public Improvement District*
- Department of Justice Asset Sharing
- Economic Development
- Gateway Streets
- Grants
- Health Rebates and Insurance
- Hotel Occupancy Tax
- Impact Fees
- Lubbock Business Park Tax Increment Financing Reinvestment Zone (Lubbock Business Park TIF)
- Lubbock Economic Development Alliance, Inc.
- Municipal Court
- North and East Lubbock Neighborhood and Infrastructure Fund
- North Overton Public Improvement District*
- North Overton Tax Increment Financing Reinvestment Zone (North Overton TIF)
- North Point Public Improvement District*
- Northwest Passage Public Improvement District*
- Quincy Park Public Improvement District*
- Truancy Prevention and Diversion Fund
- Upland Crossing Public Improvement District*
- Upland Crossing 2 Public Improvement District*
- Upland Crossing 3 Public Improvement District*
- Valencia Public Improvement District*
- Vintage Township Public Improvement District*
- Willow Bend Villas Public Improvement District*

* A Public Improvement District (PID) is a defined assessment area created by the City in response to property owner petitions to provide specific types of improvements or maintenance of a given public area.



ABANDONED VEHICLES FUND

MISSION AND PURPOSE

Protect the community from vandalism and provide a clean, well-maintained appearance by removing abandoned vehicles from streets, private property, and public property. Revenues from the sale of vehicles provide funding for necessary equipment in the Police Department.

GOALS AND OBJECTIVES

- Comply with provisions set forth in the Texas Transportation Code, Chapter 683, for law enforcement purposes.
- Remove abandoned vehicles from streets, private property, and public property.

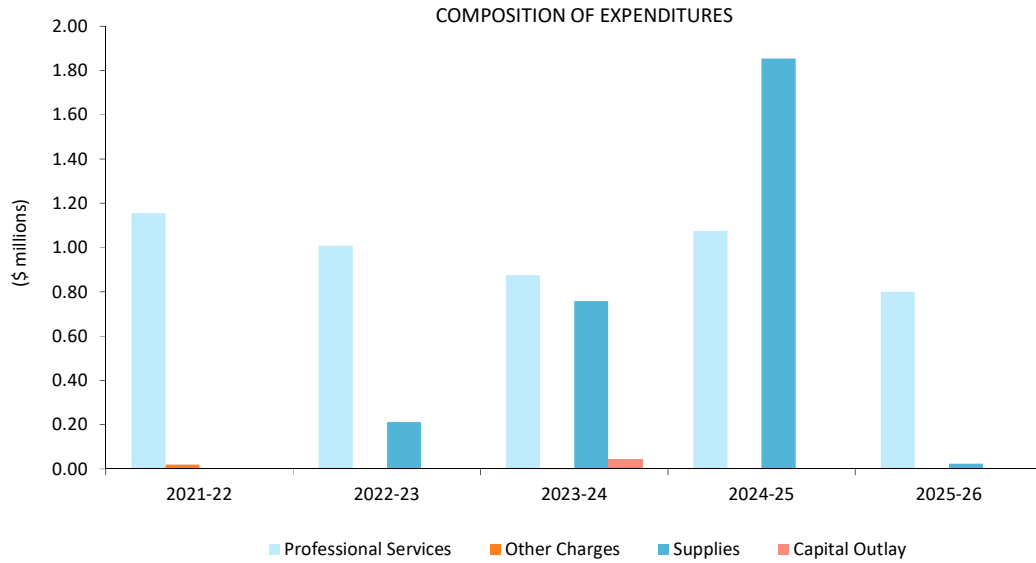
ACCOMPLISHMENTS FOR FY 2024-25

- Stickered over 1,900 vehicles for abandonment.
- Abated over 600 abandoned vehicles from City of Lubbock streets, private property, and public property.
- Auctioned over 1,600 vehicles, generating over \$600,000 in revenue for law enforcement purposes.
- Purchased equipment for the newly formed Special Response Group.
- Purchased tactical equipment for SWAT personnel.
- Funded 25% of a department-wide patrol rifle conversion.

OBJECTIVES FOR FY 2025-26

- Beautify the streets and neighborhoods of our community by removing abandoned vehicles within the city limits.
- Use funds to purchase technology and equipment to further Patrol functions and Criminal Investigations.

Abandoned Vehicles



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 22,935	75,872	109,776	77,900	90,000	15.5
Capital Lease Proceeds	-	-	34,482	-	-	
Sale of Vehicles	1,974,901	1,747,833	1,465,261	1,200,000	1,000,000	(16.7)
Total Revenue Sources	1,997,836	1,823,705	1,609,519	1,277,900	1,090,000	(14.7)
Use of Available Reserves	-	-	69,454	1,650,888	-	(100.0)
TOTAL FUNDING SOURCES	\$ 1,997,836	1,823,705	1,678,973	2,928,788	1,090,000	(62.8)
EXPENDITURES						
Supplies	\$ -	211,604	758,485	1,853,788	25,000	(98.7)
Professional Services	1,155,811	1,008,797	875,386	1,075,000	800,600	(25.5)
Other Charges	19,450	-	857	-	-	-
Capital Outlay	-	-	44,245	-	-	-
TOTAL EXPENDITURES	\$ 1,175,261	1,220,401	1,678,973	2,928,788	825,600	(71.8)

ANIMAL ASSISTANCE FUND

MISSION AND PURPOSE

Provide funding for the sterilization of companion animals that are adopted, transported, or fostered from LAS, as well as support for low-income pet owners to sterilize their pets

GOALS AND OBJECTIVES

Reduce the number of unwanted and unnecessary litters of companion animals, thereby decreasing the number of stray and surrendered animals.

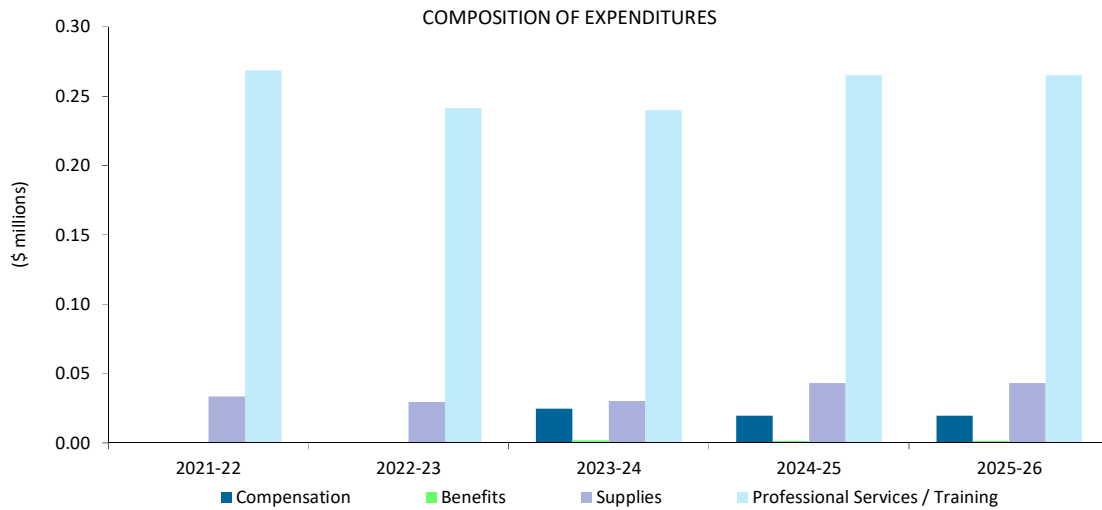
ACCOMPLISHMENTS FOR FY 2024-25

- Spayed/neutered 1,869 animals in-house.
- Spayed/neutered 1,252 animals at local veterinary clinics.
- Partnered with local veterinary clinics to provide low-cost spay/neuter services for citizens' companion animals.
- Ensured every dog or cat adopted from LAS was spayed/neutered at the time of adoption.
- Spayed/neutered all animals transported to partner shelters prior to transport

OBJECTIVES FOR FY 2025-26

- Increase in-house spay/neuter capacity.
- Strengthen partnerships with veterinary clinics and expand the spay/neuter voucher program.
- Expand educational programs highlighting the health and safety benefits of spaying and neutering.
- Continue collaboration with Texas Tech Animal Sciences students volunteering in the surgical suite.

Animal Assistance Program



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 5,810	12,887	24,833	12,500	17,000	36.0
Animal Licensing and Registration	274,549	294,243	402,071	300,807	320,000	6.4
Total Revenue Sources	280,359	307,130	426,904	313,307	337,000	7.6
Use of Available Reserves	21,448	-	-	16,064	-	(100.0)
TOTAL FUNDING SOURCES	\$ 301,808	307,130	426,904	329,371	337,000	2.3

EXPENDITURES						
Compensation	\$ -	-	24,783	19,615	19,615	-
Benefits	-	-	1,896	1,606	1,501	(6.5)
Supplies	33,451	29,592	30,401	43,150	43,150	-
Professional Services / Training	268,356	241,261	239,940	265,000	265,000	-
COL Adjustment			-		528	-
TOTAL EXPENDITURES	\$ 301,808	270,854	297,020	329,371	329,794	0.1

BELL FARMS PUBLIC IMPROVEMENT DISTRICT

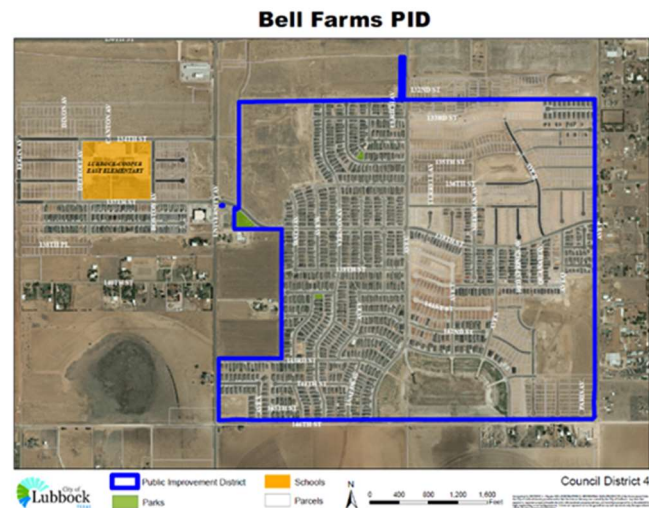
MISSION AND PURPOSE

Maintain neighborhood parks, a walking path to connect the parks, shared fencing, and neighborhood entry signs in the Bell Farms Public Improvement District (PID). Construct additional amenities as requested by the Board and Property Owners.

HISTORY AND OVERVIEW

The Bell Farms PID was created by resolution of the City Council on May 24, 2018, after the property owners petitioned for the creation of the Bell Farms PID. Each year, a public hearing is held, and the assessment rate for the Bell Farms PID is set by the City Council.

The Bell Farms PID generally covers a 472.16-acre area bounded by 133rd Street on the north, University Avenue on the west, 146th Street on the south, and Avenue P on the east.



GOALS AND OBJECTIVES

- Manage the collection and safekeeping of assessments.
- Maintain neighborhood parks, walking trails, neighborhood entry signs, shared fencing, and improvements in the public right of way to a level required by the PID property owners.
- Make repairs to public assets as needed due to age or damage.
- Construct additional amenities as requested by the Board and Property Owners.

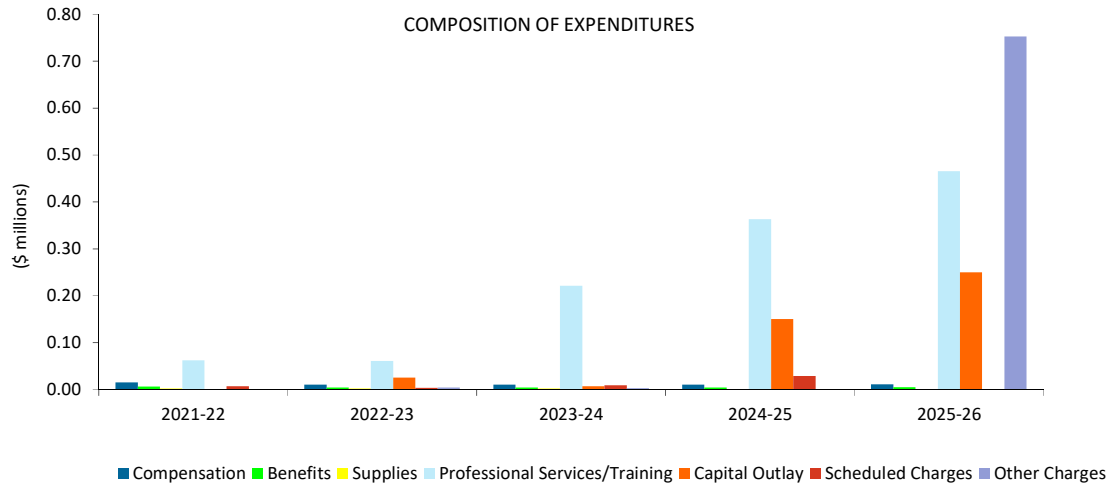
ACCOMPLISHMENTS FOR FY 2024-25

- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.
- Managed the collection and safekeeping of assessments.
- Evaluated playground safety audits, and performed repairs to park playgrounds.
- Made repairs to public assets due to damage.
- Installed new amenities at large park and basin park.
- Repaired and stained fencing as needed.
- Installed gravel in right-of-way areas on Avenue P.
- Executed a contract for redesign of playground retention wall at the large park.

OBJECTIVES FOR FY 2025-26

- Coordinate the annual meeting of property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.
- Manage the collection and safekeeping of assessments.
- Conduct a playground safety audit, and make any necessary repairs.
- Perform routine maintenance on all parks and fences.
- Make repairs to public assets as needed.
- Reconstruct the retention wall and surrounding area in the large park.
- Consider design and construction of a dog park in the large park area.
- Consider additional shading in the large park.
- Consider additional playground equipment in the large park.

Bell Farms PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 210,660	317,304	419,053	486,092	526,883	8.4
Interest	4,802	17,226	37,941	18,674	25,905	38.7
Total Revenue Sources	215,462	334,530	456,994	504,766	552,788	9.5
Use of Available Reserves	-	-	-	54,677	200,039	265.9
TOTAL FUNDING SOURCES	\$ 215,462	334,530	456,994	559,443	752,827	34.6

EXPENDITURES						
Compensation	\$ 15,760	10,845	10,716	10,677	11,090	3.9
Benefits	6,546	4,578	4,793	5,053	5,412	7.1
Supplies	2,332	2,283	2,353	1,500	750	(50.0)
Professional Services/Training	62,073	60,573	221,234	13,201	18,575	40.7
Park Maintenance	-	-	-	285,000	377,000	32.3
Repairs	-	-	-	50,000	50,000	-
Park Equipment Maintenance	-	-	-	15,000	20,000	33.3
Scheduled Charges	7,149	3,736	9,105	2,012	-	(100.0)
Electric Utilities	-	-	-	15,000	10,000	(33.3)
Water Utilities	-	-	-	12,000	10,000	(16.7)
Other Charges	729	4,586	3,300	-	-	-
Capital Outlay	-	25,427	7,046	150,000	250,000	66.7
TOTAL EXPENDITURES	\$ 94,588	112,026	258,547	559,443	752,827	34.6

CABLE SERVICES

MISSION AND PURPOSE

Provide funding for specialized equipment and technology for the City's government access channel. State law specifies the money can only be used for Public, Education, and Government (PEG) access channel capital expenditures.

GOALS AND OBJECTIVES

- Use funds according to the provisions of Texas Utility Code Section 66.006 and related federal statutes.
- Provide ongoing, updated information about City government services and activities, and provide other programs for informational and educational purposes.
- Increase citizen access to and awareness, understanding, and participation in city government.

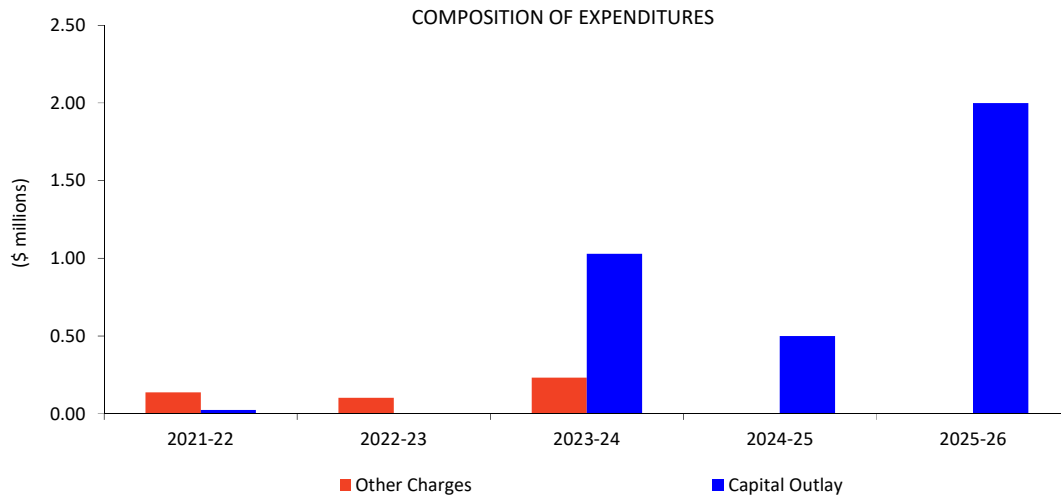
ACCOMPLISHMENTS FOR FY 2024-25

- Worked with more community partners for audio/visual needs, which helps us with content: SPAG, TxDOT, local hospitals.
- Used new live equipment, remote live streamed several events straight to the PEG channel.
- Broadcasted more seamlessly from 2nd floor conference room A & B.
- Started on studio upgrades, and renovation.

OBJECTIVES FOR FY 2025-26

- Create more engaging content in different formats.
- Work with more community partners to create more engaging content for PEG channel.

Cable Services Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Cable Services Fee	\$ 461,519	316,110	266,918	263,500	235,500	(10.6)
Interest Earnings	59,826	147,122	223,352	152,145	123,083	(19.1)
Total Revenue Sources	521,345	463,232	490,270	415,645	358,583	(13.7)
Use of Available Reserves	-	-	771,287	84,355	1,641,417	1,845.8
TOTAL FUNDING SOURCES	\$ 521,345	463,232	1,261,557	500,000	2,000,000	300.0

EXPENDITURES						
Other Charges	\$ 137,142	100,581	232,019	-	-	-
Capital Outlay	24,140	-	1,029,538	500,000	2,000,000	300.0
TOTAL EXPENDITURES	\$ 161,282	100,581	1,261,557	500,000	2,000,000	300.0

CENTRAL BUSINESS DISTRICT TIF

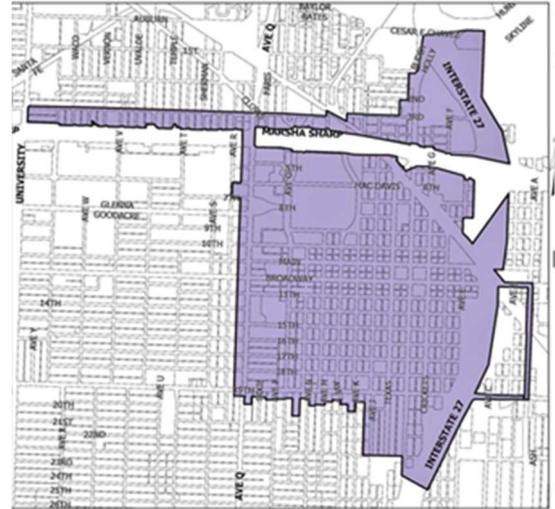
MISSION AND PURPOSE

The Central Business District (CBD) Tax Increment Financing Reinvestment Zone (TIF) supports downtown development.

HISTORY AND OVERVIEW

The CBD was developed for office, retail, and governmental agency uses. As in many cities, retail shopping and dining relocated to areas outside of the CBD and office development consequently stagnated. To reverse that trend and stimulate further development downtown, the City established the CBD TIF in December 2001. Participating taxing jurisdictions include the City of Lubbock, Lubbock County, High Plains Underground Water District, and Lubbock County Hospital District. The termination date of the TIF is December 31, 2040.

The CBD TIF Board of Directors created a project and finance plan to assist redevelopment. As the project progressed, the Project and Finance Plan has been updated with actual values and the projections revised to reflect expected development. The CBD TIF Board of Directors adopted the Fifth Amended Project and Finance Plan (Plan) on April 27, 2017. The total projected assessment value shown in the Plan at the end of the 40-year CBD TIF term is \$361.5 million, and the total increment value is projected at \$255.7 million.



GOALS AND OBJECTIVES

- Develop increased private investment within the CBD TIF to fund future public improvements.
- Increase residential / commercial development in areas in and around the CBD.
- Implementation of the Downtown Master Plan, as adopted in June 2020.

ACCOMPLISHMENTS FOR FY 2024-25

- Collaborated with Market Lubbock, Inc. and Primitive to conduct DowntownLBK events and promotional opportunities, including website and social media outlets.
- Purchased merchandise for DowntownLBK events.
- Sponsored the Buffalo Grass Fest Event.
- Authorized an incentive agreement with Simflo, LLC for utility relocations at Broadway and Avenue F.
- Executed a contract for a Downtown Lighting Master Plan.
- Began construction on a lighting project in the Depot District.
- Executed a contract for installation of bollards in the Depot District

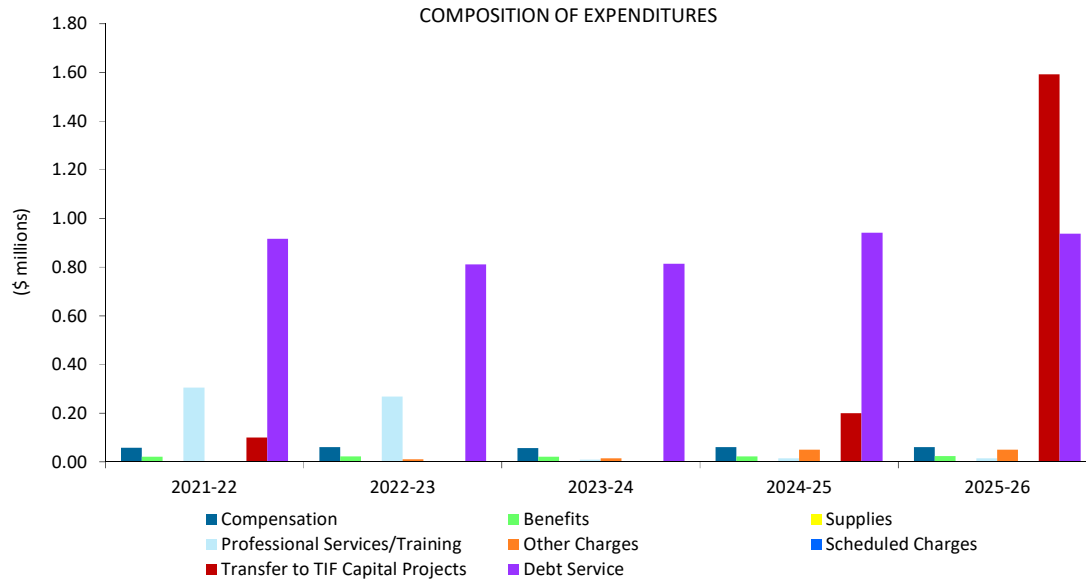
OBJECTIVES FOR FY 2025-26

- Begin construction on a downtown Civic Park.
- Collaborate with Primitive Social on downtown business owner events.
- Continue to support downtown redevelopment projects as appropriate.
- Develop a "This Place Matters" initiative for legacy businesses in downtown.
- Participate in National Parking Day.
- Install branded signage on public parking lots.
- Develop a grant program for utility relocation projects.
- Create rideshare parking areas in the Depot District.
- Begin a wayfinding signage project.

CBD TIF Historic Appraised Value

Year	Market Value	Taxable Value
2001	105,858,251	105,858,251
2002	106,282,263	101,110,762
2003	114,147,891	108,507,657
2004	116,851,419	115,844,153
2005	128,228,159	122,407,243
2006	137,773,996	137,164,666
2007	161,582,451	155,747,677
2008	165,812,393	160,258,513
2009	171,428,178	166,824,005
2010	171,041,421	167,743,779
2011	171,587,238	168,274,091
2012	171,822,804	172,262,889
2013	181,690,584	181,154,656
2014	191,145,323	190,577,695
2015	202,885,256	202,359,028
2016	211,538,988	210,285,569
2017	206,096,705	205,642,967
2018	213,977,163	211,770,127
2019	221,332,532	220,158,649
2020	233,423,090	232,450,181
2021	249,695,117	245,536,007
2022	277,056,107	275,548,690
2023	286,532,044	285,315,215
2024	297,251,523	291,694,932

Central Business District TIF



Operating Fund

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Property Tax	\$ 1,510,130	1,631,811	1,692,174	1,687,000	1,700,496	0.8
Interest Earnings	9,797	18,623	77,345	68,508	69,056	0.8
Total Revenue Sources	1,519,927	1,650,434	1,769,519	1,755,508	1,769,552	0.8
Use of Available Reserves	-	-	-	-	912,052	-
TOTAL FUNDING SOURCES	\$ 1,519,927	1,650,434	1,769,519	1,755,508	2,681,604	52.8

EXPENDITURES

Compensation	\$ 58,216	60,600	56,801	60,362	60,385	0.0
Benefits	21,135	22,483	21,722	23,187	24,052	3.7
Supplies	1,124	960	2,003	1,000	250	(75.0)
Professional Services/Training	305,175	269,127	9,413	15,550	15,300	(1.6)
Other Charges	36	10,336	15,311	50,000	50,000	-
Scheduled Charges	27	22	15	2,012	-	(100.0)
Transfer to TIF Capital Projects	100,000	-	-	200,000	1,592,369	696.2
Debt Service	916,748	811,637	814,136	940,954	937,351	(0.4)
COL Adjustment	-	-	-	-	1,897	-
TOTAL EXPENDITURES	\$ 1,402,461	1,175,165	919,401	1,293,065	2,681,604	107.4

CHARITY CARE FUND

MISSION AND PURPOSE

On December 22, 2021, the Texas Health and Human Services Commission (HHSC) received federal approval for the Public Health Providers—Charity Care Program (PHP-CCP). The program establishes public health departments as qualifying providers to be reimbursed for care costs, including behavioral health, immunizations, chronic disease prevention, and other preventative services for eligible individuals for charity care.

This program allows the city to receive reimbursement for unfunded care provided through the public health department clinics. To participate in this program, the health department submits an annual PHP-CCP cost report to HHSC that documents the charity care provided during the previous federal fiscal year. HHSC then calculates the program allocation for the year. The funds received through the PHP-CCP can support future services for patients eligible for charity care. The PHP-CCP program was authorized for 10 years.

The Public Health Charity Program does the following:

- Increase access to clinical care, prescription medications, and laboratory services at the health department for individuals who are eligible for charity care.
- Fund staff, medical supplies, staff education, equipment, and support services for clinical services offered to individuals eligible for charity care.

GOALS AND OBJECTIVES

- Reduce barriers to care for individuals who struggle to access care through traditional medical providers.

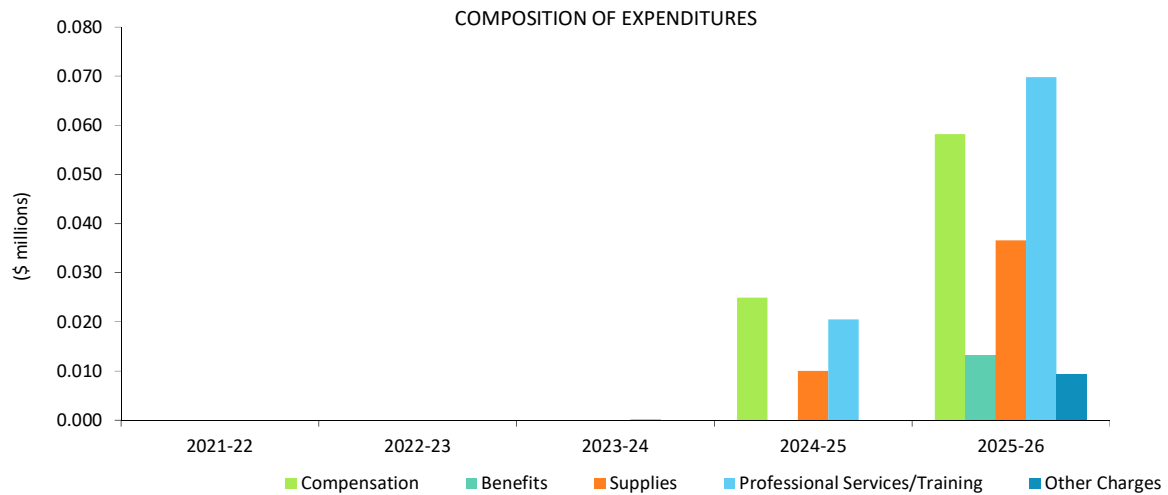
ACCOMPLISHMENTS FOR FY 2024-25

- Submitted the second cost report for reimbursement of \$200,673.
- Improved internal coding and documentation processes to increase the charity care reimbursement by 262% over the 2023 amount.

OBJECTIVES FOR FY 2025-26

- Increase the number of patients served by the health department.
- Continue to improve coding and documentation of charity care provided to increase the charity care payment for the following year.

Charity Care - 1115 Waiver Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Charity Care Reimbursement	\$ -	-	55,435	55,435	200,000	260.8
Interest	-	-	-	-	8,000	-
Total Revenue Sources	-	-	55,435	55,435	208,000	275.2
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ -	-	55,435	55,435	208,000	275.2

EXPENDITURES						
Compensation	\$ -	-	-	24,960	58,214	133.2
Benefits	-	-	-	-	13,156	-
Supplies	-	-	-	10,000	36,620	266.2
Professional Services/Training	-	-	161	20,475	69,843	241.1
Other Charges	-	-	-	-	9,275	-
TOTAL EXPENDITURES	\$ -	-	161	55,435	187,108	237.5

COMMUNITY DEVELOPMENT

MISSION AND PURPOSE

Promote self-sufficiency, economic opportunities, and suitable living environments, including but not limited to decent, safe, sanitary, and affordable housing for low to moderate-income (LMI) individuals and families.

Community Development provides the following services:

- Administration of federal grant programs including Community Development Block Grant (CDBG), Home Investment Partnership Grant (HOME), and Emergency Solutions Grant (ESG).
- Administration of state grant programs under the Comprehensive Energy Assistance Program (CEAP), including Utility Assistance and Household Crisis Programs.
- Administration of housing rehabilitation programs for LMI homeowners in the City.
- Administers funding to non-profit agencies who provide public services, homeless supportive services, affordable housing, and opportunities for economic development.
- Collaborate with City departments for public facility & infrastructure projects in LMI areas.

GOALS AND OBJECTIVES

- Improve and Expand Public Infrastructure and Improve Access to Public Facilities
- Provide for Owner-Occupied Housing Rehab
- Increase Affordable Rental Housing and Homeownership Opportunities
- Provide Supportive Services to Special Needs Populations
- Provide Vital Services for LMI Households
- Provide Homeless Prevention, Rapid Rehousing, and Support to Homeless Providers
- Encourage Citizen Participation
- Develop and implement strategic planning for administration of federal, state and local funding
- Meet deadlines for annual financial and performance reports
- Ensure revenue by managing and servicing existing housing loan portfolios

ACCOMPLISHMENTS FOR FY 2024-25

- Improved Public Facility's for healthcare services to LMI households and support services for children in foster care.
- Provided owner-occupied housing rehab and increased affordable rental housing opportunities for more than 75 LMI households.
- Provided supportive services to more than 500 LMI households with public service activities including life-skill development, job training and job placement to encourage self-sufficiency and support for children's advocacy services and child care services for LMI households.
- Provided homeless prevention services through rental assistance and rapid rehousing programs, and supportive services to more than 700 families and individuals who were homeless or at risk of becoming homeless.
- Provided education and information to the public for energy conservation and encouraged citizen participation by holding public hearings and public comment periods for annual reports.
- Met timeliness and deadlines for annual performance and financial reporting to HUD and TDHCA.

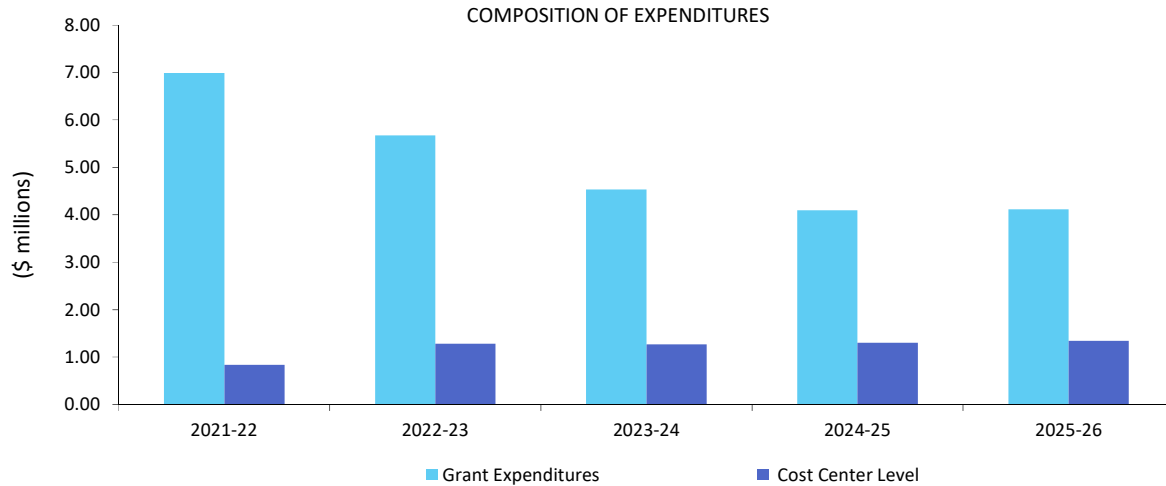
OBJECTIVES FOR FY 2025-26

- Improve and Expand Public Infrastructure and Improve Access to Public Facilities
- Provide for Owner-Occupied Housing Rehab
- Increase Affordable Rental Housing and Homeownership Opportunities
- Provide Supportive Services to Special Needs Populations
- Provide Vital Services for LMI Households
- Provide Homeless Prevention, Rapid Rehousing, and Support to Homeless Providers
- Encourage Citizen Participation
- Develop and implement strategic planning for administration of federal, state and local funding
- Meet deadlines for annual financial and performance reports

COMMUNITY DEVELOPMENT

- Ensure revenue by managing and servicing existing housing loan portfolios
- Work with the boards, City Management, City Council, stakeholders, and communities to address housing and community needs for strategic planning and programs.
- Meet all expenditure deadlines, complete all annual financial and performance reports in a timely manner, and continue an upward progression of accomplishments and outcomes.

Community Development



	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
CDBG - Administration	10	10	10	10	7	(3)
CDBG - Field Services	4	4	4	4	6	2
TOTAL STAFFING	14	14	14	14	13	(1)
FULL-TIME POSITIONS						
Administrative Asst	1		Community Development Director			1
Asst Dir Community Development	1		Financial Assistant			1
Asst Dir of Fin Plan/Comp	1		Management Assistant			1
Construction Inspection Spec	4		Project Specialist			3
			TOTAL FULL-TIME POSITIONS			13
	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
METRICS/PERFORMANCE MEASURES						
Affordable Rentals/ FTHB	21	25	11	15	15	-
<i>The City will provide affordable housing opportunities such as direct financial assistance and loans for eligible LMI first-time homebuyers. The City will also work to increase affordable rental housing opportunities through rental units being constructed and rehabilitated. These activities will benefit LMI households.</i>						
Housing Counseling Services	23	31	40	10	-	(100.0)
<i>Program discontinued as of March 1, 2025.</i>						
Homeless Objectives	1,020	1,314	59	1,000	1,000	-
<i>Monitoring of subrecipients for compliance with Federal regulations as they pertain to grant-funded programs and projects. CD performs monthly, quarterly and end of year monitoring.</i>						
Monitoring Subrecipients of Federal Grants	-	5	5	6	10	66.7
<i>Monitoring of subrecipients for compliance with Federal regulations as they pertain to grant-funded programs and projects. CD performs monthly, quarterly and end of year monitoring.</i>						

Community Development

METRICS/PERFORMANCE MEASURES	Actual FY 2021-22	Actual FY 2022-23	Actual FY 2023-24	Projected FY 2024-25	Target FY 2025-26	% Change from Projected
Annual and Planning reports data input	3	3	3	3	3	-
<i>Meeting Federal requirements per HUD regulations including performance and financial data, which is reported in our Annual Action Plan and Comprehensive Annual Performance & Evaluation Report (CAPER). The Consolidated Plan covers a span of five years and includes performance goals, whereupon each goal is reported annually in the AAP and CAPER.</i>						
Expand Public Infrastructure/ Access to Public Facilities	19,255	7,285	7,325	-	4,000	-
<i>Improve and expand public infrastructure capacity through activities for LMI persons and households. Improve access to public facilities that will benefit LMI persons and households.</i>						
Completion of Rehab Projects	36	20	65	75	50	(33.3)
<i>The City will provide for minor owner-occupied housing rehabilitation for eligible LMI households (LMH). Rehab projects completed within 6 months from intake of client to completion of scope of work</i>						
Supportive Services, Vital Services and Public Service Activities	52	81	3,780	900	1,000	11.1
<i>Public Services to low to moderate-income persons and families other than housing programs, services to special needs populations, and other supportive services.</i>						
COVID-19 EMERGENCY RESPONSE						
Rent and Utility Assistance	1,836	-	-	-	-	-
<i>The department continued providing subsistence payments using the CDBG-CV, CSBG-CARES, TERAP, and USDT-ERA funding for Emergency Rent and Utility Assistance Programs. The department will continue to expend the remainder of the ERA2 funding through the end of FY2022. These programs will not continue into FY 2023</i>						
Child Care	324	674	-	-	-	-
<i>We are utilizing CRF & CDBG-CV funds to provide child care for persons who were financially impacted by the Coronavirus outbreak.</i>						
Mortgage Assistance	3	-	-	-	-	-
<i>We are utilizing CRF & CDBG-CV funds to provide mortgage assistance for persons who were financially impacted by the Coronavirus outbreak.</i>						
Homeless Shelter Operations and Rapid Rehousing	951	-	-	-	-	-
<i>We are utilizing ESG-CV & HOME-ARP funds to provide assistance to persons who are homeless or at risk of becoming homeless, during the Coronavirus outbreak.</i>						

Community Development - Fund Overview

U. S. Department of Housing and Urban Development (HUD) Grants

Community Development Block Grant (CDBG)						
	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Entitlement	2,220,520	2,254,505	2,245,749	2,197,708	2,215,657	0.8
Program Income	150,000	150,000	150,000	-	-	-
CDBG-CV (COVID-19 Funding)	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 2,370,520	2,404,505	2,395,749	2,197,708	2,215,657	0.8
DEPARTMENT LEVEL EXPENDITURES						
Compensation	194,682	147,444	519,618	536,304	555,888	3.7
Benefits	105,317	83,821	283,450	302,209	312,296	3.3
Supplies	10,000	9,800	10,000	10,200	16,891	65.6
Maintenance	2,500	20,648	15,000	15,000	7,000	(53.3)
Professional Services/Training	25,000	20,115	20,000	11,500	15,700	36.5
Other Charges	-	43,219	44,000	45,828	59,563	30.0
Scheduled Charges	126,274	145,360	122,462	122,411	131,522	7.4
Capital Outlay/Reimbursements	3,727	3,697	177	-	-	-
TOTAL DEPARTMENT LEVEL EXPENDITURES	\$ 467,500	474,104	1,014,707	1,043,452	1,098,860	5.3
FUND LEVEL EXPENDITURES						
Public Service	-	300,000	-	329,656	300,000	(9.0)
Non-Public Service	1,903,020	1,630,401	1,381,042	824,600	799,658	(3.0)
CDBG COVID-19 Programming	-	-	-	-	-	-
TOTAL FUND LEVEL EXPENDITURES	\$ 1,903,020	1,930,401	1,381,042	1,154,256	1,099,658	(4.7)
TOTAL EXPENDITURES	\$ 2,370,520	2,404,505	2,395,749	2,197,708	2,198,518	0.0
Home Investment Partnership Program (HOME)						
	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Entitlement	997,581	1,131,013	1,163,287	954,696	981,959	2.9
Program Income	500,000	500,000	500,000	100,000	100,000	-
TOTAL FUNDING SOURCES	\$ 1,497,581	1,631,013	1,663,287	1,054,696	1,081,959	2.6
EXPENDITURES						
Affordable Housing Development	1,402,781	1,536,221	1,563,287	959,226	983,763	2.6
Admin./Direct Delivery (10%) - Housing Section	94,800	94,792	100,000	95,470	98,196	2.9
Rental Assistance	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 1,497,581	1,631,013	1,663,287	1,054,696	1,081,959	2.6
Emergency Solutions Grant (ESG)						
	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Entitlement	180,181	186,658	198,147	197,378	193,151	(2.1)
ESG-CV (COVID-19 Funding)	-	-	-	-	-	-
ESG-CV2 (COVID-19 Funding)	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 180,181	186,658	198,147	197,378	193,151	(2.1)
EXPENDITURES						
Homeless Housing and Services	166,681	173,158	184,147	182,575	178,665	(2.1)
Administration (7.5%) - Daily Operations	13,500	13,500	14,000	14,803	14,486	(2.1)
ESG COVID-19 Programming	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 180,181	186,658	198,147	197,378	193,151	(2.1)
HOME American Rescue Plan (HOME-ARP)						
	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Entitlement	\$ 3,620,925	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 3,620,925	-	-	-	-	-
EXPENDITURES						
Administration	\$ 539,992	-	-	-	-	-
Tenant Based Rental Assistance/Supportive Services	3,080,933	-	-	-	-	-
TOTAL EXPENDITURES	\$ 3,620,925	-	-	-	-	-
U. S. Department of Treasury (USDT)						
Emergency Rent Assistance (ERA) 1 & 2						
	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Emergency Rental Assistance (ERA1)	\$ 598,873	-	-	-	-	-
Emergency Rental Assistance 2 (ERA2)	-	-	-	-	-	-
TOTAL FUNDING SOURCES	598,873	-	-	-	-	-
EXPENDITURES						
Administration-ERA1 (10%) - Daily Operations	\$ -	-	-	-	-	-
Administration-ERA2 (10%) - Daily Operations	-	-	-	-	-	-
Emergency Rental Assistance Program	598,873	-	-	-	-	-
TOTAL EXPENDITURES	598,873	-	-	-	-	-

Community Development - Fund Overview

Texas Department of Housing and Community Affairs (TDHCA) Grants

Community Services Block Grant **

	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
CSBG Grant	\$ 500,000	-	-	-	-	-
CARES FY 2020	-	-	-	-	-	-
Discretionary Funds	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 500,000	-	-	-	-	-
DEPARTMENT LEVEL EXPENDITURES						
Compensation	\$ 66,950	-	-	-	-	-
Benefits	33,050	-	-	-	-	-
Supplies	2,000	-	-	-	-	-
Professional Services/Training	2,500	-	-	-	-	-
Other Charges	30,000	-	-	-	-	-
Scheduled Charges	-	-	-	-	-	-
TOTAL DEPARTMENT LEVEL EXPENDITURES	\$ 134,500	-	-	-	-	-
FUND LEVEL EXPENDITURES						
Community Self-Sufficiency Programs	\$ 365,500	-	-	-	-	-
Contractual Rental Assistance	-	-	-	-	-	-
Administration - Daily Operations	-	-	-	-	-	-
Rental Assistance	-	-	-	-	-	-
TOTAL FUND LEVEL EXPENDITURES	\$ 365,500	-	-	-	-	-
TOTAL EXPENDITURES	\$ 500,000	-	-	-	-	-

Comprehensive Energy Assistance Program

	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
CEAP Grant	1,750,000	2,399,463	2,093,379	2,000,000	2,000,000	-
CARES FY 2020 Grant	-	-	-	-	-	-
American Rescue Plan Act Grant (ARPA)	1,525,972	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 3,275,972	2,399,463	2,093,379	2,000,000	2,000,000	-
DEPARTMENT LEVEL EXPENDITURES						
Compensation	84,592	71,090	91,530	93,822	76,712	(18.2)
Benefits	41,758	36,910	48,470	50,579	42,328	(16.3)
Professional Services/Training	1,500	2,500	-	-	12,680	-
TOTAL DEPARTMENT LEVEL EXPENDITURES	\$ 127,850	110,500	140,000	144,400	131,720	(8.8)
FUND LEVEL EXPENDITURES						
Community Energy Assistance Programs	1,622,150	2,288,963	1,953,379	1,855,600	1,868,280	0.7
Community Energy Assistance Programs-ARPA	1,387,261	-	-	-	-	-
Administration - Daily Operations	138,711	-	-	-	-	-
Contractual Utility Assistance and Household Crisis	-	-	-	-	-	-
TOTAL FUND LEVEL EXPENDITURES	\$ 3,148,122	2,288,963	1,953,379	1,855,600	1,868,280	0.7
TOTAL EXPENDITURES	\$ 3,275,972	2,399,463	2,093,379	2,000,000	2,000,000	0.0

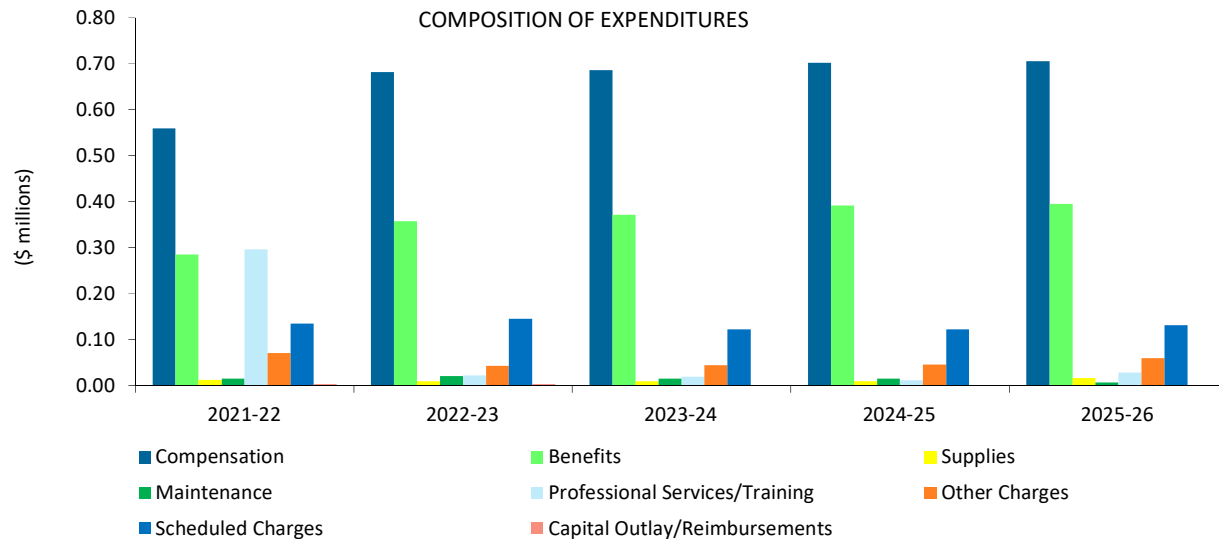
Other Funding Sources

	Actual*	Actual*	Actual*	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Prior Year Carry Over Funds	\$ -	536,167	-	-	-	-
TOTAL FUNDING SOURCES	\$ -	536,167	-	-	-	-
DEPARTMENT LEVEL EXPENDITURES						
Compensation	\$ -	354,726	-	-	-	-
Benefits	-	181,441	-	-	-	-
TOTAL DEPARTMENT LEVEL EXPENDITURES	\$ -	536,167	-	-	-	-
TOTAL REVENUE SOURCES						
TOTAL REVENUE SOURCES	\$ 12,044,052	7,157,806	6,350,562	5,449,782	5,490,767	0.8
GRAND TOTAL FUNDING SOURCES						
GRAND TOTAL FUNDING SOURCES	\$ 12,044,052	7,157,806	6,350,562	5,449,782	5,490,767	0.8
Additional COL Adjustment						
Additional COL Adjustment					17,139	
GRAND TOTAL EXPENDITURES						
GRAND TOTAL EXPENDITURES	\$ 12,044,052	7,157,806	6,350,562	5,449,782	5,490,767	0.8

* Due to grant funding extending beyond the fiscal year, budgeted amounts are provided

** CSBG grant funding not received beginning in FY 21-22

Community Development - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 559,214	681,841	685,601	701,774	705,215	0.5
Benefits	285,264	357,091	371,467	391,413	394,691	0.8
Supplies	12,296	9,800	10,000	10,200	16,891	65.6
Maintenance	15,270	20,648	15,000	15,000	7,000	(53.3)
Professional Services/Training	296,351	22,615	20,000	11,500	28,380	146.8
Other Charges	71,340	43,219	44,000	45,828	59,563	30.0
Scheduled Charges	134,680	145,360	122,462	122,411	131,522	7.4
Capital Outlay/Reimbursements	3,727	3,697	177	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 1,378,142	1,284,271	1,268,707	1,298,126	1,343,262	3.5

CD Administration	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 501,195	637,763	530,372	541,488	541,222	(0.0)
Benefits	237,899	318,109	253,633	263,073	264,711	0.6
Supplies	2,296	-	-	-	-	-
Maintenance	12,770	-	-	-	-	-
Professional Services/Training	271,351	2,500	117,834	-	15,880	-
Other Charges	71,340	42,869	43,650	45,828	55,183	20.4
Scheduled Charges	8,406	-	-	-	57,500	-
Capital Outlay/Reimbursements	3,727	3,697	177	-	-	-
TOTAL CD ADMINISTRATION	\$ 1,108,984	1,004,938	945,666	850,389	934,496	9.9

CD Field						
EXPENDITURES BY CATEGORY						
Compensation	\$ 58,019	44,078	155,229	160,286	163,993	2.3
Benefits	47,365	38,982	117,834	128,340	129,980	1.3
Supplies	10,000	9,800	10,000	10,200	16,891	65.6
Maintenance	2,500	20,648	15,000	15,000	7,000	(53.3)
Professional Services/Training	25,000	20,115	20,000	11,500	12,500	8.7
Other Charges	-	350	350	-	4,380	-
Scheduled Charges	126,274	145,360	122,462	122,411	74,022	(39.5)
TOTAL CD FIELD	\$ 269,158	279,333	440,875	447,737	408,766	(8.7)

CRIMINAL INVESTIGATIONS FUND

MISSION AND PURPOSE

Provide funding for specialized equipment, technology, and payments to confidential informants to aid in the investigation of certain criminal cases through the use of seized assets resulting from local police investigations.

GOALS AND OBJECTIVES

- Use funds according to the provisions of Texas Code of Criminal Procedure Chapter 59 and related federal statutes.
- Investigate criminal offenses, arrest offenders, and assist in the criminal prosecution of the offenders in a court of competent jurisdiction.

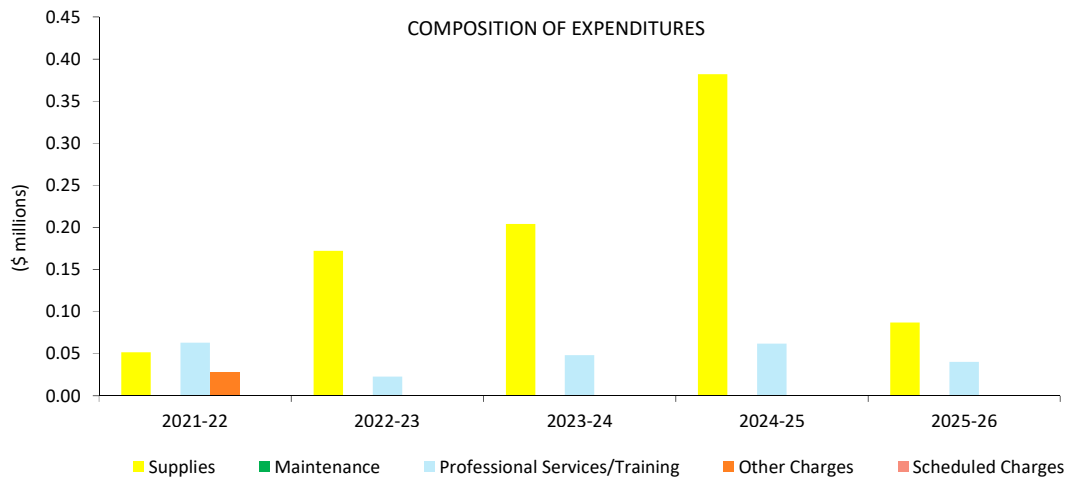
ACCOMPLISHMENTS FOR FY 2024-25

- Purchased Mounted Patrol specific equipment, supplies, and related veterinary/farrier services for the Unit.
- Purchased Flock Camera System equipment and service.
- Funded 25% of a department-wide pistol conversion.

OBJECTIVES FOR FY 2025-26

- Receive confiscated funds through court awards that will allow for funding of equipment and other needs for law enforcement.
- Purchase Mounted Patrol specific equipment, supplies, and related veterinary/farrier services.
- Purchase technology and equipment for Patrol and Criminal Investigations.

Criminal Investigations Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Revenue from Sale of Equipment/Vehicles	\$ 2,423	65,444	44,740	-	-	-
Confiscation Funds	225,598	68,090	160,658	155,000	100,000	(35.5)
Interest Earnings	5,112	13,856	20,347	20,300	15,000	(26.1)
Total Revenue Sources	233,133	147,389	225,745	175,300	115,000	(34.4)
Use of Available Reserves	-	47,536	26,523	268,700	12,000	(95.5)
TOTAL FUNDING SOURCES	\$ 233,133	194,925	252,268	444,000	127,000	(71.4)

EXPENDITURES						
Supplies	\$ 51,626	172,107	204,042	382,000	87,000	(77.2)
Maintenance	-	1	6	-	-	-
Professional Services/Training	62,863	22,797	48,197	62,000	40,000	(35.5)
Other Charges	28,475	-	-	-	-	-
Scheduled Charges	10	20	23	-	-	-
TOTAL EXPENDITURES	\$ 142,974	194,925	252,268	444,000	127,000	(71.4)

CYPRESS RANCH PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

Maintain neighborhood park, entry sign, and basin in the Cypress Ranch Public Improvement District (PID).

HISTORY AND OVERVIEW

The Cypress Ranch PID was created by resolution of the City Council on December 5, 2023, after the property owners petitioned for the creation of the Cypress Ranch PID. Each year, a public hearing is held, and the assessment rate for the Cypress Ranch PID is set by the City Council.

The Cypress Ranch PID generally covers a 99.5854-acre area bounded by the Levelland Highway to the north, agricultural land to the east, railroad tracks to the south, and Inler Avenue to the west.



GOALS AND OBJECTIVES

- Supervise collection and safekeeping of the assessments.
- Provide maintenance services for the common areas in the Cypress Ranch PID.
- Repair assets as needed due to age or damage.
- Conduct an annual meeting of property owners.

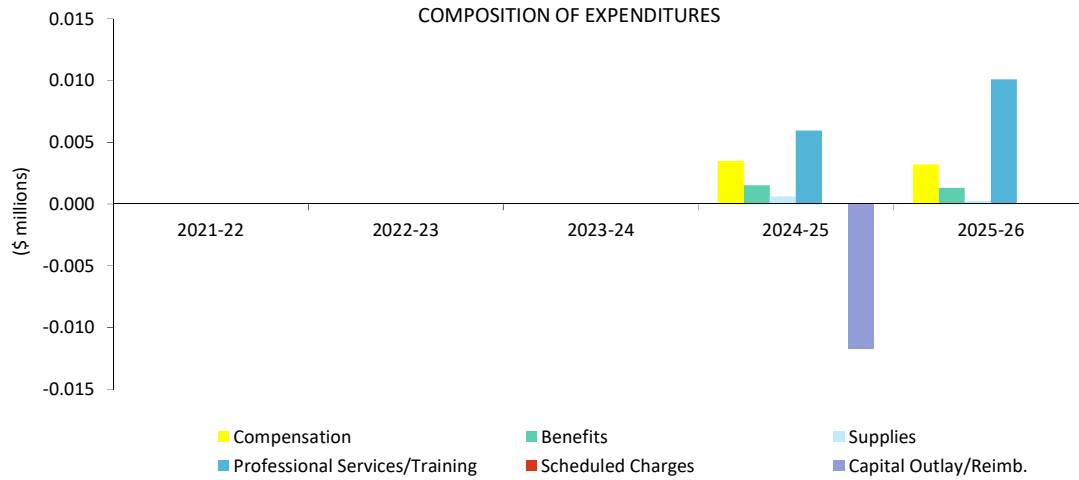
ACCOMPLISHMENTS FOR FY 2024-25

- Held a public hearing and accomplished other annual tasks as mandated by State Statute.
- Managed the collection and safekeeping of assessments.
- Conducted an annual meeting of property owners.

OBJECTIVES FOR FY 2025-26

- Coordinate the annual meeting of property owners.
- Hold a public hearing and accomplish annual tasks as mandated by State Statute.
- Manage the collection and safekeeping of assessments.

Cypress Ranch PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ -	-	-	257	21,657	8,326.8
Interest	-	-	-	-	-	-
Total Revenue Sources	-	-	-	257	21,657	8,326.8
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ -	-	-	257	21,657	8,326.8

EXPENDITURES						
Compensation	\$ -	-	-	3,496	3,213	(8.1)
Benefits	-	-	-	1,504	1,312	(12.8)
Supplies	-	-	-	600	250	(58.3)
Professional Services/Training	-	-	-	5,950	10,075	69.3
Other Charges	-	-	-	450	-	(100.0)
Scheduled Charges	-	-	-	-	-	-
Capital Outlay/Reimb.	-	-	-	(11,743)	-	(100.0)
TOTAL EXPENDITURES	\$ -	-	-	257	14,850	5,678.2

DEPARTMENT OF JUSTICE ASSET SHARING

MISSION AND PURPOSE

Provide funding for specialized equipment, technology, and other needs of the Police Department through the use of seized assets resulting from Federal investigations.

GOALS AND OBJECTIVES

- Expend funds according to the provisions of Texas Code of Criminal Procedures Chapter 59 and related federal statutes.

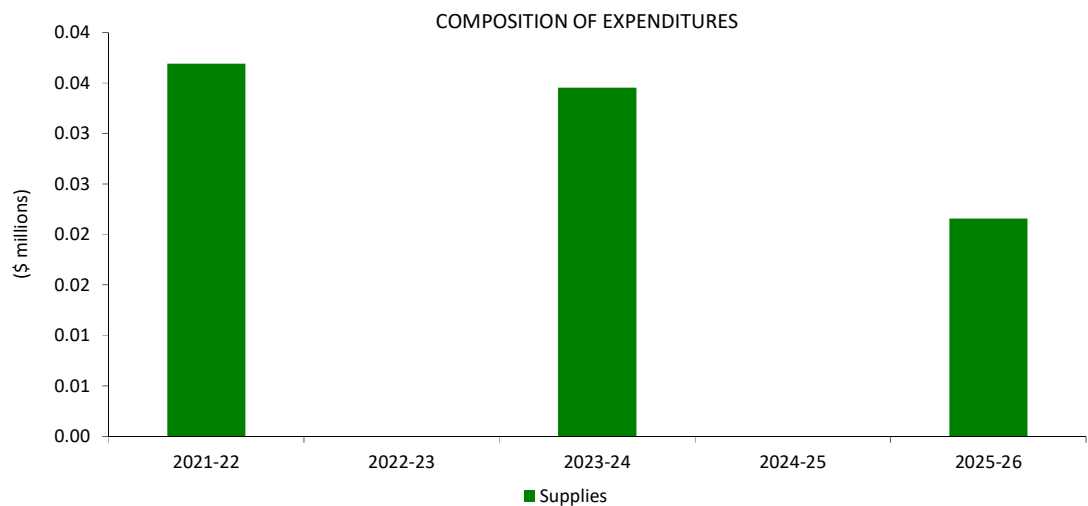
ACCOMPLISHMENTS FOR FY 2024-25

- No funds expended in FY 24-25.

OBJECTIVES FOR FY 2025-26

- Purchase technology and equipment to further Patrol functions and Criminal Investigations as funding allows.

Department of Justice Asset Sharing



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Court Awards	\$ -	-	-	-	-	-
Interest Earnings	2,217	16,254	16,412	-	-	-
Total Revenue Sources	2,217	16,254	16,412	-	-	-
Use of Available Reserves	34,717	-	18,143	-	21,562	-
TOTAL FUNDING SOURCES	\$ 36,934	16,254	34,555	-	21,562	-
EXPENDITURES						
Supplies	\$ 36,934	-	34,555	-	21,562	-
TOTAL EXPENDITURES	\$ 36,934	-	34,555	-	21,562	-

ECONOMIC DEVELOPMENT

MISSION AND PURPOSE

Enhance and encourage economic development, job creation, and facilitate the development of new businesses and industries. The Economic Development fund provides for the following:

- Assist the Lubbock Economic Development Alliance (LEDA) in its economic development activities by providing a single point of contact for City related issues.
- Coordinate and monitor special projects as directed by the Updated Downtown Master Plan, and other guiding documents.
- The majority of property tax revenues in this Fund are transferred to Market Lubbock, Inc. (MLI)
- Oversee activities of the City's special districts, including all Public Improvement Districts and Tax Increment Finance Reinvestment Zone Districts.
- Oversee the City's incentive programs, including Chapter 380 and 381 Agreements, and Tax Abatements.
- Support new businesses looking to enter the Lubbock Market.
- Support existing businesses with issues related to development and/or City Services.
- The City's Grant Writing initiatives.

GOALS AND OBJECTIVES

- Assist MLI and LEDA in recruiting efforts.
- Administer and coordinate implementation of the Updated Downtown Master Plan, and other guiding documents.
- Provide a single point of contact for businesses as it relates to City issues.
- Provide liaison services for all Public Improvement District and Tax Increment Financing Reinvestment Zone District Advisory Boards, including creation of new districts.
- Research grant opportunities for City departments and complete applications as applicable.

ACCOMPLISHMENTS FOR FY 2024-25

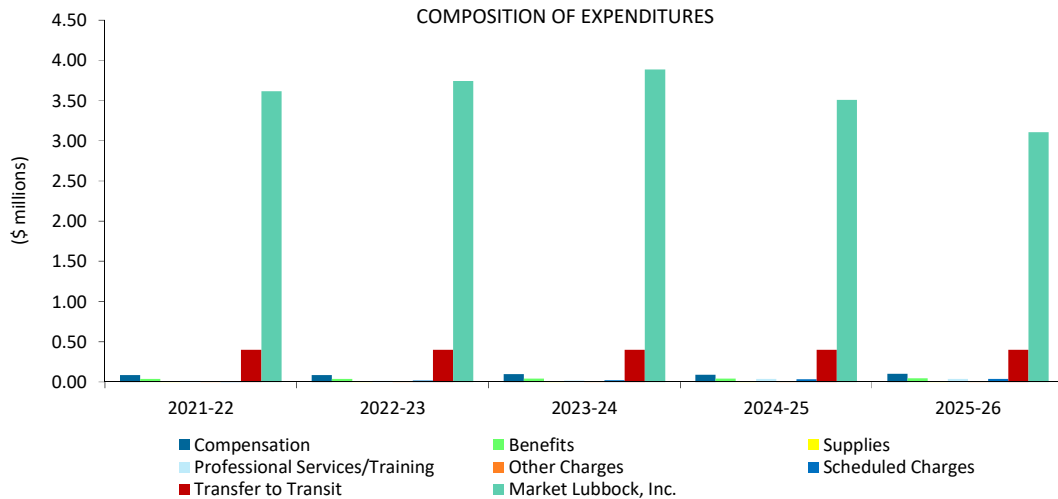
- Assisted MLI with downtown projects.
- Assisted MLI with Commercial Revitalization Grant Program projects.
- Assisted with several Economic Development announcements of new business relocations and expansions, to be located in the City of Lubbock.
- Facilitated administration of all TIF and PID Advisory Board activities.
- Completed transition of all historical TIF documents to digital records.
- Maintained the Business Development webpage on the City of Lubbock website.
- Provided administrative support for downtown subcommittees.
- Provided administrative support for two Civic Park Subcommittees (Fundraising and Oversight).
- Attended the Texas Downtown Annual Conference.
- Attended the Texas Economic Development Council's (TEDC) Annual Conference.
- Attended Main Street America Annual Conference.
- Attended Texas City Management Association (TCMA) Effective Local Government Trainings.
- Attended two workshops with The Grantsmanship Center.
- Completed Project Management Professionals course. (Special Districts Manager)
- Oversaw the creation of the Highland Oaks PID and North Park TIF.
- Assisted downtown business and property owners.
- Assisted developers and companies with expansion or relocation in the Lubbock market.
- Collaborated with Market Lubbock, Inc. and Primitive Social to develop DowntownLBK website and brand.
- Served as a Mentor for the Incubator Program at Frenship High School.
- Researched and applied for prospective grants as applicable.

ECONOMIC DEVELOPMENT

OBJECTIVES FOR FY 2025-26

- Assist MLI with downtown projects.
- Assist MLI with Commercial Revitalization Grant Program projects.
- Facilitate administration of all TIF and PID Advisory Board activities.
- Revise City of Lubbock PID Policy.
- Revise North Overton TIF/PID Design Standards.
- Maintain the Business Development webpage on the City of Lubbock website.
- Provide administrative support for downtown subcommittees.
- Attend trainings and conferences as available.
- Oversee creation of new Public Improvement Districts and Tax Increment Financing Districts, as applicable.
- Assist downtown business and property owners.
- Assist developers and companies with expansion or relocation in the Lubbock market.
- Research and apply for prospective grants as applicable.

Economic Development



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Property Tax	\$ 4,155,555	4,294,022	4,435,375	3,461,557	3,524,264	1.8
Delinquent Property Tax	23,969	(1,232)	(17)	15,000	16,000	6.7
Penalty & Interest - Delinquent Property Tax	34,600	36,641	38,147	35,000	35,000	-
Transfer from General Fund	79,550	85,033	88,973	89,768	95,463	6.3
Total Revenue Sources	4,293,674	4,414,465	4,562,478	3,601,325	3,670,727	1.9
Use of Available Reserves	-	-	-	513,565	68,469	(86.7)
TOTAL FUNDING SOURCES	\$ 4,293,674	4,414,465	4,562,478	4,114,890	3,739,196	(9.1)

EXPENDITURES						
Compensation	\$ 85,914	86,081	96,476	90,690	101,706	12.1
Benefits	37,212	38,395	43,070	42,317	46,292	9.4
Supplies	1,432	2,544	1,271	3,000	3,000	-
Professional Services/Training	13,246	15,031	18,107	36,000	36,000	-
Other Charges	4,330	2,030	1,644	5,000	5,075	1.5
Scheduled Charges	7,230	17,011	23,372	32,074	38,248	19.2
Transfer to Transit	400,000	400,000	400,000	400,000	400,000	-
Market Lubbock, Inc.	3,613,722	3,739,776	3,886,754	3,505,809	3,106,057	(11.4)
Additional COL Adjustment	-	-	-	-	2,818	-
TOTAL EXPENDITURES	\$ 4,163,085	4,300,867	4,470,693	4,114,890	3,739,196	(9.1)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Economic Development	3	3	3	3	3	-
TOTAL STAFFING	3	3	3	3	3	-

FULL-TIME POSITIONS	
Business Development Director	1
Special Districts Manager	1
Grant Writer	1
TOTAL FULL-TIME POSITIONS	3

GATEWAY STREETS

MISSION AND PURPOSE

In 2004, the City Council established the Gateway Streets Program. The program, funded with 40 percent of franchise fees, opens areas of the City for development through thoroughfare construction.

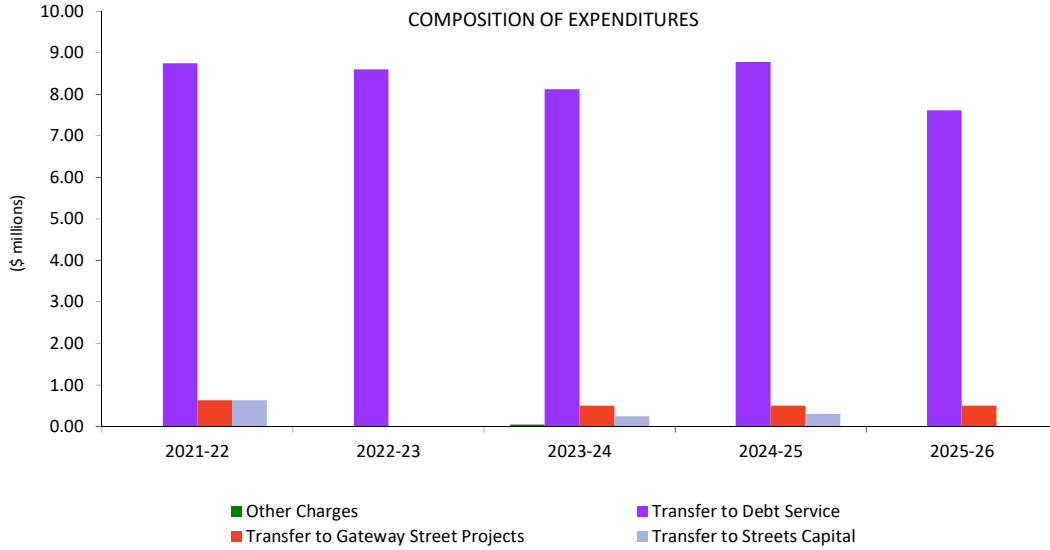
ACCOMPLISHMENTS FOR FY 2024-25

- Began construction of Upland Avenue from 66th Street to 82nd Street.
- Continued right of way acquisition for properties on Upland Avenue from 98th Street to 114th Street with the new bond road project.
- Completed construction of 114th Street from Quaker Avenue to Indiana Avenue.
- Street Maintenance completed concrete repairs in the Jackson-Mahon neighborhood.

OBJECTIVES FOR FY 2025-26

- Complete construction of Upland Avenue from 66th Street to 82nd Street.
- Complete right of way acquisition for properties on Upland Avenue from 98th Street to 114th Street.
- Begin Asphalt repairs in the Jackson-Mahon neighborhood.

Gateway Streets



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest	\$ 137,503	337,007	437,971	300,000	428,271	42.8
Transfer from General Fund	9,463,952	8,580,280	5,509,118	9,000,570	8,580,664	(4.7)
Total Revenue Sources	9,601,455	8,917,287	5,947,088	9,300,570	9,008,935	(3.1)
Use of Available Reserves	-	-	2,967,460	277,909	139,864	(49.7)
TOTAL FUNDING SOURCES	\$ 9,601,455	8,917,287	8,914,548	9,578,479	9,148,799	(4.5)

EXPENDITURES						
Other Charges	\$ 340	1,673	42,037	-	-	-
Transfer to Debt Service	8,766,929	8,683,127	8,416,979	8,778,479	7,620,250	(13.2)
Less: Interest Earnings on Bond Funds	(16,684)	(82,265)	(294,469)	-	-	-
Tax Note Payment	-	-	-	-	1,028,550	-
Transfer to Gateway Street Projects	630,366	-	500,000	500,000	500,000	-
Transfer to Streets Capital Project Fund	-	-	250,000	300,000	-	(100.0)
TOTAL EXPENDITURES	\$ 9,380,950	8,602,535	8,914,548	9,578,479	9,148,799	(4.5)

Gateway Streets - Model

	Budget	Forecast				
FUNDING SOURCES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Interest Earnings	\$ 428,271	362,893	365,736	341,950	360,155	440,569
Transfer from General Fund Franchise Fees	8,580,664	8,529,847	8,623,676	8,718,536	8,814,440	8,814,440
TOTAL FUNDING SOURCES	\$ 9,008,935	8,892,741	8,989,412	9,060,486	9,174,595	9,255,009

	Budget	Forecast				
FUND LEVEL EXPENSES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Transfer to Debt Service	\$ 7,620,250	7,412,107	7,314,490	5,983,985	3,780,526	3,780,526
Tax Note Payment	1,028,550	1,031,080	1,026,840	1,030,831	1,027,927	1,028,000
New Debt Future Issuance - Debt Service	-	-	1,087,750	1,087,253	1,085,731	-
Transfer to Gateway Street Projects	500,000	500,000	500,000	500,000	750,000	-
Transfer to Streets Capital Project Fund	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 9,148,799	8,943,187	9,929,080	8,602,070	6,644,184	4,808,526
TOTAL REVENUES OVER/(UNDER) EXPENDITURES	\$ (139,864)	(50,445)	(939,668)	458,417	2,530,412	4,446,482

	Budget	Forecast				
AVAILABLE RESERVES	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Total Available Cash	\$ 12,096,450	12,191,208	11,398,340	12,005,173	14,685,633	19,282,165
Less: Reserve Fund Requirements	5,559,080	5,485,868	4,487,989	2,835,394	2,835,394	2,344,588
TOTAL AVAILABLE RESERVES	\$ 6,537,369	6,705,341	6,910,351	9,169,780	11,850,239	16,937,577

Annual Grant Award Appropriations

AGENCY	PROGRAM	Budget
		FY 2025-26
US Department of Justice	Justice Assistance Grant	\$ 114,000
Texas Department of State Health Services	Public Health Emergency Preparedness Grant	\$288,016
	Regional and Local Service System/Local Public Health System Grant	175,290
	Immunization Branch - Locals Grant	232,115
	Texas Epidemiology Capacity Expansion Grant	250,680
	HIV Prevention Grant	125,000
	HIV Clinical HIV/STI Prevention	345,283
	STD/HIV-DIS	229,485
Texas Health and Human Services Commission	Community Health Worker Grant	464,000
	Prevention Resources Center Grant	470,778
	Innovative Healing Centered Project – Youth Expansion Program Subaward	225,000
State of Texas	Bullet Resistent Body Armor	64,375
South Plains Association of Government	Area Agency on Aging Direct Purchase of Services Grant	125,803
TOTAL GRANT AWARD APPROPRIATIONS		\$ 3,109,825

*Appropriation of funding and expenditures.

HEALTH REBATES AND INSURANCE FUND

MISSION AND PURPOSE

The public health department is dedicated to serving the Lubbock community and ensuring that services are available to everyone, irrespective of their ability to pay. To maintain high-quality services, it is essential that the department bill insurance companies, Medicare, and Medicaid when a patient is covered by one of those programs to maximize the local dollars invested into public health. In the prior year, the department established systems to bill third-party payers for services rendered. This program establishes a fund to hold these new revenues and rebates to support future public health services.

The Public Health Insurance and Rebate Program does the following:

- Reinvests revenues from health insurance providers and pharmaceutical manufacturers to support public health programs.
- Supports access to clinical care, prescription medications, and laboratory services at the health department for the uninsured.

GOALS AND OBJECTIVES

- Reduce barriers to care for individuals who struggle to access care through traditional medical providers.
- Maintain comprehensive public health services in Lubbock.

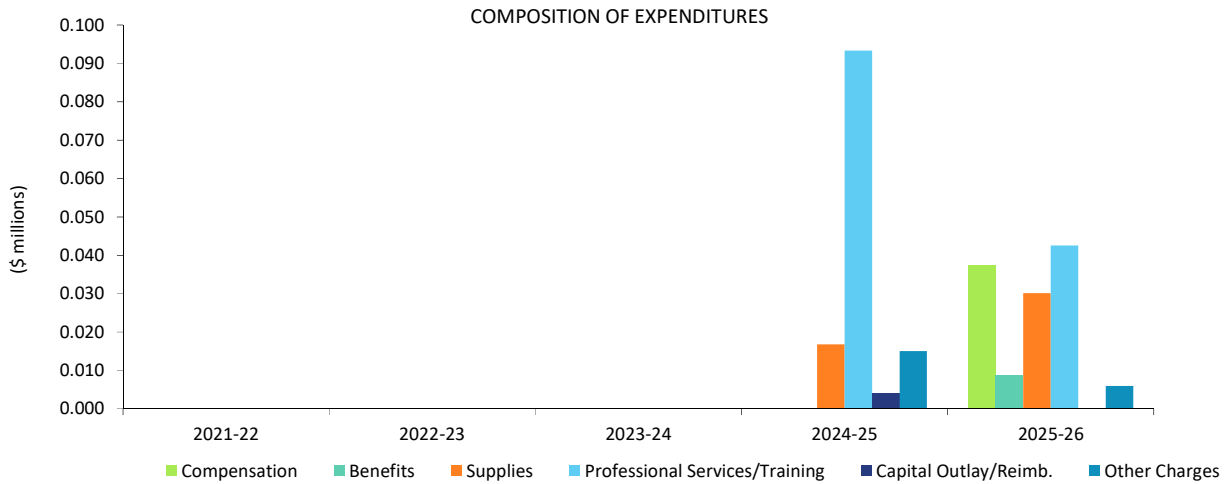
ACCOMPLISHMENTS FOR FY 2024-25

- Improved billing systems to document and recoup reimbursement from insurance companies and rebates from pharmaceutical manufacturers.

OBJECTIVES FOR FY 2025-26

- Increase the number of patients served by the health department.
- Improve coding and documentation of care provided to increase insurance reimbursements for the following year.

Health Rebates and Insurance Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Health Rebates and Insurance-Miscellaneous	\$ -	-	16,298	129,600	125,000	(3.5)
Interest	\$ -	-	-	-	2,200	-
Total Revenue Sources	-	-	16,298	129,600	127,200	(1.9)
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ -	-	16,298	129,600	127,200	(1.9)

EXPENDITURES						
Compensation	\$ -	-	-	-	37,609	-
Benefits	-	-	-	-	8,771	-
Supplies	\$ -	-	-	16,758	30,132	79.8
Professional Services/Training	-	-	-	93,388	42,548	(54.4)
Other Charges	-	-	-	15,000	6,000	(60.0)
Capital Outlay/Reimb.	-	-	-	4,000	-	(100.0)
TOTAL EXPENDITURES	\$ -	-	-	129,146	125,060	(3.2)

HOTEL OCCUPANCY TAX FUND

MISSION AND PURPOSE

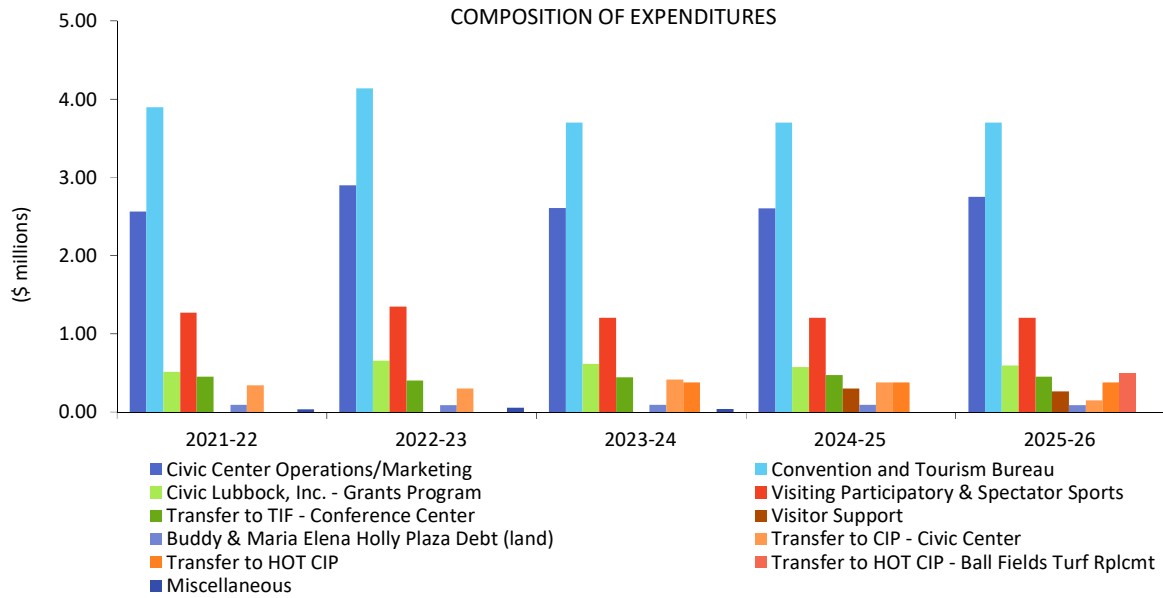
This fund accounts for hotel occupancy tax (HOT) receipts and distributes those receipts as authorized in Chapter 351 of the Texas Tax Code and as directed by the City Council.

SIGNIFICANT BUDGET CHANGES FOR FY 2025-26

Changes to the distribution of the Hotel Occupancy Tax Collections are as follows:

Entity	Use of Funds	Change
		FY 25 to FY 26
Civic Center Operations and Marketing	Marketing and operating costs	148,177
Convention and Visitors Bureau	Plan and implement an effective marketing campaign. The program promotes a positive image of the City to attract conventions, tournaments, events, and organizations.	-
Visiting Participatory and Spectator Sports Marketing	Market Lubbock as the Sports Capital of West Texas and Eastern New Mexico. Maintain existing events and aggressively solicit new sports conventions, tournaments, events, and organizations.	-
North Overton TIF Conference Center Debt Service	Portion of the total projected hotel occupancy tax receipts generated by the Overton Conference Center that will be used to pay debt service on the conference center.	(20,780)
Buddy and Maria Elena Holly Plaza Debt Service	Pay debt service on the property acquired for the Buddy and Maria Elena Holly Plaza.	(4,250)
Civic Lubbock, Inc.	Underwrite local visual and performing arts programs	22,335
Transfer to HOT Capital Project - Ball Fields	Maintenance and improvements to the Berl Huffman and Tom Martin Sports Complexes tournament baseball fields.	300,000
Transfer to Civic Center CIP	Improvements to Lubbock Memorial Civic Center	(230,345)
Visitor Support	Covers staffing for the maintenance of tournament baseball fields as well as promotion and advertisement of the Buddy Holly Center and the Silent Wings Museum.	(28,099)
		187,038

Hotel Occupancy Tax



FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Hotel/Motel Tax	\$ 9,191,083	9,763,985	9,842,670	9,700,000	10,077,200	3.9
Interest Earnings	4,717	5,207	24,885	-	25,000	-
Total Revenue Sources	\$ 9,195,800	9,769,192	9,867,555	9,700,000	10,102,200	4.1
Use of Available Reserves	-	117,422	-	-	-	-
TOTAL FUNDING SOURCES	\$ 9,195,800	9,886,613	9,867,555	9,700,000	10,102,200	4.1

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENDITURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ -	-	-	190,099	149,046	(21.6)
Benefits	-	-	-	82,518	88,791	7.6
Professional Services/Training	-	-	-	26,000	28,000	7.7
TOTAL DEPARTMENT LEVEL EXPENDITURES	\$ -	-	-	298,617	265,837	(11.0)

FUND LEVEL EXPENDITURES						
Civic Center Operations/Marketing	\$ 2,561,894	2,897,752	2,609,010	2,600,487	2,748,664	5.7
Convention and Tourism Bureau	3,895,493	4,138,309	3,697,485	3,697,485	3,697,485	-
Civic Lubbock, Inc. - Grants Program	513,922	658,140	618,178	574,356	596,691	3.9
Visiting Participatory & Spectator Sports	1,269,840	1,348,992	1,205,294	1,205,294	1,205,294	-
Transfer to TIF - Conference Center	453,170	401,603	446,568	472,951	452,171	(4.4)
Buddy & Maria Elena Holly Plaza Debt (land)	91,500	88,000	89,375	90,500	86,250	(4.7)
Transfer to CIP - Civic Center	342,789	300,692	415,710	380,345	150,000	(60.6)
Transfer to HOT CIP - Ball Fields	-	-	379,965	379,965	379,965	-
Transfer to HOT CIP - Ball Fields Turf Rplcmt	-	-	-	-	494,842	-
Miscellaneous	35,942	53,125	40,105	-	-	-
TOTAL FUND LEVEL EXPENDITURES	\$ 9,164,550	9,886,613	9,501,690	9,401,383	9,811,362	4.4
Additional COL Adjustment					4,681	
TOTAL EXPENDITURES	\$ 9,164,550	9,886,613	9,501,690	9,700,000	10,081,880	3.9

IMPACT FEES

MISSION AND PURPOSE

Impact Fees are a mechanism for funding the public infrastructure necessitated by new development and calculated to determine a maximum fee that would be equivalent to growth paying for growth.

Chapter 395 of the Texas Local Government Code (TLGC) describes the procedure that political subdivisions must follow to create and implement impact fees. Chapter 395 defines an Impact Fee as “a charge or assessment imposed by a political subdivision against new development in order to generate revenue for funding or recouping the costs of roadway improvements or facility expansions necessitated by and attributable to the new development.” In other words, Impact Fees are designed to collect revenue from new developments that is intended to be put towards new infrastructure and improvements necessitated by the new development. Impact Fees are a one-time fee meant to recover the incremental cost of the impact of each new unit of development creating new infrastructure needs.

Roadway Impact Fees are assessed in proportion to the anticipated traffic generated on roadway facilities by the new development in the service area. These fees are calculated to be the proportion of the development’s added vehicle volume impact on the roadway system. Trip generation and trip length are used to determine the amount of impact.

ACCOMPLISHMENTS FOR FY 2024-25

- Completed Impact Fee Study Update per Chapter 395 of the Texas Local Government Code
- Collected roadway impact fees in accordance with Chapter 395 of the Texas Local Government Code and Chapter 41 of the City of Lubbock Code of Ordinances
- Utilized impact fees for the construction of Quaker Ave from 146th Street to Woodrow Road
- Utilized impact fees for the construction of East 19th Street from Keel Avenue to Loop 289

OBJECTIVES FOR FY 2025-26

- Continue to administer the impact fee program in accordance with Chapter 395 of the Texas Local Government Code and Chapter 41 of the City of Lubbock Code of Ordinances.

Impact Fees

ZONE A

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Impact Fee Streets Zone A	\$ 499,216	1,175,862	1,215,218	1,150,000	1,230,000	7.0
Total Revenue Sources	499,216	1,175,862	1,215,218	1,150,000	1,230,000	7.0
Use of Available Reserves	-	-	54,782	-	-	-
TOTAL FUNDING SOURCES	\$ 499,216	1,175,862	1,270,000	1,150,000	1,230,000	7.0
EXPENDITURES						
Transfer to Gateway Capital	\$ -	-	1,270,000	-	-	-
TOTAL EXPENDITURES	\$ -	-	1,270,000	-	-	-

ZONE D

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Impact Fee Streets Zone D	\$ 30,600	904,643	121,008	80,000	85,000	6.3
Total Revenue Sources	30,600	904,643	121,008	80,000	85,000	6.3
Use of Available Reserves	-	-	-	920,000	-	(100.0)
TOTAL FUNDING SOURCES	\$ 30,600	904,643	121,008	1,000,000	85,000	(91.5)
EXPENDITURES						
Transfer to Gateway Capital	\$ -	-	-	1,000,000	-	(100.0)
TOTAL EXPENDITURES	\$ -	-	-	1,000,000	-	(100.0)

ZONE E

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Impact Fee Streets Zone E	\$ 585,430	1,936,830	1,388,406	1,325,000	1,420,000	7.2
Total Revenue Sources	585,430	1,936,830	1,388,406	1,325,000	1,420,000	7.2
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 585,430	1,936,830	1,388,406	1,325,000	1,420,000	7.2
EXPENDITURES						
Transfer to Streets Capital	\$ -	-	-	1,274,850	-	(100.0)
TOTAL EXPENDITURES	\$ -	-	-	1,274,850	-	(100.0)

ZONE F

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Impact Fee Streets Zone F	\$ 950,720	860,133	532,721	600,000	642,000	7.0
Total Revenue Sources	950,720	860,133	532,721	600,000	642,000	7.0
Use of Available Reserves	-	-	1,067,279	-	-	-
TOTAL FUNDING SOURCES	\$ 950,720	860,133	1,600,000	600,000	642,000	7.0
EXPENDITURES						
Transfer to Gateway Capital	\$ -	-	1,600,000	-	-	-
TOTAL EXPENDITURES	\$ -	-	1,600,000	-	-	-

ZONES B, C

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Impact Fee Streets Zone B	\$ 96,767	164,358	349,943	375,000	300,000	(20.0)
Impact Fee Streets Zone C	15,506	213,673	104,673	60,000	64,000	6.7
Total Revenue Sources	112,273	378,031	454,616	435,000	364,000	(16.3)
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 112,273	378,031	454,616	435,000	364,000	(16.3)
EXPENDITURES						
Transfer to Capital	\$ -	-	-	-	-	-
TOTAL EXPENDITURES	\$ -	-	-	-	-	-

Total Revenue	\$ 2,147,639	4,350,856	3,590,961	3,590,000	3,656,000	1.8
Use of Available Reserves	-	-	1,122,061	920,000	-	(100.0)
Total Funding Sources	2,147,639	4,350,856	4,713,022	4,510,000	3,656,000	(18.9)
Total Expenditures	\$ -	-	2,870,000	2,274,850	-	(100.0)

LUBBOCK BUSINESS PARK TIF

MISSION AND PURPOSE

Promote economic development of the Lubbock Business Park Tax Increment Financing Reinvestment Zone (TIF).

HISTORY AND OVERVIEW

The Lubbock Economic Development Alliance (LEDA) continues to develop a 586-acre business park adjacent to Interstate 27 and between East Kent Street and East Ursuline Street. To further develop the business park, the City partnered with LEDA to create a TIF to assist in funding the public improvements needed to develop the park. The TIF was created on December 16, 2009 with termination date of December 31, 2039, Ordinance No. 2009-00113.

The LBP TIF Board of Directors created a project and finance plan to assist redevelopment. As the project has progressed, the Project and Finance Plans have been updated with actual values and the projections revised to reflect expected development. The LBP TIF Board of Directors adopted Project and Finance Plan (Plan) on January 13, 2011. The total projected assessment value shown in the Plan at the end of the 30-year LBP TIF term is \$208.7 million, and the total increment value is projected at \$208.3 million.



GOALS AND OBJECTIVES

- Install public infrastructure to support the development of the Lubbock Business Park.

ACCOMPLISHMENTS FOR FY 2024-25

- Completed and submitted the Lubbock Business Park TIF annual report to the Comptroller of Public Accounts and the other participating taxing jurisdictions.
- Completed reporting in the Comptroller of Public Accounts Special District Database for Lubbock Business Park TIF.
- Assisted LEDA with funding for public infrastructure projects.

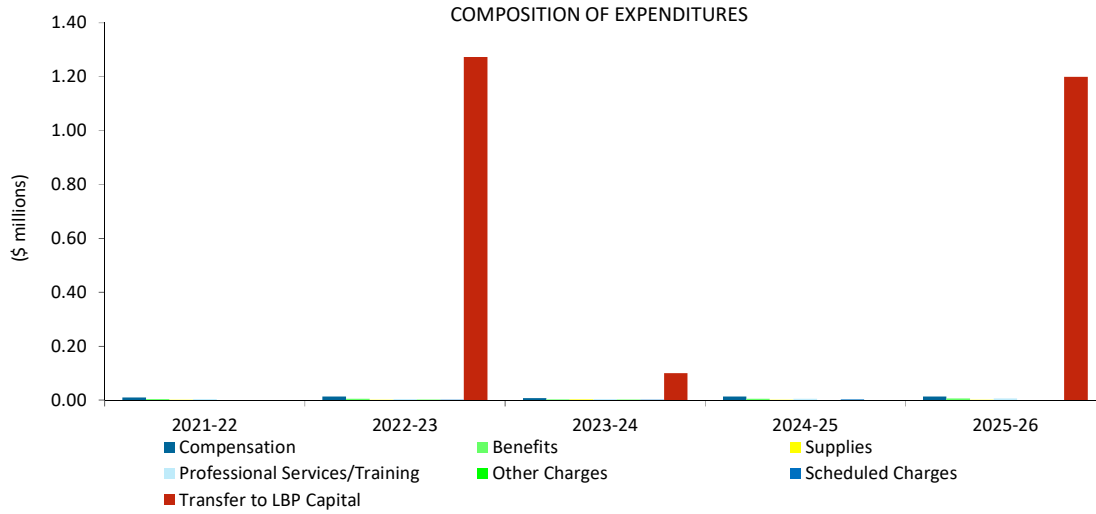
OBJECTIVES FOR FY 2025-26

- Complete and submit the Lubbock Business Park TIF annual report to the Comptroller of Public Accounts and the other participating taxing jurisdictions.
- Complete reporting in the Comptroller of Public Accounts Special District Database.
- Assist LEDA with funding for public infrastructure projects.
- Provide funding for the design and construction of the north-half section of East Hunter Street from North Nutmeg Avenue to MLK Boulevard.

LBP TIF Historic Appraised Value

Year	Market Value	Taxable Value
2009	\$ 410,486	410,486
2010	15,219,253	2,498,920
2011	37,053,082	25,888,196
2012	44,041,389	27,441,841
2013	45,879,585	38,390,344
2014	48,212,761	36,319,587
2015	56,301,941	46,489,432
2016	56,863,331	53,329,114
2017	56,499,323	54,561,371
2018	57,810,727	56,671,380
2019	57,258,225	57,258,225
2020	62,645,335	62,234,849
2021	64,918,276	64,918,276
2022	97,737,498	97,737,498
2023	100,592,706	100,592,706
2024	102,789,261	98,673,674

Lubbock Business Park TIF



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Property Tax	\$ 976,813	906,247	936,660	1,075,922	914,701	(15.0)
Interest	19,047	54,422	95,983	94,696	169,533	79.0
Total Revenue Sources	995,860	960,670	1,032,643	1,170,618	1,084,234	(7.4)
Use of Available Reserves	-	334,750	-	-	141,078	-
TOTAL FUNDING SOURCES	\$ 995,861	1,295,420	1,032,643	1,170,618	1,225,312	4.7

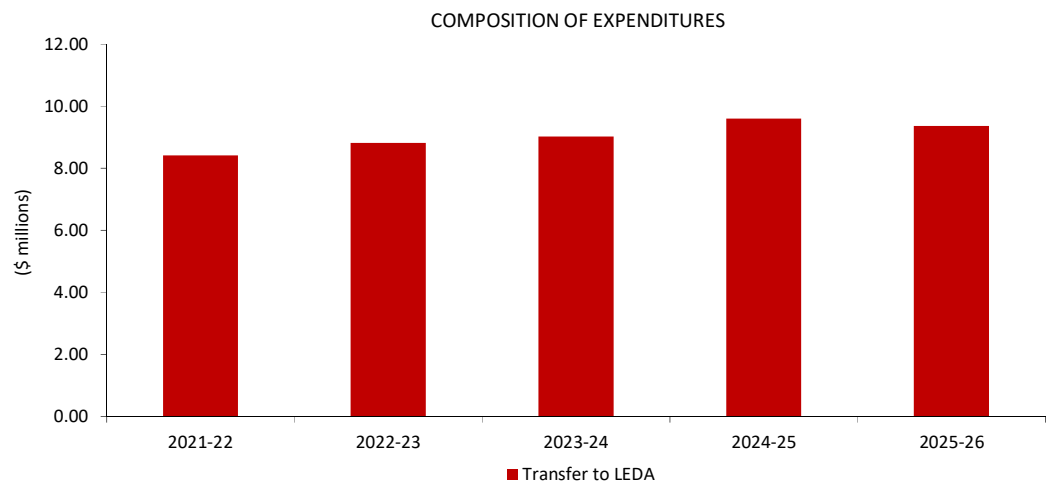
EXPENDITURES						
Compensation	\$ 9,568	12,638	7,861	13,060	13,064	0.0
Benefits	3,605	5,201	3,066	5,092	5,288	3.8
Supplies	768	960	2,003	100	250	150.0
Professional Services/Training	3,660	3,872	4,025	5,150	6,300	22.3
Other Charges	-	36	7	-	-	-
Scheduled Charges	-	13	15	2,012	-	(100.0)
Transfer to LBP Capital	-	1,272,699	100,000	-	1,200,000	-
COL Adjustment	-	-	-	-	410	-
TOTAL EXPENDITURES	\$ 17,600	1,295,420	116,976	25,415	1,225,312	4,721.2

LUBBOCK ECONOMIC DEVELOPMENT ALLIANCE

MISSION AND PURPOSE

An election held on November 4, 2003, authorized the collection of one-eighth of a percent of City sales tax for economic development purposes. The revenues collected as a result of that election are deposited into this Fund and subsequently transferred to the Lubbock Economic Development Alliance (LEDA). The fund was established in FY 2004-05 for the City's economic development activities. It's mission is to promote economic growth by creating high-quality jobs, investing in new capital improvements and improving Lubbock's quality of life.

Lubbock Economic Dev. Alliance



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Sales Tax	\$ 8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)
Total Revenue Sources	8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)
TOTAL FUNDING SOURCES	\$ 8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)

EXPENDITURES						
Transfers to LEDA	\$ 8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)
TOTAL EXPENDITURES	\$ 8,415,894	8,812,313	9,017,351	9,604,421	9,363,636	(2.5)

MUNICIPAL COURT FUND

MISSION AND PURPOSE

The Municipal Court Fund was created in FY 2004-05 to track revenue designated for Municipal Court use in Court Security, Court Improvements, and Court Technology.

GOALS AND OBJECTIVES

- Continue to improve court facilities and technology.
- Enhance court management software.
- Transition to a paperless/paper-light environment.

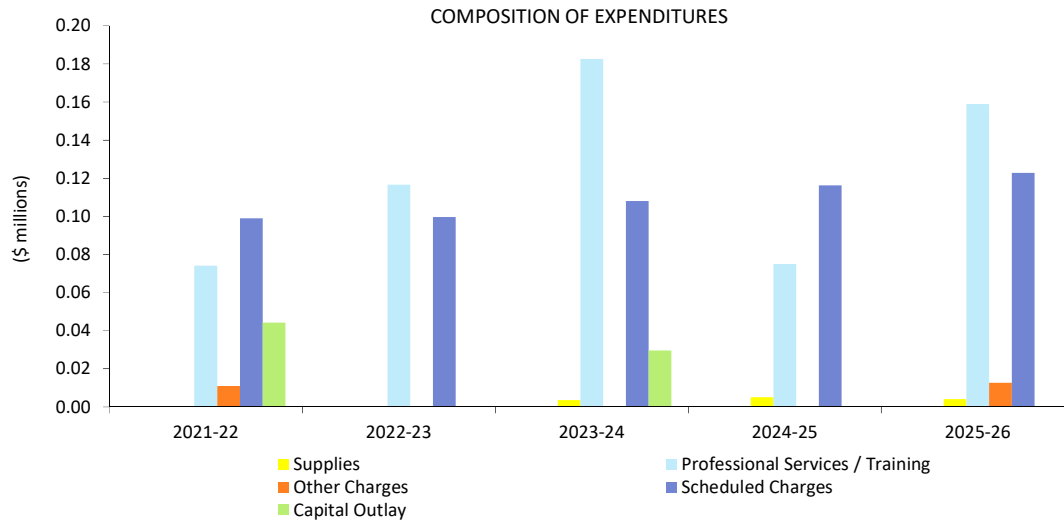
ACCOMPLISHMENTS FOR FY 2024-25

- Completed the touch tone selection answering system.
- Completed the interface between Laserfiche and Tyler (Incode) for a paper-light environment.
- Completed the purchase of body cameras for the city marshals and court security personnel.

OBJECTIVES FOR FY 2025-26

- Purchase receipt printers to replace the existing 20-year-old printers.
- Complete implementation of the court's security lock down system.

Municipal Court Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Court Security	\$ 149,269	165,231	162,088	164,760	176,250	7.0
Court Improvement	58,509	79,740	94,132	94,480	101,348	7.3
Court Technology	126,863	138,582	135,456	138,230	146,544	6.0
Court Jury	2,870	3,226	3,183	3,215	3,492	8.6
Interest	10,530	28,910	53,250	35,253	45,000	27.6
Total Revenue Sources	\$ 348,040	415,689	448,110	435,938	472,634	8.4
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 348,040	415,689	448,110	435,938	472,634	8.4

EXPENDITURES						
Supplies	\$ -	-	3,529	5,000	4,000	(20.0)
Professional Services / Training	74,148	116,652	182,660	75,000	159,000	112.0
Other Charges	11,040	-	-	-	12,600	-
Scheduled Charges	98,975	99,700	108,068	116,265	122,814	5.6
Capital Outlay	44,270	-	29,668	-	-	-
TOTAL EXPENDITURES	\$ 228,433	216,352	323,925	196,265	298,414	52.0

NORTH AND EAST LUBBOCK NEIGHBORHOOD & INFRASTRUCTURE FUND

MISSION AND PURPOSE

Provide funding for revitalization of neighborhoods in North and East Lubbock.

HISTORY AND OVERVIEW

The City Council approved a resolution May 9, 2013 creating the North and East Lubbock Neighborhood and Infrastructure Program fund. The City Council approved an amendment to the resolution on September 13, 2018 which changed how the funding would be distributed from General Fund.

Beginning in FY 2020-21, 10 percent of the oil and gas revenue received by the City of Lubbock was retained in the General Fund and ninety percent of the oil and gas revenue received by the City of Lubbock was transferred into the North and East Lubbock Neighborhood and Infrastructure Program Fund.

GOALS AND OBJECTIVES

- Provide home rehabilitation for LMI homeowners in North and East Lubbock. The program is administered by Community Development and carried out by Certified Housing Inspectors with the department. Assessments are performed on each property to determine feasibility for the program including addressing vital health and/or safety concerns and barriers to accessibility.
- Community Development (CD) staff ensures projects are completed in a timely manner and projects costs are minimized. CD staff holds Open Enrollment for the program multiple times throughout the program year.

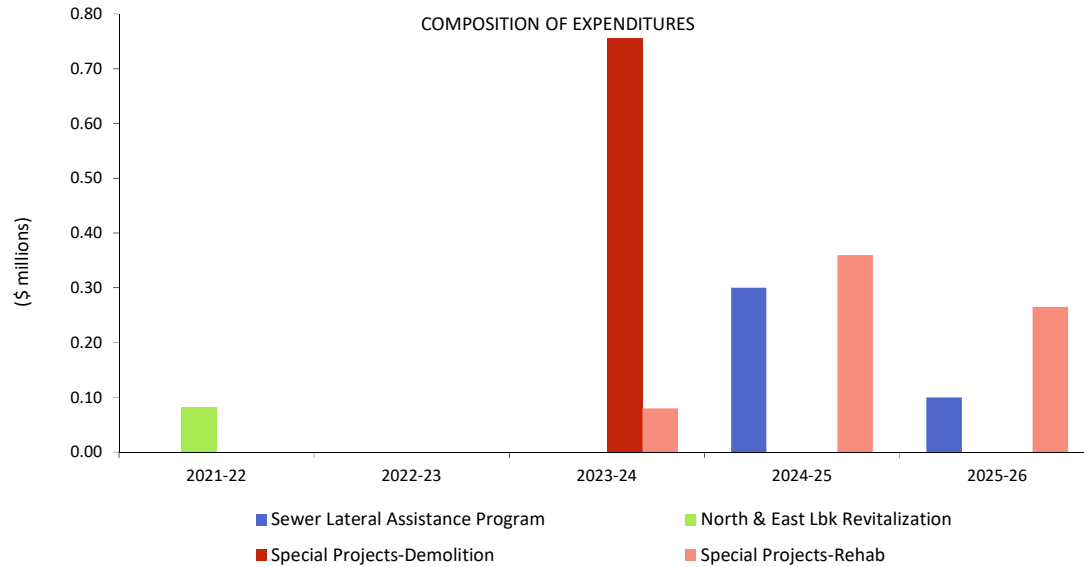
ACCOMPLISHMENTS FOR FY 2024-25

- Provided for Owner-Occupied Housing Rehabilitation to more than twenty (20) low to moderate-income homeowners in the City.

OBJECTIVES FOR FY 2025-26

- Continue the Owner-Occupied Home Rehabilitation Program and remain diligent in oversight of the projects to ensure completion times can be met.

North and East Lubbock Neighborhood & Infrastructure Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Transfer from General Fund	518,396	323,040	360,093	360,000	315,000	(12.5)
Total Revenue Sources	\$ 518,396	323,040	360,093	360,000	315,000	(12.5)
Use of Available Reserves	-	-	475,311	300,000	50,000	(83.3)
TOTAL FUNDING SOURCES	\$ 518,396	323,040	835,404	660,000	365,000	(44.7)
EXPENDITURES						
North & East Lbk Revitalization	\$ 82,417	-	-	-	-	-
Sewer Lateral Assistance Program	-	-	-	300,000	100,000	(66.7)
Special Projects-Rehab	-	-	79,735	360,000	265,000	(26.4)
Special Projects-Demolition	-	-	755,669	-	-	-
TOTAL EXPENDITURES	\$ 82,417	-	835,404	660,000	365,000	(44.7)

NORTH OVERTON PUBLIC IMPROVEMENT DISTRICT

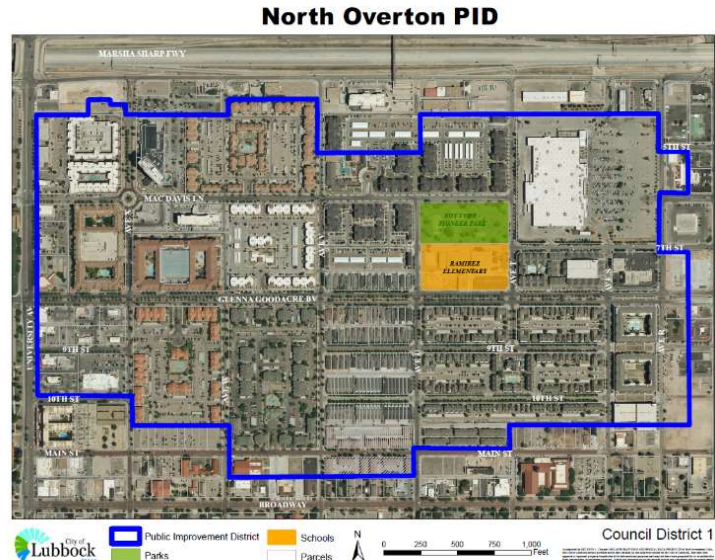
MISSION AND PURPOSE

The North Overton PID provides the following services:

- Enhance and maintain landscaping and public improvements within the street right-of-way (ROW).
- Fund the cost of electricity for lighting.
- Fund the cost of water for irrigation.
- Make repairs to public improvements as assets age or are damaged.
- Provide maintenance services for Roy Furr Pioneer Park.

HISTORY AND OVERVIEW

The North Overton PID was created on October 9, 2003, by Resolution of the City Council after the property owners petitioned for the creation of the PID. Each year, a public hearing is held and the City Council sets the assessment for the North Overton PID. The PID is responsible for maintaining the amenities in the right-of-way including the electric cost for the pedestrian and street lighting, and the water cost for irrigation of the landscaping. The North Overton PID includes a portion of the area between Marsha Sharp Freeway on the North, Avenue Q to the East, half a block past Main Street to the South, and University Avenue to the West.



GOALS AND OBJECTIVES

- Manage the collection and safekeeping of assessments.
- Secure and maintain a safe environment for residents and businesses.
- Maintain landscaping in the right-of-way.
- Maintain Roy Furr Pioneer Park.
- Make repairs to public improvements as assets age or are damaged.
- Conduct an annual meeting of the property owners.

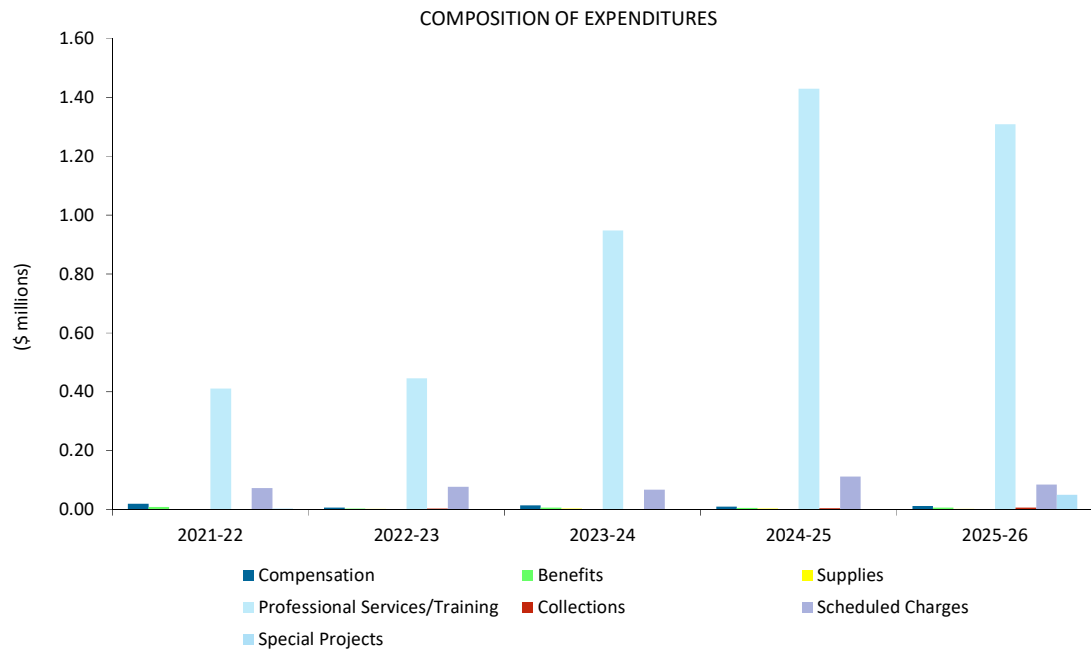
ACCOMPLISHMENTS FOR FY 2024-25

- Managed the collection and safekeeping of assessments.
- Maintained the common areas on the North Overton PID.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.
- Negotiated a new, five-year contract for maintenance in the public right-of-way.
- Repaired damages to street and pedestrian lighting in the public right-of-way.

OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Maintain the common areas in the North Overton PID.
- Hold a public hearing and accomplish tasks as mandated by State Statute.
- Repair and replace hardscape, lighting, and plant material that is damaged by vehicles and vandalism.
- Execute a contract for bird mitigation in the public right-of-way.
- Order back-up stock of pedestrian light poles, globes, and bollards.

North Overton PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 837,245	780,207	931,946	971,095	983,221	1.2
Interest	33,007	89,937	140,793	74,997	75,126	0.2
Miscellaneous	-	26,390	3,875	-	-	-
Total Revenue Sources	870,252	896,534	1,076,614	1,046,092	1,058,348	1.2
Use of Available Reserves	-	-	-	517,932	409,199	(21.0)
TOTAL FUNDING SOURCES	\$ 870,252	896,534	1,076,614	1,564,024	1,467,547	(6.2)

EXPENDITURES						
Compensation	\$ 19,756	6,583	13,979	10,155	11,110	9.4
Benefits	8,839	3,041	6,245	4,943	5,412	9.5
Supplies	901	1,427	3,221	2,200	1,750	(20.5)
Professional Services/Training	272	1,414	948,395	152,233	5,075	(96.7)
Security	-	-	-	25,000	-	(100.0)
Lighting	-	-	-	100,000	100,000	-
Landscaping	406,431	406,431	-	900,000	1,000,000	11.1
Repairs	4,575	37,634	-	250,000	200,000	(20.0)
Playground Equipment Maintenance	-	-	-	3,200	3,200	-
Collections	-	3,323	-	4,000	6,000	50.0
Scheduled Charges	72,534	77,828	67,666	112,292	85,000	(24.3)
Special Projects	2,500	-	-	-	50,000	-
TOTAL EXPENDITURES	\$ 515,807	537,681	1,039,505	1,564,024	1,467,547	(6.2)

NORTH OVERTON TIF

MISSION AND PURPOSE

Promote economic growth and revitalization of the North Overton Tax Increment Financing Reinvestment Zone (TIF).

HISTORY AND OVERVIEW

Overton Park is a 300+ acre revitalization project in the heart of Lubbock in a previously blighted area known as North Overton.

North Overton was established in 1907 and was developed as a middle-class owner-occupied neighborhood. In 1925, Texas Tech University (formerly Texas Technological College) was established along the western boundary of the neighborhood. Following World War II, the growth of Texas Tech University stimulated a need for student housing, resulting in many non-conforming apartments, converted garages, and subdivided housing, leading to reduced home ownership in North Overton. Continued growth of Texas Tech encouraged development of apartment buildings, further eroding the stability of the area. Through the 1990's, the situation



In North Overton continued to stagnate as population declined and vacancies rose. Owner occupancy of the properties was 7.3 percent compared to 51.5 percent citywide. Crime was high, many properties were in poor condition, abandoned vehicles and weeds were prevalent, and there was little to attract residents to North Overton. A local developer approached the City to discuss plans to redevelop North Overton. The developer planned to purchase and redevelop about 90 percent of the North Overton property. The developer and other property owners submitted a petition requesting that the City establish a TIF to provide the public funds for constructing public improvements. In response, the City created the North Overton TIF, with participation from the City, County, High Plains Underground Water District, and Lubbock County Hospital District. The TIF was created on March 14, 2002, Ordinance No. 2002-00029, and will expire on December 31, 2031.

The public / private partnership provides a significantly enhanced redevelopment of the North Overton area by investing public funds in upgraded intersections, additional right-of-way (ROW) landscaping, improved street lighting, park improvements, and street and utility replacement and reconstruction. The infrastructure projects replace 70-year old utilities, provide new street lighting and signalization, upgrade an existing park, and provide enhanced ROW landscaping, wider sidewalks and street furniture. The pedestrian-oriented plans require street closures for development projects, student housing, a variety of housing developments, and retail to support the neighborhood. The City approved site design guidelines for the development in Overton Park to ensure the quality of the development project.

GOALS AND OBJECTIVES

- Replace and upgrade public utility infrastructure.
- Reconstruct street infrastructure.
- Redesign and renovate Pioneer Park.
- Construct landscaping in the parkway including architectural and engineering services, plant material, pedestrian lighting, and street furniture.

NORTH OVERTON TIF

ACCOMPLISHMENTS FOR FY 2024-25

- Submitted the North Overton TIF annual report to the Comptroller of Public Accounts and participating taxing jurisdictions.
- Completed a street project to close medians at Glenna Goodacre Boulevard for traffic calming purposes.
- Started an irrigation optimization project throughout the district.
- Transitioned several right-of-way areas to gravel where plant material will not grow.
- Executed a new contract for right-of-way maintenance.
- Executed a contract for hardscape repair in the right-of-way areas.

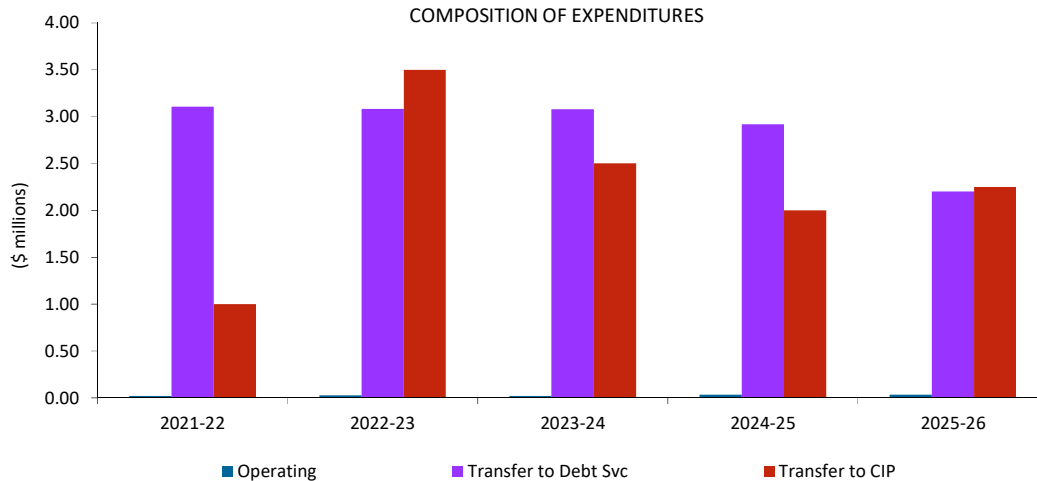
OBJECTIVES FOR FY 2025-26

- Submit the North Overton TIF annual report to the Comptroller of Public Accounts and participating taxing jurisdictions.
- Complete a street project to transition Main Street to a full concrete street.
- Consider a public improvement project in the Mac Davis traffic circle.
- Complete an irrigation optimization project throughout the district.
- Update the North Overton Design Guideline to provide for long-term maintenance once the TIF expires.
- Complete repairs on hardscape areas in the right-of-way.
- Continue to replace ground material and plantings with lower maintenance and drought resistant options.
- Complete a public improvement project at the southeast corner of Glenna Goodacre Boulevard and Avenue Q.

North Overton TIF Historic Appraised Value

Year	Appraised Value	Taxable Value
2002	\$ 26,940,604	\$ 26,940,604
2003	37,690,761	10,750,157
2004	47,072,971	46,565,150
2005	144,869,221	144,045,505
2006	185,442,083	185,284,602
2007	192,302,370	192,172,230
2008	209,920,452	209,869,914
2009	279,910,784	278,423,523
2010	305,098,516	304,880,908
2011	293,761,157	293,565,274
2012	311,515,736	311,422,096
2013	355,373,233	355,296,433
2014	361,077,868	361,017,768
2015	360,243,679	360,183,579
2016	483,566,759	483,500,988
2017	486,246,381	486,175,372
2018	507,598,260	507,547,160
2019	500,644,537	500,584,437
2020	507,325,682	506,714,123
2021	535,565,164	525,178,435
2022	596,529,020	557,152,998
2023	583,526,972	583,526,972
2024	584,410,160	581,359,329

North Overton TIF



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Property Tax	\$ 4,923,824	5,460,449	5,783,128	5,418,302	5,612,871	3.6
Misc. Other Revenue - 1% Hotel Revenue	81,455	51,034	53,342	83,087	88,914	7.0
Misc. Other Revenue - 65,000	76,803	55,286	57,787	86,202	87,025	1.0
Transfer from Hotel Motel Tax	453,170	401,603	446,568	472,951	452,171	(4.4)
Interest	115,377	235,435	452,374	306,988	376,086	22.5
Total Interfund Revenue Sources	5,650,629	6,203,807	6,793,198	6,367,530	6,617,068	3.9
Use of Available Reserves	-	407,368	-	-	-	-
TOTAL FUNDING SOURCES	\$ 5,650,629	6,611,175	6,793,198	6,367,530	6,617,068	3.9

EXPENDITURES						
Compensation	\$ 7,811	12,637	7,859	14,213	14,269	0.4
Benefits	2,844	5,201	3,064	5,535	5,747	3.8
Supplies	768	960	2,053	250	-	(100.0)
Professional Services/Training	9,927	7,040	7,970	10,225	13,300	30.1
Other Charges	-	36	7	-	-	-
Scheduled Charges	-	13	15	2,112	-	(100.0)
Transfer to CIP	1,000,000	3,500,000	2,500,000	2,000,000	2,250,000	12.5
Transfer to Debt Service	3,107,871	3,085,287	3,078,437	2,919,557	2,202,343	(24.6)
COL Adjustment	-	-	-	-	446	-
TOTAL EXPENDITURES	\$ 4,129,221	6,611,175	5,599,404	4,951,892	4,486,103	(9.4)

NORTH POINT PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

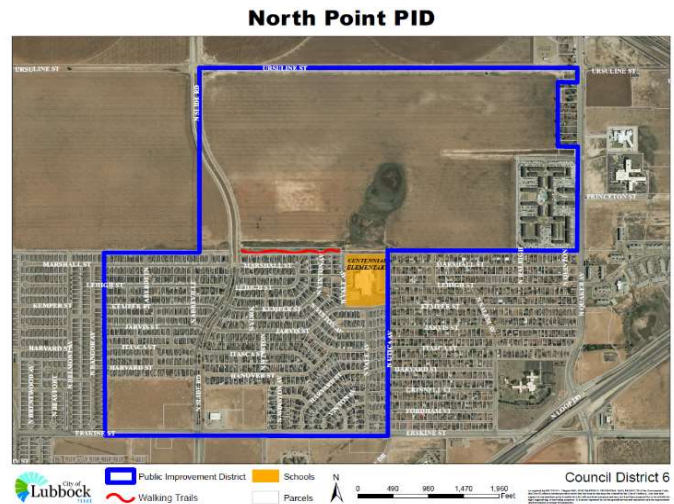
The North Point Public Improvement District (PID) provides the following services:

- Maintenance of landscaping in the common areas.
- Construction and maintenance of walking trails.
- Repairs to public assets as needed due to age or damage.

HISTORY AND OVERVIEW

The North Point PID was created by resolution of the City Council on October 28, 2004, after the property owners petitioned for its creation. Each year, a public hearing is held and the assessment for the PID is set by the City Council.

The North Point PID is responsible for maintaining the amenities in the Slide Road right-of-way and medians, neighborhood entry signs, and walking trails. It generally covers a 543-acre area between Erskine Avenue and Ursuline Avenue, and between North Quaker Avenue to a line east of Frankford Avenue.



GOALS AND OBJECTIVES

- Manage the collection and safekeeping of assessments.
- Provide maintenance services for the common areas in the North Point PID.
- Make repairs to public assets as needed due to age or damage.
- Conduct an annual meeting of the property owners.

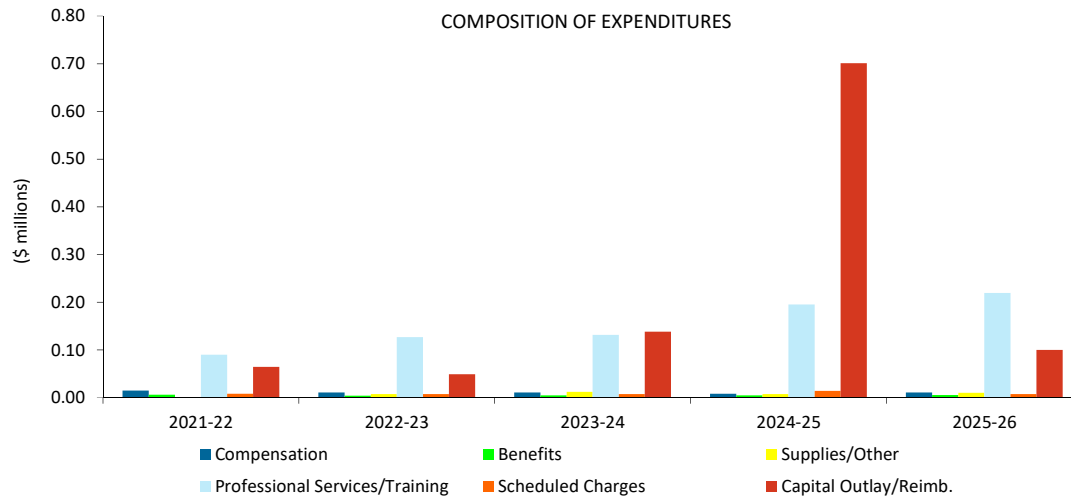
ACCOMPLISHMENTS FOR FY 2024-25

- Managed the collection and safekeeping of the assessments.
- Maintained the common areas in the North Point PID.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.
- Completed design for an extension of the existing walking track.
- Started construction of a new walking track.
- Made repairs to public assets due to damage.

OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Maintain the common areas in the North Point PID.
- Coordinate the annual meeting of the property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.
- Execute a contract for additional maintenance services for the walking track extension.

North Point PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 268,690	293,119	320,324	314,254	323,269	2.9
Interest	15,037	36,569	56,339	27,143	40,729	50.1
Total Revenue Sources	283,727	329,688	376,662	341,397	363,998	6.6
Use of Available Reserves	-	-	-	589,343	-	(100.0)
TOTAL FUNDING SOURCES	\$ 283,727	329,688	376,662	930,740	363,998	(60.9)

EXPENDITURES						
Compensation	\$ 15,105	10,845	10,716	8,493	11,110	30.8
Benefits	6,230	4,578	4,793	5,053	5,412	7.1
Supplies	1,243	2,104	2,194	2,000	250	(87.5)
Professional Services/Training	90,444	127,184	132,015	195,000	220,000	12.8
Other Charges	61	5,536	9,768	5,600	10,075	79.9
Scheduled Charges	8,250	7,958	7,205	14,012	8,000	(42.9)
Capital Outlay/Reimb.	64,703	49,303	138,257	700,582	100,000	(85.7)
TOTAL EXPENDITURES	\$ 186,035	207,507	304,948	930,740	354,847	(61.9)

NORTHWEST PASSAGE PUBLIC IMPROVEMENT DISTRICT

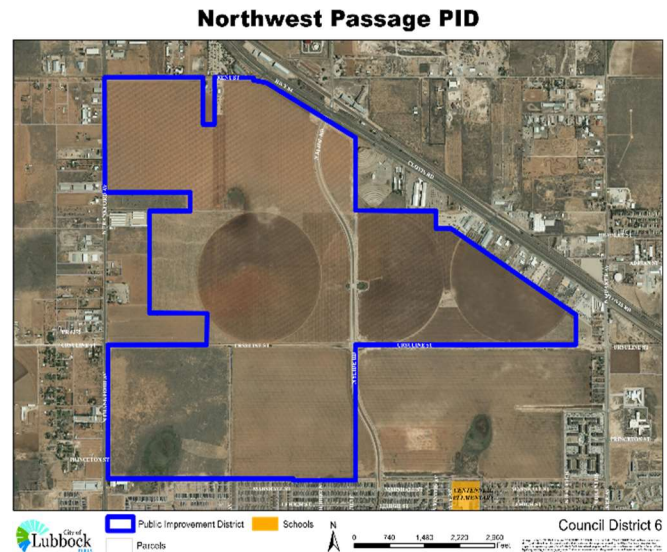
MISSION AND PURPOSE

Construct and maintain public improvements in the Northwest Passage Public Improvement District (PID).

HISTORY AND OVERVIEW

The Northwest Passage PID was created by resolution of the City Council on September 14, 2021, after the property owners petitioned for the creation of the Northwest Passage PID. Each year, a public hearing is held, and the City Council sets the assessment for the Northwest Passage PID.

The Northwest Passage PID generally covers a 476.102-acre area bounded by Frankford Avenue on the west, Quaker Avenue on the east, Kent Avenue and Highway 84 on the north, and Marshall Avenue on the south.



GOALS AND OBJECTIVES

- Supervise collection and safekeeping of the assessments.
- Reimburse developer for the cost of drainage improvements within the PID.
- Maintain public improvements within the PID.
- Construct public improvements and amenities that are above the level of improvements typically provided by a developer.
- Make repairs to public assets as needed due to damage or age.
- Conduct an annual meeting of the property owners.

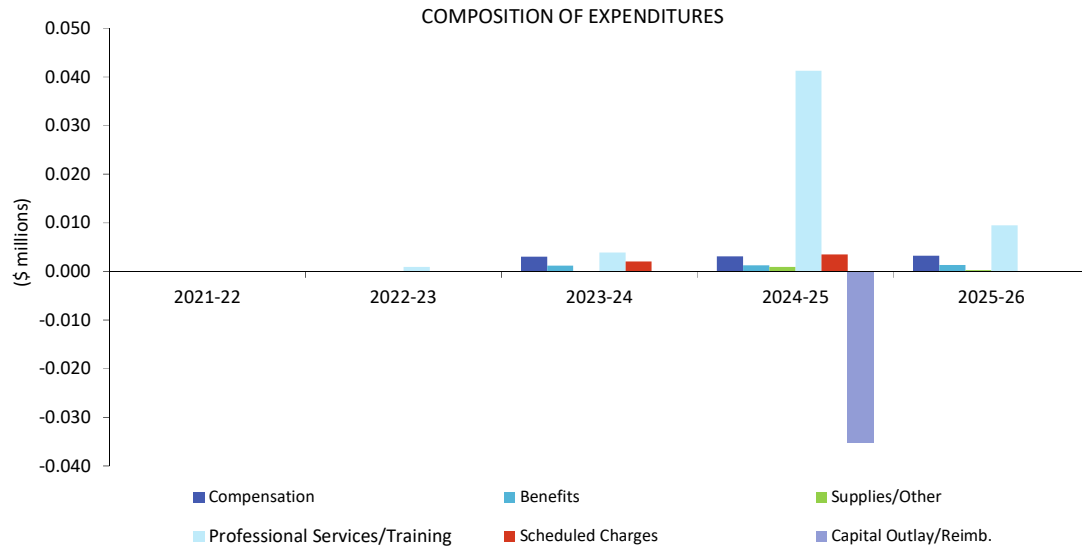
ACCOMPLISHMENTS FOR FY 2024-25

- Managed the collection and safekeeping of the assessments.
- Coordinated the annual meeting of the property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.

OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Coordinate the annual meeting of property owners.
- Hold a public hearing and accomplish other tasks as mandated by State Statute.

Northwest Passage PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ -	1,248	1,858	14,669	26,914	83.5
Interest	-	31	(161)	-	-	-
Total Revenue Sources	-	1,279	1,697	14,669	26,914	83.5
Use of Available Reserves	-	-	8,492	-	-	-
TOTAL FUNDING SOURCES	\$ -	1,279	10,189	14,669	26,914	83.5

EXPENDITURES						
Compensation	\$ -	-	3,047	3,100	3,225	4.0
Benefits	-	-	1,183	1,231	1,311	6.5
Supplies	-	3	2	900	250	(72.2)
Professional Services/Training	-	963	3,904	41,257	9,500	(77.0)
Other Charges	-	-	4	-	-	-
Scheduled Charges	-	28	2,050	3,512	-	(100.0)
Capital Outlay/Reimb.	-	-	-	(35,331)	-	(100.0)
TOTAL EXPENDITURES	\$ -	993	10,189	14,669	14,286	(2.6)

QUINCY PARK PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

Construct a park, construct the 93rd Street entrance, and maintain public improvements in the Quincy Park Public Improvement District (PID). The PID provides the following services:

- Maintenance of landscaping in the common areas.
- Construction and maintenance of the park and playground areas.
- Repairs to public assets as necessary due to age or damage.

HISTORY AND OVERVIEW

The Quincy Park PID was created by resolution of the City Council on July 28, 2009, after the property owners petitioned for the creation of the PID. Each year, a public hearing is held and the assessment for the PID is set by the City Council.

The Quincy Park PID is responsible for constructing and maintaining the amenities in the 93rd Street right-of-way (ROW), median, park and playground areas. It generally covers a 177.19-acre area bounded by portions of 88th Street and 89th Street on the North, Upland Avenue on the West, 98th Street on the South, and Quincy Avenue on the East.

GOALS AND OBJECTIVES

- Supervise collection/ safekeeping of the assessments.
- Provide maintenance services for the common areas in the Quincy Park PID.
- Make repairs to public assets as needed.
- Conduct an annual Property Owner Meeting for property owners within the District.



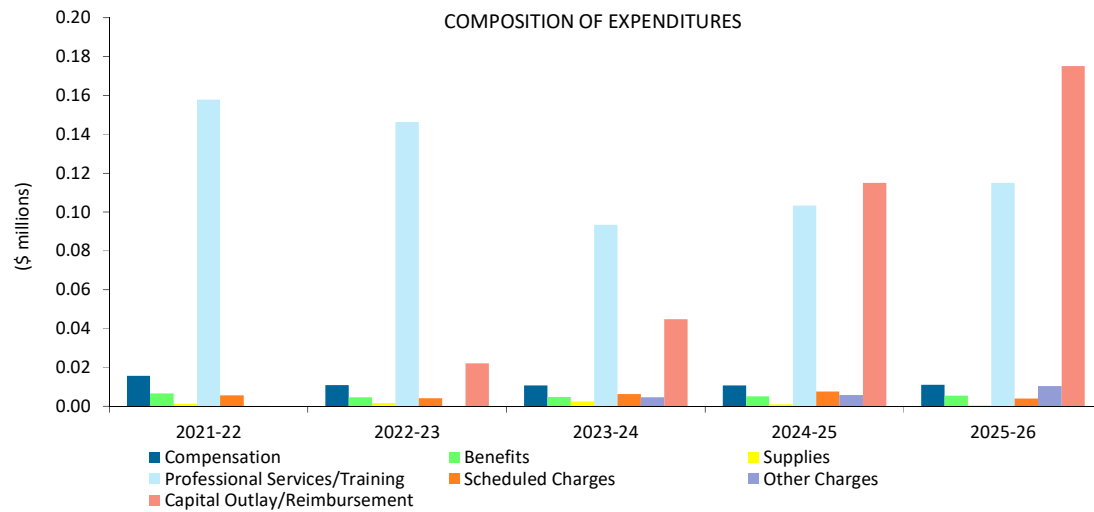
ACCOMPLISHMENTS FOR FY 2024-25

- Managed the collection and safekeeping of the assessments.
- Maintained the common areas in the Quincy Park PID.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.
- Conducted playground safety audit, and made repairs as needed.
- Installed a multi-purpose sports court, with fencing and other public amenities.
- Installed a shade structure over the large playground area.
- Made necessary repairs to the pavilion area.
- Coordinated with the City's Traffic Engineering Department to mitigate safety concerns at two intersections around the park.

OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Maintain the common areas in the Quincy Park PID.
- Coordinate the annual meeting of the property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.
- Conduct a playground safety audit, and make repairs as needed.
- Make public improvements to the park area as necessary.
- Consider new ground material in playground areas.
- Consider additional draining improvements around playa lake.

Quincy Park PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 210,222	233,975	260,543	246,669	256,057	3.8
Interest	5,886	14,760	24,303	14,470	19,311	33.5
Recoveries of Exp	22	-	-	-	-	-
Total Revenue Sources	216,130	248,735	284,846	261,139	275,368	5.4
Use of Available Reserves	-	-	-	-	45,964	-
TOTAL FUNDING SOURCES	\$ 216,130	248,735	284,846	261,139	321,332	23.1

EXPENDITURES						
Compensation	\$ 15,760	10,845	10,716	10,677	11,095	3.9
Benefits	6,546	4,578	4,793	5,053	5,412	7.1
Supplies	1,308	1,615	2,503	900	500	(44.4)
Professional Services/Training	157,835	146,301	93,317	103,200	115,000	11.4
Scheduled Charges	5,628	4,084	6,265	7,512	4,000	(46.8)
Other Charges	69	36	4,655	5,850	10,325	76.5
Capital Outlay/Reimbursement	-	22,000	44,847	115,000	175,000	52.2
TOTAL EXPENDITURES	\$ 187,145	189,459	167,096	248,192	321,332	29.5

TRUANCY PREVENTION AND DIVERSION FUND

MISSION AND PURPOSE

The Truancy Prevention and Diversion Fund will coordinate with available community and juvenile services to ensure that City and County referrals benefit from these services. In addition, the Juvenile Case Manager will be in charge of the following:

- Monitor compliance with court orders.
- Implement policies/services developed by the parties.
- Coordinate services with other City and County departments.
- Act as liaison between the various courts in Lubbock County having jurisdiction over juveniles and juvenile issues.

GOALS AND OBJECTIVES

- Assist the Court in administering the Court's juvenile docket.
- Supervise court orders in juvenile cases.
- Coordinate with other local jurisdictions, including Lubbock County Juvenile Justice Center and Lubbock Independent School District to oversee Teen Court.

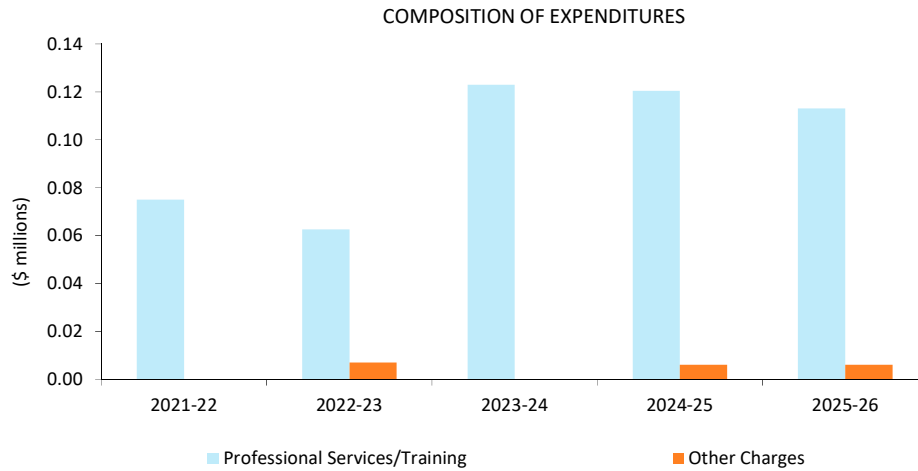
ACCOMPLISHMENTS FOR FY 2024-25

- Partnered with LISD to bring in renowned keynote speaker Damon West to talk to LISD high school students, teachers and administrators.
- Successful completion of our annual Teen Court which included mentoring, tutoring and coaching of the LISD mock trial teams.

OBJECTIVES FOR FY 2025-26

- Explore possible avenues in engaging other local school districts to participate in the Teen Court Program.
- Continue participation in National Municipal Court week by bringing in motivational speakers to speak to LISD high school students.

Truancy Prevention and Diversion Fund



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Juvenile Case Manager Fee	\$ 146,673	165,412	159,878	172,285	174,510	1.3
Truancy Prevention Fee	4,461	1,501	4,151	1,542	1,542	-
Interest Earnings	9,849	25,063	43,262	22,754	32,372	42.3
Total Revenue Sources	\$ 160,983	191,975	207,291	196,581	208,424	6.0
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 160,983	191,975	207,291	196,581	208,424	6.0

EXPENDITURES						
Professional Services/Training	\$ 75,000	62,500	122,958	120,500	113,000	(6.2)
Other Charges	-	7,000	-	6,000	6,000	-
TOTAL EXPENDITURES	\$ 75,000	69,500	122,958	126,500	119,000	(5.9)

UPLAND CROSSING PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

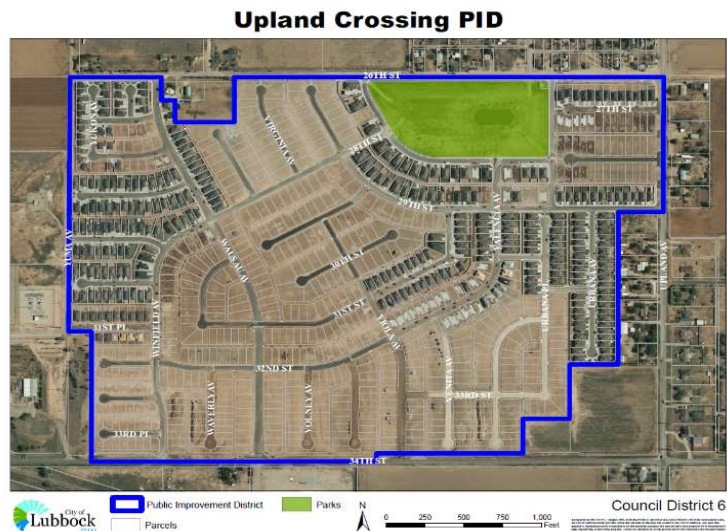
Construct and maintain neighborhood parks, community signage and fencing, playgrounds, walkways, lighting, and similar infrastructure in the Upland Crossing Public Improvement District (PID).

HISTORY AND OVERVIEW

The Upland Crossing PID was created by resolution of the City Council on October 8, 2019, after the property owners petitioned for its creation. Each year a public hearing is held, and the assessment rate for the Upland Crossing PID is set by the City Council.

The Upland Crossing PID generally covers a 206.58-acre area bounded by 26th Street on the North, 34th Street on the South, Upland Avenue on the East, and Yuma Avenue on the West.

The general nature of the public improvements in the Upland Crossing PID include the acquisition, design, construction, installation, improvement and maintenance of the following: Parks and green spaces, fences and ponds; Amenities such as playgrounds, splash pads, pools, athletic facilities, pavilions and community facilities; Walkways, lighting, benches, trash receptacles, community signage; All necessary grading, drainage and similar infrastructure involved in the construction of such parks and greens; and Landscape, hardscape and irrigation.



GOALS AND OBJECTIVES

- Manage the collection and safekeeping of the assessments.
- Provide maintenance services for the common areas in the Upland Crossing PID.
- Make repairs to public assets as needed due to age or damage.
- Conduct an annual meeting of the property owners.

ACCOMPLISHMENTS FOR FY 2024-25

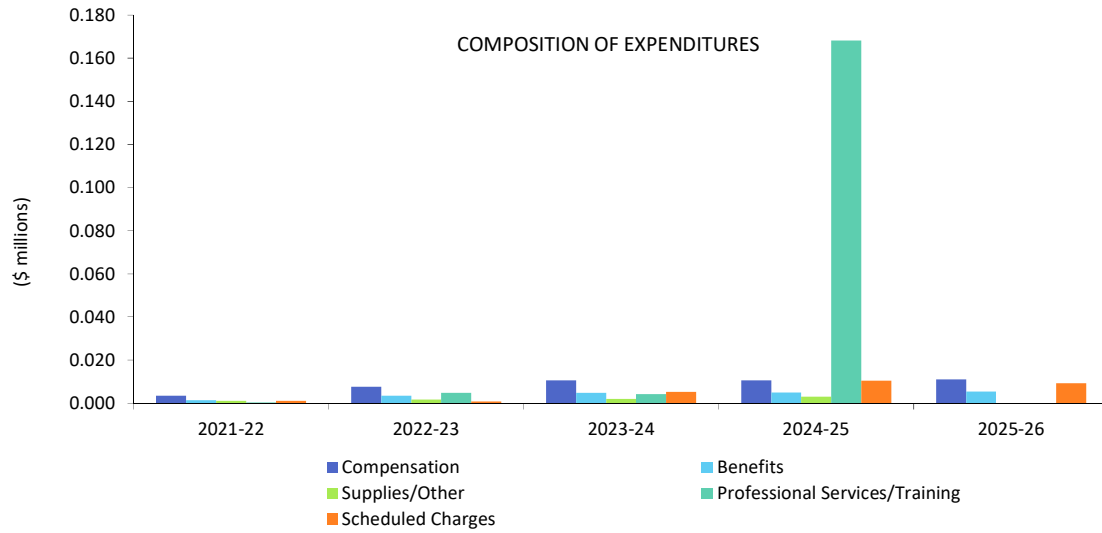
- Managed the collection and safekeeping of the assessments.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.
- Took ownership of a 12-acre park with playa lake, and executed a contract for landscape maintenance services.
- Took ownership of a pocket park, four sections of fence, and an entrance sign, and executed a landscape maintenance contract.
- Executed a contract for annual playground safety inspections.
- Executed a contract for playground maintenance and repairs.
- Executed a contract for general park repairs.
- Executed a contract for fence and wooden structure repairs.
- Purchased and installed additional improvements to the park areas, including water well coverings, pet waste stations and trash cans, benches and signage.

UPLAND CROSSING PUBLIC IMPROVEMENT DISTRICT

OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Coordinate the annual meeting of the property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.
- Conduct a safety inspection of playground equipment, and make necessary repairs.
- Make repairs to public assets as needed.
- Consider additional amenities, including seating, shade structures, playground surfacing and possible drainage improvements.
- Consider additional lighting in playa lake park area.

Upland Crossing PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 53,905	197,491	286,397	282,059	296,192	5.0
Interest	483	5,844	22,875	11,665	24,202	107.5
Total Revenue Sources	54,388	203,335	309,272	293,724	320,394	9.1
Use of Available Reserves	-	-	-	-	123,138	-
TOTAL FUNDING SOURCES	\$ 54,388	203,335	309,272	293,724	443,532	51.0

EXPENDITURES						
Compensation	\$ 3,488	7,646	10,714	10,577	11,110	5.0
Benefits	1,424	3,425	4,793	5,034	5,397	7.2
Supplies	1,065	1,766	2,013	1,500	-	(100.0)
Professional Services/Training	311	4,744	4,186	-	-	-
Landscaping	-	-	-	120,000	120,000	-
Repairs	-	-	-	15,000	25,000	66.7
Public Improvement Project	-	-	-	25,000	250,000	900.0
Playground Equipment Maintenance	-	-	-	4,300	10,000	132.6
Collections	-	-	-	4,000	5,000	25.0
Other Charges	16	36	45	1,600	7,825	389.1
Scheduled Charges	1,131	826	5,212	10,412	9,200	(11.6)
TOTAL EXPENDITURES	\$ 7,434	18,443	26,962	197,423	443,532	124.7

UPLAND CROSSING II PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

Maintain the basin area in the Upland Crossing II Public Improvement District (PID).

HISTORY AND OVERVIEW

The Upland Crossing II PID was created by resolution of the City Council on March 7, 2023, after the property owners petitioned for the creation of the Upland Crossing II PID. Each year, a public hearing is held, and the assessment rate for the PID is set by the City Council.

The Upland Crossing II PID generally covers a 34.294-acre area bounded by 34th Street to the north, Upland Avenue to the east, and railroad tracks to the south and west.

GOALS AND OBJECTIVES

- Supervise collection and safekeeping of the assessments.
- Provide maintenance services for the common areas in the Upland Crossing II PID.
- Conduct an annual meeting of property owners.

ACCOMPLISHMENTS FOR FY 2024-25

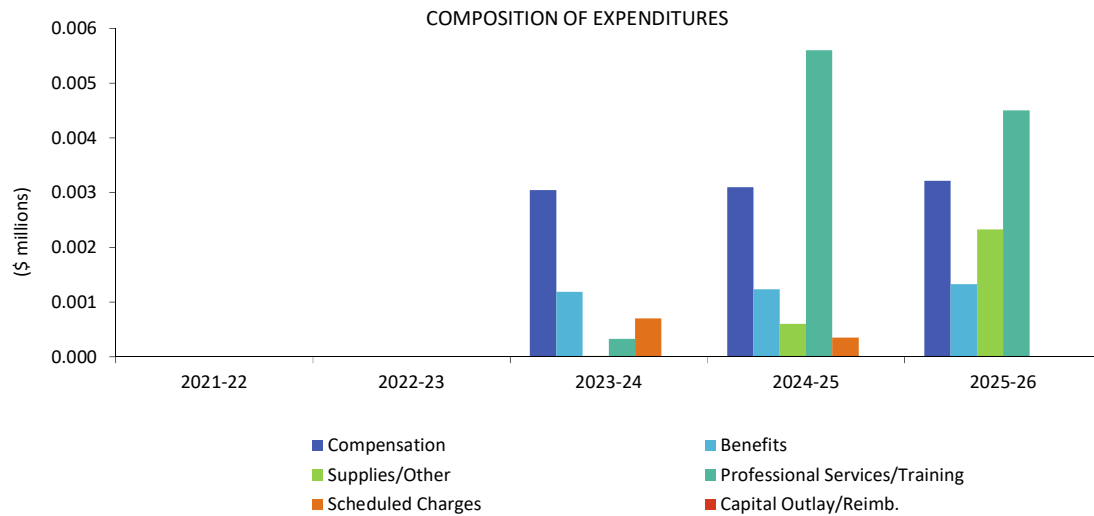
- Managed the collection and safekeeping of the assessments.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.



OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Coordinate the annual meeting of property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.

Upland Crossing II PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ -	-	3,837	38,980	42,102	8.0
Interest	-	-	9	-	926	-
Total Revenue Sources	-	-	3,845	38,980	43,028	10.4
Use of Available Reserves	-	-	1,427	-	-	-
TOTAL FUNDING SOURCES	\$ -	-	5,273	38,980	43,028	10.4

EXPENDITURES						
Compensation	\$ -	-	3,047	3,100	3,213	3.6
Benefits	-	-	1,183	1,231	1,324	7.6
Supplies	-	-	14	600	150	(75.0)
Professional Services/Training	-	-	322	1,600	-	(100.0)
Collections	-	-	-	4,000	4,500	12.5
Other Charges	-	-	4	-	2,175	-
Scheduled Charges	-	-	703	350	-	(100.0)
TOTAL EXPENDITURES	\$ -	-	5,273	10,881	11,362	4.4

UPLAND CROSSING III PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

Maintain the basin area in the Upland Crossing III Public Improvement District (PID).

HISTORY AND OVERVIEW

The Upland Crossing III PID was created by resolution of the City Council on March 7, 2023, after the property owners petitioned for the creation of the PID. Each year, a public hearing is held, and the assessment rate for the PID is set by the City Council.

The Upland Crossing III PID generally covers a 21.646-acre area bounded by 26th Street to the north, Pine Hills Estates to the east, 34th Street to the south and Upland Avenue to the west.

GOALS AND OBJECTIVES

- Supervise collection and safekeeping of the assessments.
- Provide maintenance services for the common areas in the Upland Crossing III PID.
- Conduct an annual meeting of the property owners.

ACCOMPLISHMENTS FOR FY 2024-25

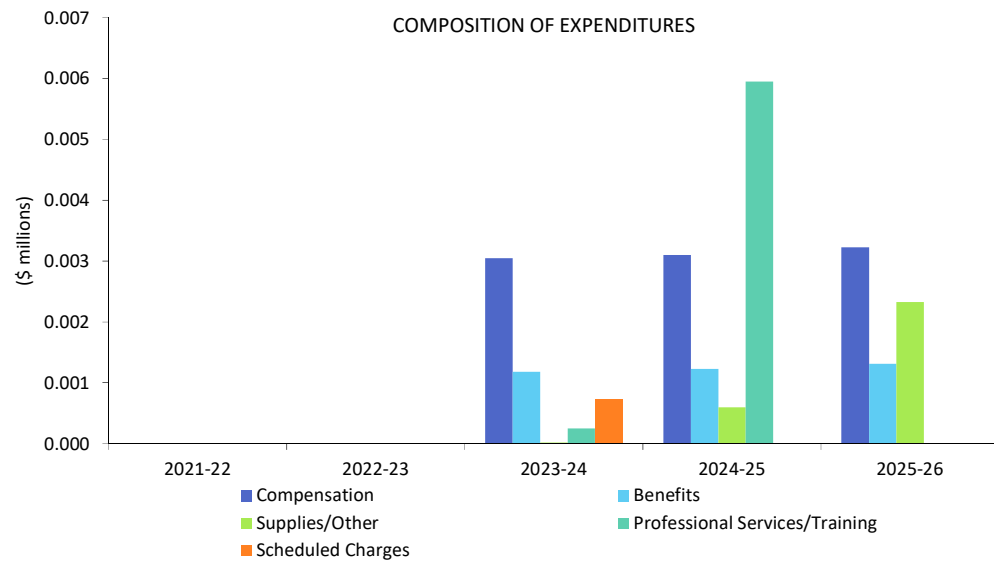
- Managed the collection and safekeeping of the assessments.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.



OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Coordinate the annual meeting of property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.

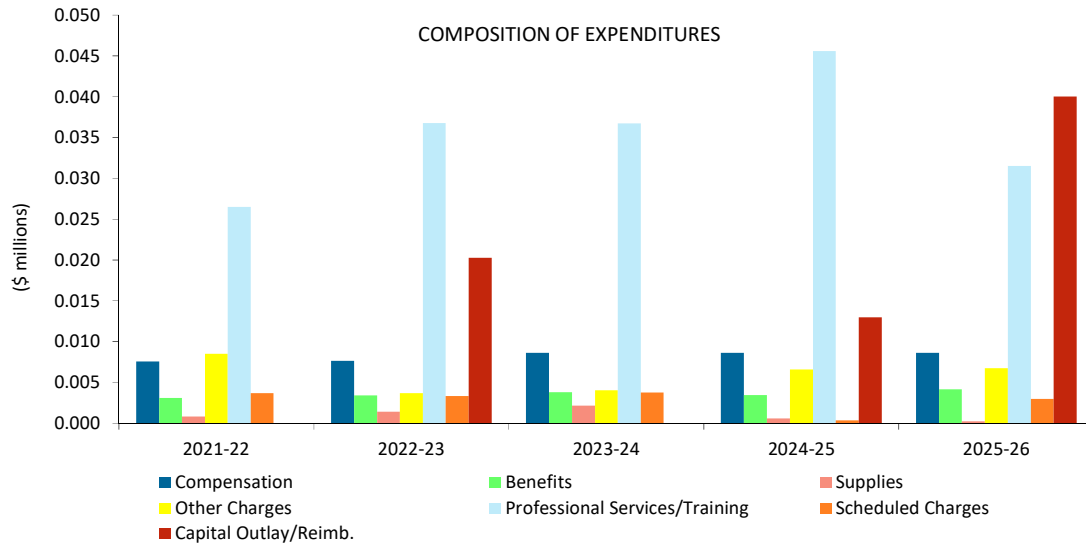
Upland Crossing III PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ -	-	107	16,539	38,398	132.2
Interest	-	-	(132)	-	199	-
Total Revenue Sources	-	-	(25)	16,539	38,597	133.4
Use of Available Reserves	-	-	5,257	-	-	-
TOTAL FUNDING SOURCES	\$ -	-	5,232	16,539	38,597	133.4

EXPENDITURES						
Compensation	\$ -	-	3,047	3,100	3,225	4.0
Benefits	-	-	1,183	1,231	1,312	6.6
Supplies	-	-	14	600	150	(75.0)
Professional Services/Training	-	-	252	1,950	-	(100.0)
Collections	-	-	-	4,000	4,500	12.5
Other Charges	-	-	4	-	2,175	-
Scheduled Charges	-	-	731	-	-	-
TOTAL EXPENDITURES	\$ -	-	5,232	10,881	11,362	4.4

Valencia PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 58,574	65,260	72,564	75,124	79,342	5.6
Interest	1,904	4,182	6,578	3,397	4,718	38.9
Total Revenue Sources	60,478	69,442	79,142	78,521	84,059	7.1
Use of Available Reserves	-	7,053	-	-	10,288	-
TOTAL FUNDING SOURCES	\$ 60,478	76,495	79,142	78,521	94,347	20.2

EXPENDITURES						
Compensation	\$ 7,599	7,647	8,636	8,612	8,631	0.2
Benefits	3,130	3,425	3,784	3,479	4,191	20.5
Supplies	826	1,403	2,194	600	250	(58.3)
Professional Services/Training	26,487	36,768	36,752	45,600	31,500	(30.9)
Other Charges	8,517	3,671	4,022	6,600	6,775	2.7
Scheduled Charges	3,694	3,320	3,759	350	3,000	757.1
Capital Outlay/Reimb.	-	20,261	-	13,000	40,000	207.7
TOTAL EXPENDITURES	\$ 50,254	76,495	59,147	78,241	94,347	20.6

VINTAGE TOWNSHIP PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

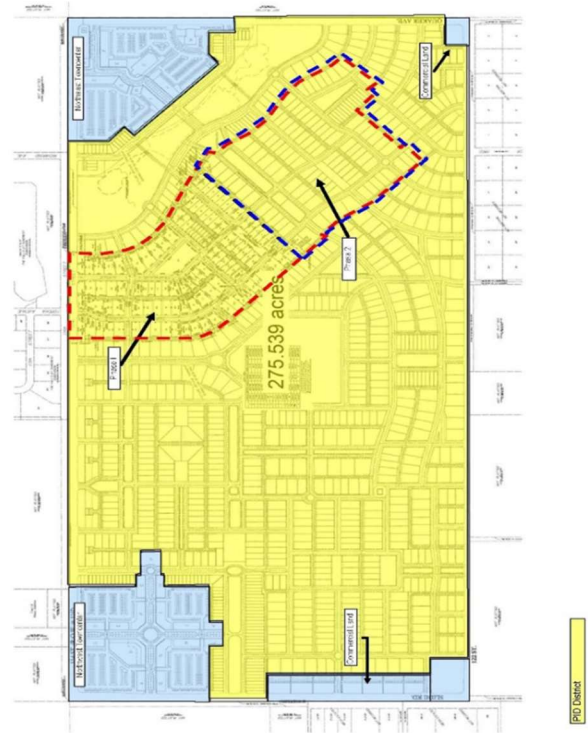
Construct public improvements in the Vintage Township Public Improvement District (PID).

HISTORY AND OVERVIEW

The Vintage Township PID was created by resolution of the City Council on January 12, 2007, after the property owners petitioned for the creation of the PID. Each year the Service and Assessment Plan is reviewed by the City Council.

The general nature of the public improvements in the Vintage Township PID included the acquisition, design, construction, installation and improvement of the following:

- Parks and greens including playgrounds, athletic facilities, pavilions, amphitheaters, community facilities, bridges, walkways, lighting, benches, trash receptacles;
- Landscaping, hardscaping, and irrigation;
- Water features such as lakes, ponds, and fountains;
- Distinctive lighting and signs;
- Pedestrian malls, passages, or pathways including pedestrian bridges;
- Vehicular bridges and low water crossings;
- Community meeting halls or similar buildings;
- Community monuments, towers, and other similar structures;
- Art work;
- Water and sewer infrastructure and facilities;
- Streets, roadways, and other thoroughfares, including streetscaping and streetlighting; and
- Storm water drainage infrastructure and facilities.



GOALS AND OBJECTIVES

- Constructed public improvements and amenities that are above the level of improvements typically provided by a developer.

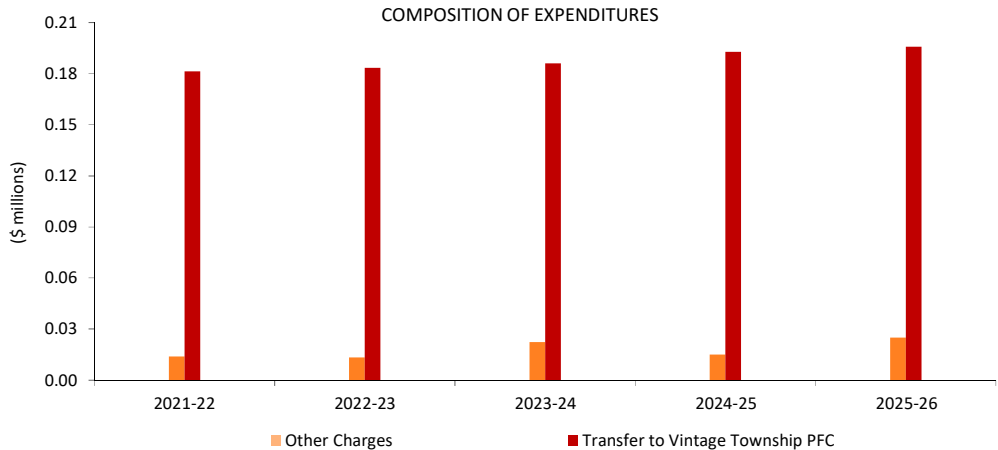
ACCOMPLISHMENTS FOR FY 2024-25

- Funds were transferred to the Vintage Township Public Facilities Corporation for the payment of debt service on the 2008A bonds.

OBJECTIVES FOR FY 2025-26

- Collect sufficient assessments for the payment of debt service on the 2008A bonds.

Vintage Township PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ 203,459	204,944	201,325	207,823	220,809	6.2
Interest	436	3,494	4,201	-	-	-
Total Revenue Sources	203,895	208,438	205,526	207,823	220,809	6.2
Use of Available Reserves	-	-	2,769	-	-	-
TOTAL FUNDING SOURCES	\$ 203,895	208,438	208,295	207,823	220,809	6.2

EXPENDITURES						
Other Charges	\$ 13,800	13,371	22,235	15,000	25,000	66.7
Transfer to Vintage Township PFC	181,292	183,379	186,060	192,823	195,809	1.5
TOTAL EXPENDITURES	\$ 195,092	196,749	208,295	207,823	220,809	6.2

WILLOW BEND VILLAS PUBLIC IMPROVEMENT DISTRICT

MISSION AND PURPOSE

Maintain neighborhood parks, entry sign, and drainage basin in the Willow Bend Villas Public Improvement District (PID).

HISTORY AND OVERVIEW

The Willow Bend Villas PID was created by resolution of the City Council on November 16, 2021, after the property owners petitioned for the creation of the PID. Each year, a public hearing is held, and the assessment rate for the PID is set by the City Council.

The Willow Bend Villas PID generally covers a 65.552-acre area bounded by 19th Street to the north, the alley between Kelsey Avenue and Kenwood Avenue to the east, and railroad tracks to the south and west.

GOALS AND OBJECTIVES

- Supervise collection and safekeeping of the assessments.
- Provide maintenance services for the common areas in the Willow Bend Villas PID.
- Make repairs to public assets as needed due to age or damage.
- Conduct an annual meeting of the property owners.

ACCOMPLISHMENTS FOR FY 2024-25

- Managed the collection and safekeeping of the assessments.
- Coordinated the annual meeting of property owners.
- Held a public hearing and accomplished other annual tasks as mandated by State Statute.

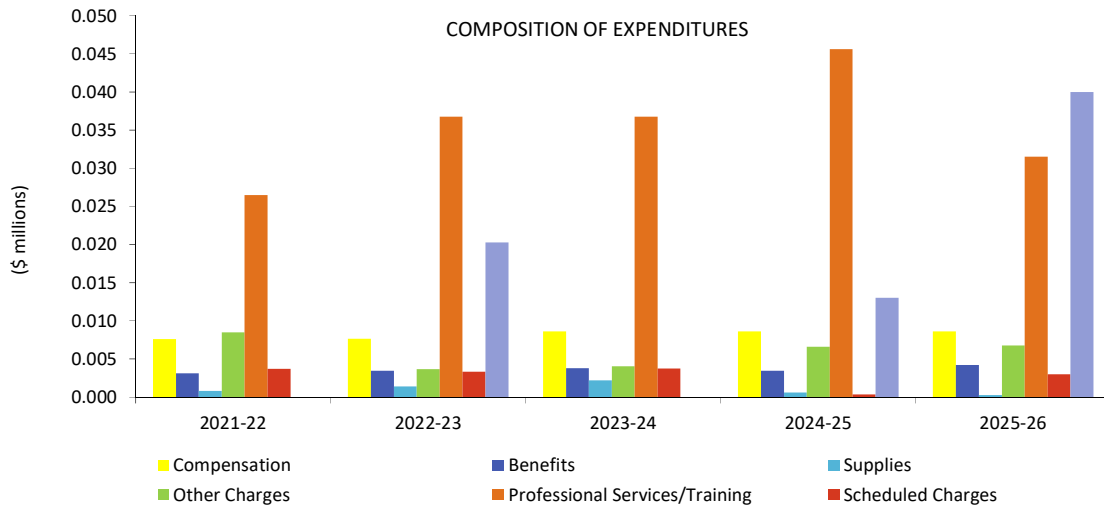
OBJECTIVES FOR FY 2025-26

- Manage the collection and safekeeping of the assessments.
- Coordinate the annual meeting of property owners.
- Hold a public hearing and accomplish other annual tasks as mandated by State Statute.
- Take ownership of two pocket parks.

Willow Bend Villas PID



Willow Bend Villas PID



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Assessments	\$ -	28,371	80,676	83,301	80,160	(3.8)
Interest	-	175	4,031	2,968	3,547	19.5
Total Revenue Sources	-	28,546	84,707	86,269	83,707	(3.0)
Use of Available Reserves	-	-	-	-	17,580	-
TOTAL FUNDING SOURCES	\$ -	28,546	84,707	86,269	101,287	17.4

EXPENDITURES						
Compensation	\$ -	-	8,636	7,763	8,077	4.0
Benefits	-	-	3,784	3,583	3,835	7.0
Supplies	-	166	13	2,612	100	(96.2)
Professional Services/Training	-	715	3,784	58,700	75,000	27.8
Other Charges	-	-	32	100	8,075	7,975.0
Scheduled Charges	-	269	1,239	6,550	6,200	(5.3)
TOTAL EXPENDITURES	\$ -	1,149	17,488	79,308	101,287	27.7

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 2025-26 Operating Budget and Capital Program includes the following departments in the Internal Services Fund Section:

- Fleet Services
- Benefits
- Information Technology
- Investment Pool
- Print Shop
- Warehouse
- Risk Management

The total internal services charges across all funds is \$47.3 million. The charges are itemized below:

Charge	Total
Information Technology	\$ 15,599,272
Fleet Maintenance	11,028,800
Property Insurance	6,008,462
Workers Compensation	2,299,952
Radio Shop	2,011,336
Liability Insurance	4,460,720
Fleet Administration	3,351,736
Telecommunications	1,758,331
Central Warehouse	521,913
Mail Handling	210,900
Total	<u>\$ 47,251,422</u>



FLEET SERVICES

MISSION AND PURPOSE

To provide vehicles, equipment, transportation, repairs, maintenance, and logistical support for all of the City of Lubbock's departments in a timely and cost-effective manner, while maintaining a safe work environment.

GOALS AND OBJECTIVES

- Fleet Operations acts as the primary repair and preventative maintenance facility for the City's heavy-duty vehicles and equipment. The department also provides tire services and minor repairs for light duty vehicles.
- Fleet strives to sustain an operational readiness rate of 90 percent
- Fleet administers a vehicle replacement program that evaluates vehicles and equipment to determine their replacement eligibility. Assets that can be used by other departments are repurposed. High mileage vehicles can be reassigned for low mileage use. Assets that have exceeded their useful lives are disposed of in auction. New vehicles and equipment are purchased to optimize maximum efficiency.
- Fleet maintains the City's fuel program that includes bulk fuel purchases for all City fuel sites, as well as the use of fleet fuel cards for the purchase of fuel from retail vendors.
- Fleet disposes of the City's vehicle and equipment assets through a successful remarketing program that utilizes online platforms and reaches a large pool of interested buyers.

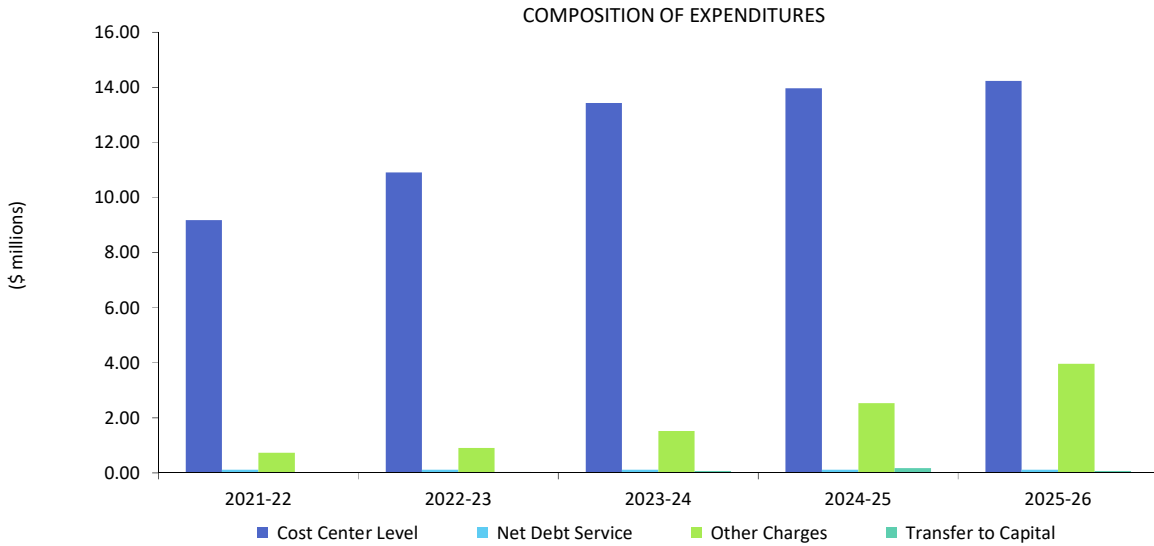
ACCOMPLISHMENTS FOR FY 2024-25

- Completed its approved vehicle and equipment buying schedule by May 2025.
- Purchased 1,100,919 gallons of Unleaded Fuel for a total of cost of \$2 million, and 960,000 gallons of Diesel Fuel for a total cost of \$2.2 million for FY24-25.
- Upgraded the Fuel Master Fuel Management Software System.
- Replaced the Veeder-Root Tank Monitoring System at the South Side Fuel Site.
- Continued to grow parts inventory while accommodating new design standards and federal regulations for the City's vehicles and equipment. Current inventory is valued at \$250,000.
- Scheduled three auctions for FY24-25: October, March, and May. Auctions generated over \$900,000 in revenue.
- Attended training efforts for maintaining staff proficiency: HVAC Training with O'Reilly Auto Parts, Brake Training with Bruckner Truck Sales, and Steering & Suspensions and Engine Performance Diagnostics with Garage Gurus.
- Attended major conferences such as the Police Fleet Expo in Fort Worth, Texas: NAFA Institute & Expo in San Antonio; and the WASTECON Annual Conference in Grapevine, Texas.

OBJECTIVES FOR FY 2025-26

- Purchase all new approved replacement vehicles and equipment by January 31, 2026.
- Cultivate new contracted vendors to take full advantage of new technologies and methods of operation.
- Update Take-Home Storage files - coordinate with departments over resubmitting request forms with the most up-to-date driver information.
- Conduct three vehicle auctions to dispose of worn vehicles and vehicles that are damaged beyond repair.
- Continue to cultivate new sources for parts and suppliers in order to accommodate new vehicle design standards and regulations, while providing the repair parts that are needed to minimize vehicle down time and maximize citizen services.
- Continue to search for training opportunities and conferences that will help educate and enrich our staff members.
- Start a Motor Pool Fleet located at the Citizens Tower Garage that will give staff access to City vehicles for short-term use.

Fleet Services



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Fleet Maintenance	24	24	24	24	24	-
TOTAL STAFFING	24	24	24	24	24	-

FULL-TIME POSITIONS						
Asst Dir Fleet Operations	1		Fuel and Parts Inventory Coord			1
Auction and Warranty Coordinator	1		Lead Administrative Asst			1
Bookkeeper	1		Lead Equipment Technician			5
Contract Compliance Specialist	1		Management Analyst			1
Director of Fleet	1		Parts Assistant			1
Equipment Technician	7		Service Advisor			1
Fleet Maintenance Supervisor	1		Support and Acquisition Coordinator			1
			TOTAL FULL-TIME POSITIONS			24

	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
METRICS/PERFORMANCE MEASURES						
Service Metrics						
City of Lubbock Vehicles in Fleet Inventory (not including Citibus & LP&L)	2,013	2,100	2,033	2,050	2,050	-
Fleet Inventory Replaced	104	65	138	100	100	-
Percent of Inventory Replaced	5.0%	3.0%	5.0%	5%	5%	-
New Vehicles purchased	-	6	210	100	100	-
Total Vehicles & Equipment purchased	104	71	231	150	150	-
Total percentage of fleet inventory purchased	5.2%	3.4%	8.0%	8.0%	8.0%	-
Number of Contracts Maintained	59	45	50	55	58	5.5
City Vehicle Auctions held	2	4	2	3	3	-
City Auction Goal	2	3	2	3	3	-
Revenue from City Auctions	297,085	479,180	565,955	962,513	500,000	(48.1)
Preventative Maintenance (PM) Service Goal	500	500	500	500	500	-
Number of PM's performed (Class 4-9)	445	447	455	460	460	-
Performance Metrics						
PM's completed within 24 hours	75.0%	73.0%	75.0%	75%	75%	-
Work orders completed within 24 hours	78.0%	77.0%	75.0%	76%	77%	1.3
PM vs. corrective maintenance	80.0%	75.0%	60.0%	75%	80%	6.7
Technician productivity	77.0%	78.0%	80.0%	85%	90%	5.9
Fleet availability	92.0%	93.0%	92.0%	93%	95%	-
Solid Waste Collection Truck Availability	91.0%	85.0%	75.0%	80%	90%	12.5
Rework rate	1%	1%	1%	1%	1%	-
Quality inspections of work performed	85.0%	85.0%	85.0%	85%	100%	17.6

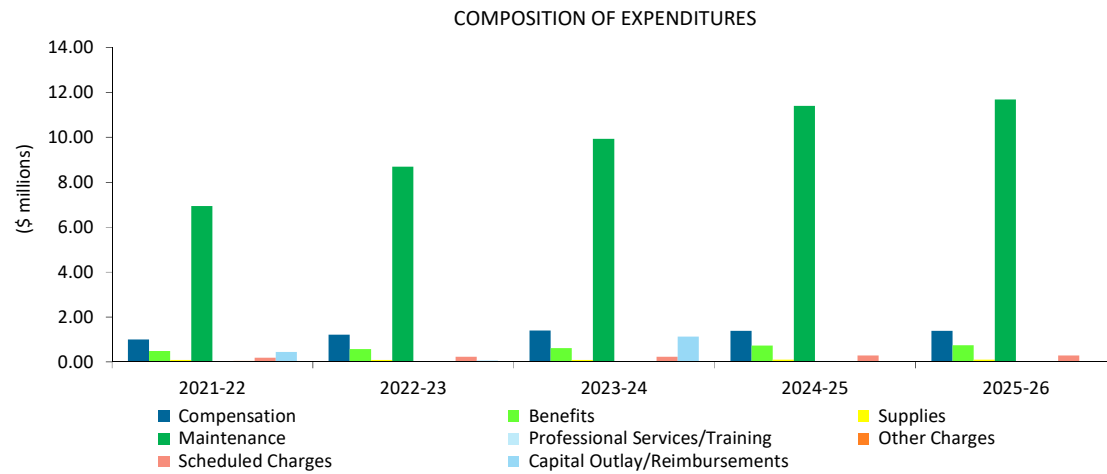
Fleet Services - Fund Overview

	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 27,110	207,274	232,995	100,000	136,116	36.1
Other	5,074	647	829	-	-	-
Junk Sales	16,423	42,737	41,292	-	-	-
Fleet Vehicle Sales	265,913	252,160	403,418	-	-	-
Maintenance Charges	5,872,888	6,130,572	8,502,632	10,657,775	11,028,800	3.5
Administrative Charges	2,985,665	3,472,889	3,281,283	3,509,537	3,351,736	(4.5)
Sales - Diesel Bobtail Loads	1,058,025	1,033,887	866,969	-	-	-
Sales - Diesel Transport Loads	2,368,477	2,320,840	2,072,466	2,722,318	2,715,843	(0.2)
Sales - Unleaded Bobtail Loads	204,112	193,477	158,137	-	-	-
Sales - Unleaded Transport Loads	2,647,069	2,725,340	2,478,132	2,299,950	2,043,826	(11.1)
Cost of Goods Sold - Diesel Bobtail Loads	(1,058,025)	(1,033,887)	(866,969)	-	-	-
Cost of Goods Sold - Diesel Transport Loads	(2,368,477)	(2,320,840)	(2,072,466)	(2,722,318)	(2,715,843)	(0.2)
Cost of Goods Sold - Unleaded Bobtail Loads	(204,112)	(193,477)	(158,137)	-	-	-
Cost of Goods Sold - Unleaded Transport Loads	(2,647,069)	(2,725,340)	(2,478,132)	(2,299,950)	(2,043,826)	(11.1)
Transfer from Gen Fund - Fire Equip Maint	-	-	781,946	783,468	1,475,598	88.3
Transfer from Gen Fund - Traffic Ops	-	-	-	-	83,832	-
Transfer from Gen Fund - Solid Waste Disposal	-	-	690,036	1,521,716	1,915,245	25.9
Transfer from Gen Fund - Solid Waste Collection	-	-	194,463	192,409	270,842	40.8
Transfer from Gen Fund - Alley Maintenance	-	-	-	-	163,221	-
Total Revenue Sources	9,173,073	10,106,279	14,128,894	16,764,906	18,425,390	9.9
Use of Available Reserves	854,942	1,865,555	1,006,093	26,902	-	(100.0)
TOTAL FUNDING SOURCES	\$ 10,028,015	11,971,834	15,134,987	16,791,808	18,425,390	9.7

	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 992,782	1,218,553	1,404,803	1,389,387	1,388,743	(0.0)
Benefits	477,308	577,947	622,913	729,037	741,163	1.7
Supplies	80,310	83,421	88,021	93,812	94,671	0.9
Maintenance	6,950,398	8,698,678	9,940,444	11,402,870	11,691,790	2.5
Professional Services/Training	10,727	15,373	21,439	38,392	23,098	(39.8)
Other Charges	36,869	32,425	1,921	3,486	3,486	-
Scheduled Charges	183,984	235,967	221,201	288,468	290,828	0.8
Capital Outlay/Reimbursements	447,890	53,777	1,134,366	20,023	-	(100.0)
TOTAL DEPARTMENT LEVEL EXPENSES	\$ 9,180,267	10,916,142	13,435,108	13,965,475	14,233,779	1.9

FUND LEVEL EXPENSES						
Net Debt Service	\$ 118,309	118,487	114,969	116,256	117,279	0.9
Transfer to Vehicle Replacement Fund	22,607	22,607	27,239	34,239	47,239	38.0
Vehicle/Equipment Debt	697,538	814,369	1,359,166	2,497,594	3,908,738	56.5
Transfer to Fleet Capital Project Fund	-	30,000	70,000	178,244	75,000	(57.9)
Miscellaneous	9,294	70,229	128,505	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 847,748	1,055,692	1,699,879	2,826,333	4,148,256	46.8
Additional COL Adjustment					43,350	
TOTAL EXPENSES	\$ 10,028,015	11,971,834	15,134,987	16,791,808	18,425,385	9.7

Fleet Services - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 992,782	1,218,553	1,404,803	1,389,387	1,388,743	(0.0)
Benefits	477,308	577,947	622,913	729,037	741,163	1.7
Supplies	80,310	83,421	88,021	93,812	94,671	0.9
Maintenance	6,950,398	8,698,678	9,940,444	11,402,870	11,691,790	2.5
Professional Services/Training	10,727	15,373	21,439	38,392	23,098	(39.8)
Other Charges	36,869	32,425	1,921	3,486	3,486	-
Scheduled Charges	183,984	235,967	221,201	288,468	290,828	0.8
Capital Outlay/Reimbursements	447,890	53,777	1,134,366	20,023	-	(100.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 9,180,267	10,916,142	13,435,108	13,965,475	14,233,779	1.9

BENEFITS

MISSION AND PURPOSE

Provide comprehensive, cost-effective benefits to promote the health, well-being, and safety to all eligible employees, retirees and their dependents; to gain a competitive edge to attract and retain quality employees.

GOALS AND OBJECTIVES

The benefits currently offered require employees to assume responsibility for the choices they make and to be informed on how to use their benefits effectively. As part of this philosophy, the City is committed, as resources permit, to making available a comprehensive benefits package that includes plans for:

- Health care (health, dental, vision),
- Disability Income,
- Death benefits,
- Education and training,
- Paid time away from work,
- Mandatory retirement plans and supplemental 457(b) deferred compensation plans, and
- Flexible spending accounts.

Rising health care cost continue to be a concern for both the City and its employees. The City continues to research new coverage options to help control the cost of providing health care and to ensure the offerings are simple, efficient, and cost effective; satisfying the overall goals of the organization and meeting the needs of all eligible participants.

ACCOMPLISHMENTS FOR FY 2024-25

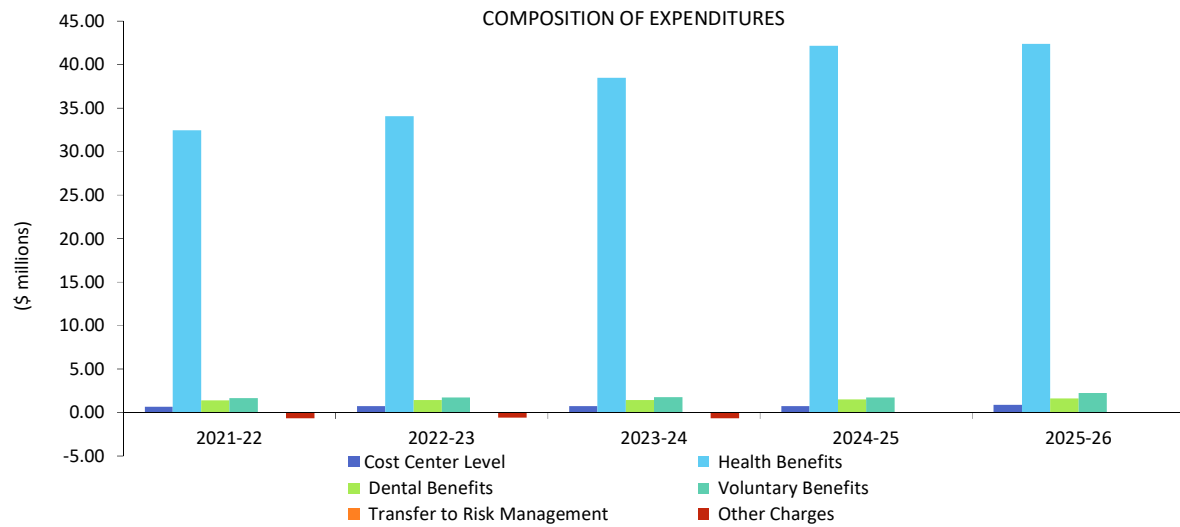
- Implemented Online Benefits Enrollment for retirees.
- Provided face-to-face Benefit information sessions during open enrollment.
- Developed an enrollment interface with Total Benefits Solutions and JD Edwards (E1), streamlining the open enrollment process and preventing Benefits Specialists from working excessive overtime during annual enrollment.
- Introduced an electronic benefits guide, eliminating the need for excessive mailouts during open enrollment and new hire orientations.
- Created a benefits marketing video for YouTube.
- Conducted onsite Airrosti presentations which offered options for muscle and pain management, and one-on-one assessments for employees.
- Facilitated Bexa breast exams for employees.
- Implemented the Regional Texas Municipal Retirement System (TMRS) Retirement Conference.
- Hired HUB International as the City's benefits broker to assist with the medical plan, stop-loss coverage, vision plan, pharmacy benefits management, flexible spending account administration, COBRA administration, and Health Reimbursement Account administration.
- Appointed Retirement Plan Advisors (RPA) as the City's new 457 plan advisor.
- Simplified the Sick Leave Share Committee to include Fire, Police, Risk Management, and Public Health employees.
- HUB renegotiated the RX rebates for the City and the amount increased from \$114 to 137.45 per employee per month. This is an estimated \$701 thousand in additional rebates the City will receive.
- HUB negotiated a one-time stop loss premium credit of \$100 thousand that the City received in January 2025.
- In April 2025, City benefits employees along with HUB International, released a Health and Wellness RFP to identify ways to save costs and improve services for the City and employees. This will include Medical, Dental, Vision, and Auxiliary services being offered by the City.

OBJECTIVES FOR FY 2025-26

BENEFITS

- Review health plans and make formal recommendations to improve them and help control the rising cost of health care.
- Implement regular onsite visits to departments to discuss current and new benefits.
- Complete the digitization of terminated employee files.
- Develop an interface with the Total Benefits Solution enrollment system to include a module for self-reporting, allowing employees to make changes to their benefits options online and reducing delays in making changes.

Benefits



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Health Administration	4	4	4	4	4	-
TOTAL STAFFING	4	4	4	4	4	-

FULL-TIME POSITIONS

Assistant Director of Human Resources	1
Benefits Specialist	3
TOTAL FULL-TIME POSITIONS	4

	Actual	Actual	Actual	Projected	Target	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
METRICS/PERFORMANCE MEASURES						
Health and welfare awareness programs	12	12	24	35	45	28.6
Retirements	93	58	87	95	95	-
Exit interviews	115	117	105	120	100	(16.7)
Annual enrollment meetings one-on-one	373	475	319	325	250	(23.1)
Employee walk-in consultations	1,048	1,109	1,003	1,000	1,000	-
Phone consultations	1,786	1,587	1,883	1,200	1,200	-
Retirements processed before the end of the month (Goal 100%)	97.0%	98.0%	97.0%	99.0%	99.0%	-
Exit interviews complete before employee leaves City (Goal 100%)	96.0%	95.0%	96.0%	95.0%	95.0%	-
Annual Enrollment expected participation	95.0%	95.0%	97.0%	98.0%	99.0%	1.0
Problems/questions resolved within 3 days	95.0%	95.0%	96.0%	97.0%	99.0%	2.1

Benefits - Fund Overview

Health Administration	Actual	Actual	Actual	Budget	Budget	% Change
DEPARTMENT LEVEL EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 280,911	252,468	270,913	257,739	345,674	34.1
Benefits	118,367	100,585	116,223	124,258	154,403	24.3
Supplies	12,409	10,673	7,878	8,254	8,400	1.8
Professional Services/Training	168,607	253,581	253,323	274,204	284,651	3.8
Other Charges	46	143	730	1,660	1,830	10.2
Premiums / Scheduled Charges	94,556	90,500	62,690	66,355	83,454	25.8
TOTAL EXPENSES	\$ 674,895	707,950	711,758	732,470	878,412	19.9

Health Benefits

FUNDING SOURCES						
Interest Earnings	90,637	243,990	476,091	253,013	303,100	19.8
Medicare Part D	29,810	20,017	5,889	30,000	-	(100.0)
Medical Premiums - Employees	5,898,532	5,933,360	6,161,212	6,453,736	6,749,105	4.6
Medical Premiums - City	26,159,140	28,416,515	31,466,147	34,164,519	34,588,396	1.2
Medical Premiums - Retirees	2,138,308	2,061,526	1,925,382	2,053,874	1,940,955	(5.5)
Basic Life - City Contribution	13,315	13,139	13,146	13,000	11,061	(14.9)
Retiree/COBRA Payments	4,239	1,575	10,470	4,500	12,010	166.9
Transfer from Internal Service Capital	-	-	193,806	-	-	-
Miscellaneous	627	19,363	1,114	-	-	-
TOTAL FUNDING SOURCES	\$ 34,334,608	36,709,485	40,253,258	42,972,642	43,604,627	1.5

EXPENSES

Employee Assistance Program	52,626	66,451	59,030	63,371	103,049	62.6
Supplies	494	128	23,666	-	25,000	-
Administration - TPA	(227,301)	(609,240)	52,844	(48,560)	1,415,768	(3,015.5)
Reinsurance	457,277	(29,171)	(35,054)	378,595	810,671	114.1
Basic Life	13,315	13,053	13,146	12,399	11,061	(10.8)
Medical Claims	31,350,493	33,848,732	37,507,956	40,950,000	43,312,726	5.8
Health Clinic	812,765	811,725	868,818	822,000	1,046,453	27.3
Health Claim Reimbursements	-	-	-	-	(4,337,422)	-
TOTAL EXPENSES	\$ 32,459,670	34,101,912	38,491,120	42,177,805	42,387,306	0.5

Dental Benefits

FUNDING SOURCES						
Dental Premium - Employee	607,469	595,752	602,247	635,032	706,565	11.3
Dental Premium - City	654,488	645,546	647,827	745,263	827,312	11.0
Retiree Dental - (includes COBRA)	126,150	120,343	109,404	128,695	116,681	(9.3)
TOTAL FUNDING SOURCES	\$ 1,388,107	1,361,641	1,359,478	1,508,990	1,650,558	9.4

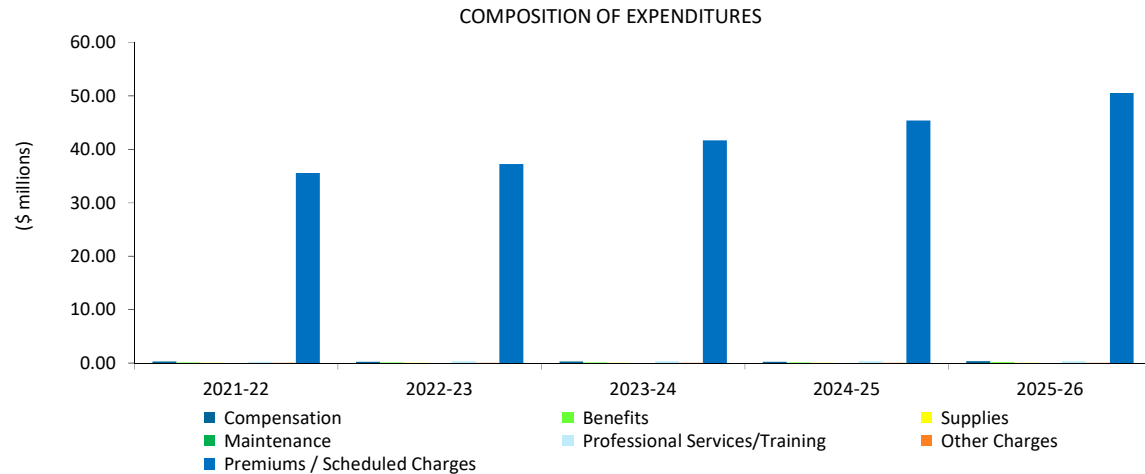
EXPENSES

Administration - TPA	86,710	31,782	-	94,308	91,610	(2.9)
Claims	1,307,555	1,407,059	1,441,441	1,417,845	1,554,483	9.6
TOTAL EXPENSES	\$ 1,394,265	1,438,841	1,441,441	1,512,153	1,646,093	8.9

Benefits - Fund Overview

Voluntary Benefits	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Accident Insurance	-	36	15	-	-	-
Cancer Insurance	18,816	16,200	13,514	21,430	10,064	(53.0)
Dependent/Child Life Insurance	87,698	84,608	85,468	87,001	94,268	8.4
Long Term Disability 180 Day	-	88	-	38,954	57,405	47.4
Long Term Disability 90 Day	301,520	313,151	319,310	268,331	348,405	29.8
Optional Life Insurance	625,157	670,460	700,392	658,565	863,899	31.2
Personal Accident	88,082	92,399	101,516	91,770	133,324	45.3
Philadelphia Life	2,288	1,464	1,392	2,422	668	(72.4)
Pre-paid Legal Insurance	20,452	18,128	15,484	20,919	13,717	(34.4)
Retiree Life	287,194	299,211	310,683	309,874	383,544	23.8
Vision Insurance	198,339	214,974	233,106	206,636	325,273	57.4
TOTAL FUNDING SOURCES	\$ 1,629,546	1,710,721	1,780,878	1,705,903	2,230,567	30.8
EXPENSES						
Cancer Insurance	18,816	16,200	13,504	21,430	10,064	(53.0)
Dependent/Child Life Insurance	90,957	84,608	85,468	87,001	94,268	8.4
Long Term Disability 180 Day	44,953	42,342	44,234	38,954	57,405	47.4
Long Term Disability 90 Day	265,853	270,809	275,174	268,331	348,405	29.8
Optional Life Insurance	648,167	696,500	701,888	658,565	863,899	31.2
Personal Accident	91,141	92,399	101,516	91,770	133,324	45.3
Philadelphia Life	2,389	1,464	1,392	2,422	668	(72.4)
Pre-paid Legal Insurance	20,452	18,128	16,162	20,919	13,717	(34.4)
Retiree Life	285,698	273,171	309,187	309,874	383,544	23.8
Vision Insurance	198,350	214,923	233,087	206,636	325,273	57.4
Miscellaneous	482	-	-	-	-	-
TOTAL EXPENSES	\$ 1,667,257	1,710,544	1,781,612	1,705,903	2,230,567	30.8
TOTAL COST CENTER EXPENSES	\$ 36,196,087	37,959,247	42,425,930	46,128,332	47,142,378	2.2
FUND LEVEL EXPENSES						
Administration - TPA	627	-	-	-	-	-
Miscellaneous	89	-	-	-	-	-
Health Actuary Adjustment	(177,985)	(66,771)	344,682	-	-	-
Reimbursement-Claims Liability	(489,399)	(535,488)	(1,009,107)	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ (666,667)	(602,259)	(664,425)	-	-	-
Total Revenue Sources	37,352,260	39,781,847	43,393,614	46,187,535	47,485,752	2.8
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDINGS SOURCES	\$ 37,352,260	39,781,847	43,393,614	46,187,535	47,485,752	2.8
Additional COL Adjustment					8,143	
GRAND TOTAL EXPENSES	\$ 35,529,420	37,356,988	41,761,505	46,128,332	47,150,521	2.2

Benefits - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 280,911	252,468	270,913	257,739	345,674	34.1
Benefits	118,367	100,585	116,223	124,258	154,403	24.3
Supplies	12,902	10,800	31,544	8,254	33,400	304.7
Professional Services/Training	221,233	320,032	312,353	337,575	387,700	14.8
Other Charges	46	143	730	1,660	1,830	10.2
Premiums / Scheduled Charges	35,562,628	37,275,219	41,694,166	45,398,845	50,556,793	11.4
Capital Outlay/Reimbursements/Transfers	-	-	-	-	(4,337,422)	-
TOTAL EXPENDITURES BY CATEGORY	\$ 36,196,087	37,959,247	42,425,930	46,128,331	47,142,378	2.2

Health Administration	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 280,911	252,468	270,913	257,739	345,674	34.1
Benefits	118,367	100,585	116,223	124,258	154,403	24.3
Supplies	12,409	10,673	7,878	8,254	8,400	1.8
Professional Services/Training	168,607	253,581	253,323	274,204	284,651	3.8
Other Charges	46	143	730	1,660	1,830	10.2
Premiums / Scheduled Charges	94,556	90,500	62,690	66,355	83,454	25.8
TOTAL HEALTH ADMINISTRATION	\$ 674,895	707,950	711,758	732,470	878,412	19.9

Voluntary Products

EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,667,257	1,710,544	1,781,612	1,705,903	2,230,567	30.8
TOTAL VOLUNTARY PRODUCTS	\$ 1,667,257	1,710,544	1,781,612	1,705,903	2,230,567	30.8

Health Benefits

EXPENDITURES BY CATEGORY						
Supplies	\$ 494	128	23,666	-	25,000	-
Professional Services/Training	52,626	66,451	59,030	63,371	103,049	62.6
Premiums / Scheduled Charges	32,406,550	34,035,333	38,408,424	42,114,434	46,596,679	10.6
Capital Outlay/Reimbursements/Transfers	-	-	-	-	(4,337,422)	-
TOTAL HEALTH BENEFITS	\$ 32,459,670	34,101,912	38,491,120	42,177,805	42,387,306	0.5

Dental Benefits

EXPENDITURES BY CATEGORY						
Premiums / Scheduled Charges	\$ 1,394,265	1,438,841	1,441,441	1,512,153	1,646,093	8.9
TOTAL DENTAL BENEFITS	\$ 1,394,265	1,438,841	1,441,441	1,512,153	1,646,093	8.9

INFORMATION TECHNOLOGY

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 and cost-effective application 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 and key stakeholders to improve business processes by thoroughly understanding business needs by planning, implementing, and managing the best information technology solutions available.
- Offer training and educational opportunities for employees to maintain up-to-date technology skills.

ACCOMPLISHMENTS FOR FY 2024-25

Applications Team:

- Provided support for application integrations for Police, Municipal Court, and Human Resources departments.
- Developed new web solutions for citizen interaction with City of Lubbock Utilities and Police departments.
- Provided support for a cloud application implementation for the Fleet department.
- Continued support for on premise applications with software and operating system updates.

Information Security and Networking Team:

- Fully implemented a user behavioral analytics system to flag abnormal usage in our environment.
- Replaced core network hardware including network switches and server computers.
- Improved edge security by implementing intrusion prevention hardware.
- Update VPN solutions to improve operation security and user experience.
- Completed migration of the Primary Data Center from Municipal Square to Citizens Tower.
- Facilitated implementation of network services to multiple public safety locations.

Public Safety Team:

- Completed implementation of Public Safety Enterprise CAD/RMS project for Police and Lubbock Fire Rescue departments.
- Supported new camera systems for Police including data migration.

Support Services Team:

- Deployed over 360 new end user devices including desktops, laptops, and tablets.
- Continued support for City employees with computer and technology issues through the Service Desk.

Systems Team:

- Designed and implemented voice and data networks for the new Police Property building.
- Completed the migration of on-premise email system to a cloud provider.
- Upgraded network file share storage system.
- Upgraded server/software packages for Landfills, Traffic, Cemetery, LPL GIS, and others.
- Migrated 800 TB of evidence data to new system and installed new storage for remaining on-premise data.

OBJECTIVES FOR FY 2025-26

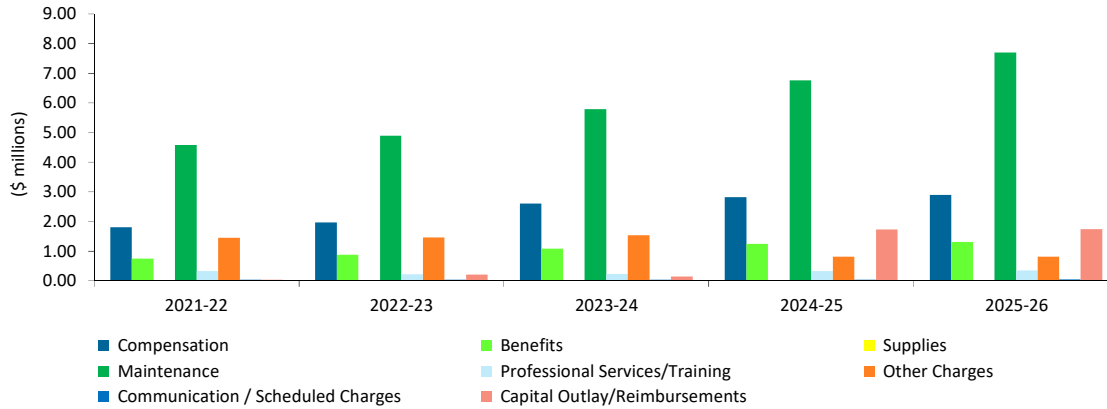
- Implement year four of the five-year strategic plan that establishes the technological vision and strategy for the City.
- Support safe and informed usage of City systems, including the internet, through ongoing cyber security training for staff.

INFORMATION TECHNOLOGY

- Provide ongoing updates and improvements to Storage Area Networks (SAN).
- Maximize use of new and existing internal monitoring tools to be more proactive towards our environment's health and stability.
- Provide fast, safe, reliable, and redundant internet service to the City of Lubbock with both fiber and wireless links to support its increasing cloud presence.
- Implement a ring of ISP connectors for critical locations.
- Improve network services by standardizing networking equipment and simplifying the network topology.
- Continue the replacement of infrastructure, desktops, storage, and servers
- Continue to provide timely quotes, purchases, and deployments of software and hardware.

Information Technology

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	98,322	228,379	414,793	245,000	217,245	(11.3)
General Data Processing Scheduled Charge	10,206,884	11,446,329	13,499,629	13,857,497	14,655,958	5.8
Total Revenue Sources	\$ 10,305,206	11,674,709	13,914,422	14,102,497	14,873,203	5.5
Use of Available Reserves	-	-	-	901,060	1,042,173	15.7
TOTAL FUNDING SOURCES	\$ 10,305,206	11,674,709	13,914,422	15,003,557	15,915,376	6.1

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 1,805,854	1,969,943	2,611,138	2,826,193	2,898,334	2.6
Benefits	756,272	880,010	1,081,001	1,256,752	1,315,805	4.7
Supplies	10,594	10,356	9,090	8,554	8,086	(5.5)
Maintenance	4,574,415	4,896,422	5,787,301	6,758,790	7,698,338	13.9
Professional Services/Training	331,936	227,831	237,846	328,410	347,898	5.9
Other Charges	1,450,689	1,468,228	1,537,454	817,000	817,000	-
Communication / Scheduled Charges	39,171	39,535	37,966	46,683	48,229	3.3
Capital Outlay/Reimbursements	32,646	211,760	153,510	1,726,774	1,742,500	0.9
TOTAL EXPENDITURES BY CATEGORY	\$ 9,001,576	9,704,086	11,455,305	13,769,156	14,876,190	8.0

FUND LEVEL EXPENSES						
Net Debt Service	\$ 603,325	605,225	601,250	601,625	600,750	(0.1)
Other Charges/Bond Issuance Cost	33,948	191	165	-	-	-
Transfer to Health Benefits	-	-	193,806	-	-	-
Transfer to Public Safety CIP	55,000	-	-	-	-	-
Transfer to Fleet Maintenance CIP	30,000	-	-	-	-	-
Vehicle/Equipment Debt	44,148	527,044	564,204	632,776	348,688	(44.9)
TOTAL FUND LEVEL EXPENSES	\$ 766,421	1,132,460	1,359,425	1,234,401	949,438	(23.1)
Additional COL Adjustment					89,748	
TOTAL EXPENSES	\$ 9,767,998	10,836,546	12,814,730	15,003,557	15,915,376	6.1

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Information Technology	32	34	37	38	38	-
TOTAL STAFFING	32	34	37	38	38	-

FULL-TIME POSITIONS						
Applications Analyst	3		IT Budget Coordinator			1
Chief Information Officer	1		IT Manager			5
End User Support Specialist	5		LAN Support Specialist			2
End User Support Tech	5		Network Engineer			1
Enterprise Systems Manager	1		Senior Programmer Analyst			2
Info Security/Compliance Anyst	3		System Administrator			5
Info Technology Division Director	2		Systems Analyst			1
IT Automation Specialist	1		TOTAL FULL-TIME POSITIONS			38

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Desk tickets opened	10,480	12,571	12,066	14,002	10,000	(28.6)
Service Desk tickets closed	9,594	12,658	11,745	13,161	10,000	(24.0)
Average time to answer Service Desk calls	15 sec	14 sec	16 sec	15 sec	12 sec	-
Average handle time per Service Desk call	4 min 53 sec	5 min 47 sec	6 min 30 sec	6 min 34 sec	5 min 0 sec	-
Service Calls abandoned per day	1.62	0.73	0.63	0.60	0.50	(16.7)
Calls for Service resolved at first contact	34.0%	35.0%	45.0%	54.0%	60.0%	11.1
High Priority Tickets resolved/ met SLA (1 day)	70.0%	61.0%	62.0%	67.0%	90.0%	34.3
Normal Priority Tickets resolved and met SLA (3 days)	83.0%	93.0%	94.0%	94.0%	95.0%	1.1

GIS AND DATA SERVICES

MISSION AND PURPOSE

Provide quality Geographic Information System (GIS) services by creating and maintaining spatial data and delivering that information to other City departments, organizations, agencies, and citizens through a variety of methods.

GOALS AND OBJECTIVES

- Ensure the quality and data integrity of all GIS data sets with timely and consistent data maintenance to support mapping, permitting, utility billing, asset management, and public safety systems.
- Feature specialized GIS applications for the public on the Transparency page of the City's website and the GIS departmental home page.
- Create and maintain internal mapping and applications that meet the needs of City departments, including field applications and integrations with other software
- Maintain the official City Base Map as required by ordinance.
- Provide demographic information and assistance to City departments and citizens.
- Offer training and educational opportunities for employees to maintain up-to-date GIS skills.

ACCOMPLISHMENTS FOR FY 2024-25

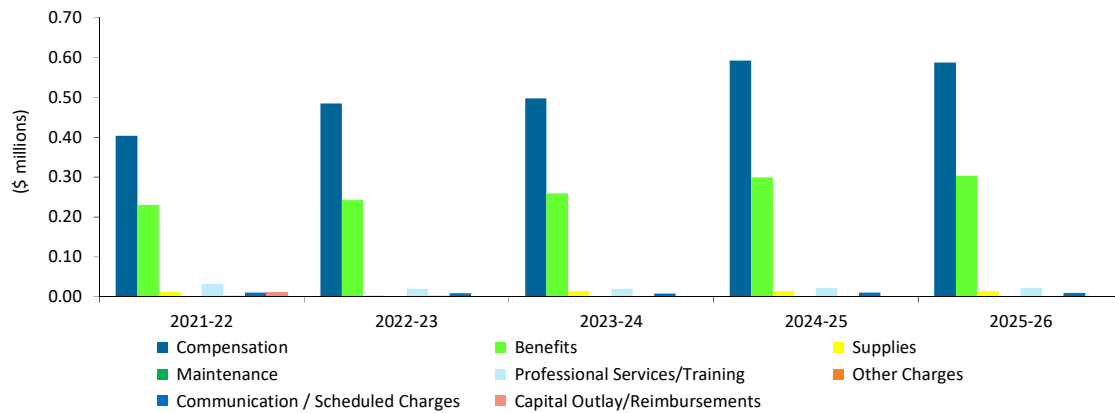
- Coordinated the 2025 Digital Orthophotography Project for the acquisition of county-wide imagery and laser measured elevation data.
- Provided various departments with location maps used in Council Presentations.
- Provided data and updates monthly for Public Safety computer-aided dispatch and records management system.
- Created backflow prevention performance metrics and water compliance dashboards for Water Utilities.
- Created a series of paving surveys for Paving Management Operations to track materials.
- Created new Public Safety Parcel viewers for Police and Fire.
- Provided demographic support to City Secretary, Lubbock Metropolitan Planning Organization, Economic Development, and other City departments.
- Provided GIS support for Emergency Management for exercises, event planning, and activations.
- Supported utility billing system and asset management system with two-way daily data update exchanges and the permitting system with a live data service.
- Provided monthly code case statistics and Planning and Zoning Commission and Zoning Board of Appeals action summary pages for the City website.
- Continued monthly uploads of data from Lubbock Central Appraisal District into City parcel data.
- Continued collection for quarterly Cost of Living survey data for the Finance department.
- 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 data creation for the Police and Fire departments.

OBJECTIVES FOR FY 2025-26

- Continue to respond quickly to changing needs for GIS maps, data, and applications for other City departments.
- Coordinate the RFP for the Digital Orthophotography project for the 2026 imagery acquisition.
- Create an Engineering CIP Story Map showcasing projects.
- Coordinate with Emergency Management to build a set of apps and dashboards to help maximize the public safety around Lubbock.
- Create a story map showcasing the Lubbock music scene to complement the City's Public Art App.
- Finish the migration from Esri ArcMap to ArcPro mapping environment.
- Update all current story maps and web applications.
- Continue to support Emergency Management activities with GIS mapping and web-based applications.
- Continue to improve and refine GIS data sets.

GIS & Data Services

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
GIS & Database Services Scheduled Charge	900,695	859,570	898,288	896,413	943,314	5.2
Other Revenue	114	10	70	-	-	-
Total Revenue Sources	900,809	859,580	898,358	896,413	943,314	5.2
Use of Available Reserves	-	-	-	41,680	11,891	(71.5)
TOTAL FUNDING SOURCES	\$ 900,809	859,580	898,358	938,093	955,205	1.8

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 403,938	485,122	498,111	592,543	588,355	(0.7)
Benefits	230,406	242,242	259,106	299,473	303,836	1.5
Supplies	11,937	4,048	13,828	14,154	13,800	(2.5)
Professional Services/Training	31,923	20,150	20,345	22,000	22,000	-
Other Charges	2,057	2,265	-	200	-	(100.0)
Communication / Scheduled Charges	9,915	8,963	8,299	9,723	8,964	(7.8)
Capital Outlay/Reimbursements	10,042	-	-	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 700,220	762,790	799,688	938,093	936,955	(0.1)
Additional COL Adjustment					18,250	
TOTAL EXPENSES	\$ 700,220	762,790	799,688	938,093	955,205	1.8

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
GIS & Data Services	10	10	10	10	10	-
TOTAL STAFFING	10	10	10	10	10	-

FULL-TIME POSITIONS						
GIS Coordinator	3			GIS Sr. Data Analyst		2
GIS Data Analyst	4			GIS Manager		1
				TOTAL FULL-TIME POSITIONS		10

	Actual	Actual	Actual	Projected	Target	Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Percent Address Change Requests processed in 72 hours	93.9%	92.5%	95.7%	96.0%	98.0%	2.1
Percent Recorded Plats added to Base Map within 72 hours	95.4%	99.4%	99.6%	98.0%	98.0%	-
Percent Water Plans added within 2 weeks of receipt	98.4%	100.0%	100.0%	98.0%	98.0%	-
Percent Sewer Plans added within 2 weeks of receipt	98.5%	99.1%	100.0%	98.0%	98.0%	-
Percent New Plat Addresses added within 4 days	99.1%	96.4%	100.0%	96.0%	98.0%	2.1

TELECOMMUNICATIONS

MISSION AND PURPOSE

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

GOALS AND OBJECTIVES

- Maintain a resilient telecommunication system for all city departments, including Public Safety.
- Evaluate all communications related software packages for opportunities to minimize ongoing licensing and other costs.
- Evaluate telecommunication providers and services for efficiency and cost control opportunities.
- Offer training and educational opportunities for employees to maintain up-to-date technology skills.

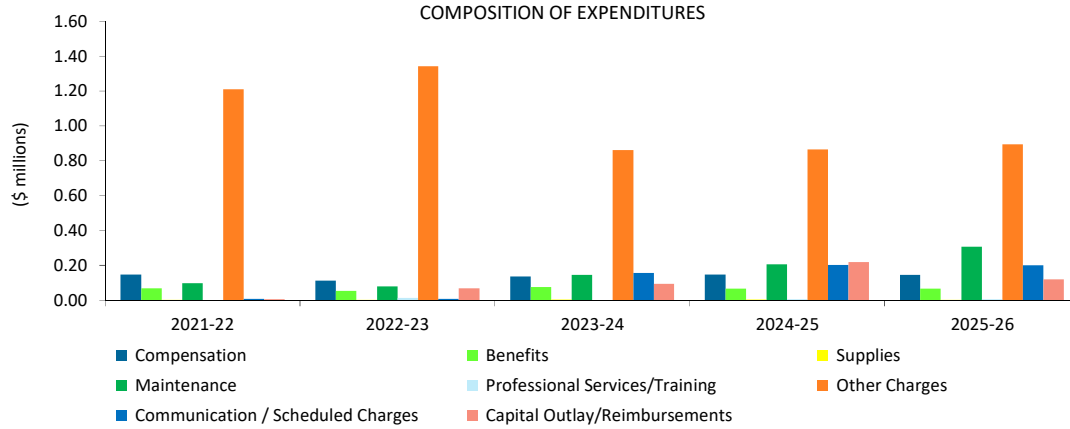
ACCOMPLISHMENTS FOR FY 2024-25

- Installed new phone services to new Police Property Room building and Fire Station 20 facilities.
- Improved and further implemented mobile device management of cellular phone fleet.
- Improved bill processing and cellular deployment procedures to streamline and improve customer experience with new phone provisioning and existing phone replacements.
- Updated call recording software for public safety and other city departments.

OBJECTIVES FOR FY 2025-26

- Implement soft phone solution to improve telecommunication redundancy and facilitate flexible telephony solutions for City of Lubbock staff.
- Identify all existing Plain Old Telephone System (POTS) locations and begin replacement of copper-based phone systems with existing VoIP solution.
- Fully locate, tag, and inventory all telephony infrastructure.
- Improve telephony system security.

Telecommunications



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Telecommunications Scheduled Charge	1,532,445	1,539,444	1,637,700	1,708,856	1,758,331	2.9
Other Revenue	432	1,597	-	-	-	-
Total Revenue Sources	1,532,877	1,541,041	1,637,700	1,708,856	1,758,331	2.9
Use of Available Reserves	9,506	142,369	-	9,170	-	(100.0)
TOTAL FUNDING SOURCES	\$ 1,542,383	1,683,410	1,637,700	1,718,026	1,758,331	2.3

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 147,836	113,151	136,732	147,338	145,212	(1.4)
Benefits	68,744	54,729	74,785	67,607	67,397	(0.3)
Supplies	1,768	1,673	2,923	2,954	2,600	(12.0)
Maintenance	98,756	80,060	144,891	207,240	307,254	48.3
Professional Services/Training	668	14,018	1,135	5,700	5,700	-
Other Charges	1,210,418	1,342,563	861,518	864,620	894,620	3.5
Communication / Scheduled Charges	8,755	8,617	156,843	202,567	202,211	(0.2)
Capital Outlay/Reimbursements	5,438	68,599	94,833	220,000	120,000	(45.5)
TOTAL EXPENDITURES BY CATEGORY	\$ 1,542,383	1,683,410	1,473,660	1,718,026	1,744,995	1.6
Additional COL Adjustment					4,450	
TOTAL EXPENSES	\$ 1,542,383	1,683,410	1,473,660	1,718,026	1,749,445	1.8

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Telecommunications	3	3	2	2	2	-
TOTAL STAFFING	3	3	2	2	2	-

FULL-TIME POSITIONS

Telecom Support Specialist	2
TOTAL FULL-TIME POSITIONS	2

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Telecomm Service Tickets Opened	511	436	545	552	500	(9.4)
Telecomm Service Tickets Closed	586	429	554	547	500	(8.6)
Telecomm Tickets Resolved & Met SLA (3 Days)	27.6%	57.0%	93.8%	92.9%	95.0%	2.3
Phone System Availability	--	100.0%	100.0%	99.4%	100.0%	0.6

RADIO SHOP

MISSION AND PURPOSE

Provide secure, reliable mission critical Public Safety grade communications and business solutions for the Police, Fire, City of Lubbock departments, and regional agencies. Provide communications solutions to all non-public safety users of city radio resources, and provide up-fit installation and maintenance of radio and related systems in all city vehicles.

GOALS AND OBJECTIVES

- Maintain the Public Safety radio systems and communication sites for all City departments, Lubbock County, and partner agencies operating in the County.
- Install and maintain all emergency lighting, safety equipment and radios for Police and Fire Department vehicles.
- Install and maintain all equipment, including emergency lighting and radios, on city fleet vehicles and equipment.
- Evaluate all radio needs, software packages, and hardware for practical use by the City departments.
- Maintain end-user communications equipment to reduce outages and downtime.
- Offer training and educational opportunities for employees to maintain up-to-date technology skills.

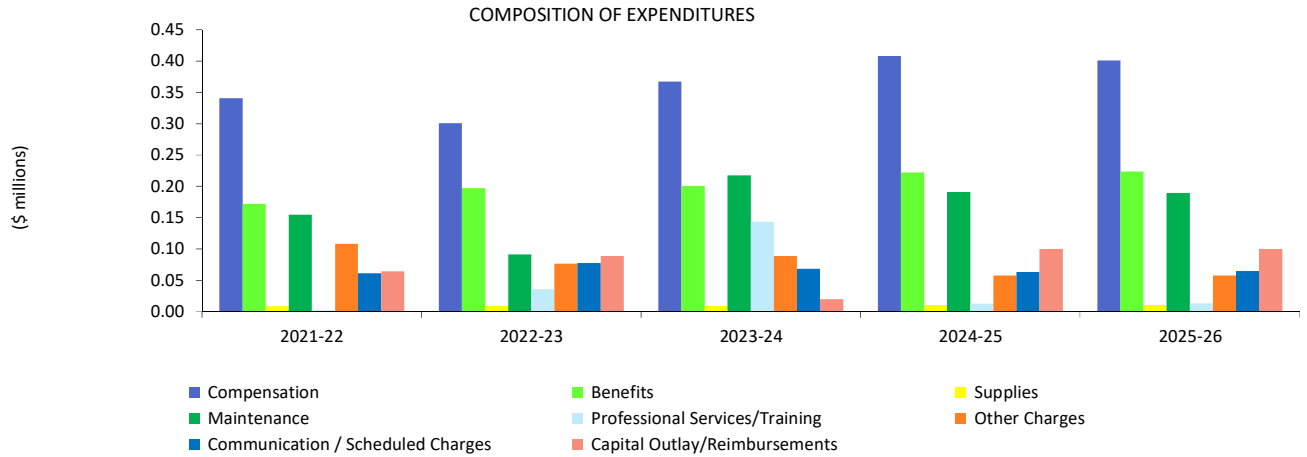
ACCOMPLISHMENTS FOR FY 2024-25

- Installed radios, vehicle LED emergency lighting, and tablet docks in City vehicles.
- Satisfied radio communication needs to bring Fire Station 20 online.
- Replaced or repaired security fencing and added security cameras at all radio tower sites.
- Moved the Radio Communication System to its own redundant network.
- Continued to upgrade new flash codes in radios twice per year as required.
- Assisted the Fire Department in replacing the Fire Paging Equipment with a newer system.

OBJECTIVES FOR FY 2025-26

- Implement replacing radios for Public Safety and Public Works.
- Provide repair and up-fit services for City vehicles.
- Perform preventative maintenance on radio equipment.
- Proactively conduct replacements on aging equipment.

Radio Shop



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	178,218	416,271	632,314	300,000	175,000	(41.7)
Department Sales Labor & Parts	423,273	425,099	490,690	-	-	-
Radio Maintenance Scheduled Charge	2,254,684	2,331,000	2,378,989	2,459,900	2,011,336	(18.2)
COGS - Radio Parts	(100,372)	(51,628)	(55,171)	-	-	-
Other Revenue	-	6,861	-	-	-	-
Total Revenue Sources	\$ 2,755,803	3,127,603	3,446,821	2,759,900	2,186,336	(20.8)
Use of Available Reserves	-	46,687	-	-	-	-
TOTAL FUNDING SOURCES	\$ 2,755,803	3,174,289	3,446,821	2,759,900	2,186,336	(20.8)

	Actual	Actual	Actual	Budget	Budget	Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 340,852	300,946	366,855	408,123	400,775	(1.8)
Benefits	171,811	197,135	201,033	221,792	223,694	0.9
Supplies	8,654	9,122	8,806	10,753	10,354	(3.7)
Maintenance	154,765	91,340	217,467	191,252	189,682	(0.8)
Professional Services/Training	1,577	35,740	143,383	12,500	12,900	3.2
Other Charges	108,056	76,351	88,671	57,500	57,500	-
Communication / Scheduled Charges	61,093	77,567	68,326	63,421	64,922	2.4
Capital Outlay/Reimbursements	64,026	88,856	19,779	100,000	100,000	-
TOTAL EXPENDITURES BY CATEGORY	\$ 910,833	877,057	1,114,320	1,065,341	1,059,827	(0.5)

FUND LEVEL EXPENSES						
Net Debt Service	\$ 1,446,800	1,442,350	1,134,875	745,750	633,898	(15.0)
Other Charges	-	-	103	-	-	-
Transfer to Radio Shop CIP	-	850,000	400,000	375,000	-	(100.0)
Transfer to Fleet CIP	-	-	-	-	71,000	-
Vehicle/Equipment Debt	4,874	4,882	-	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 1,451,674	2,297,232	1,534,978	1,120,750	704,898	(37.1)
Additional COL Adjustment					12,321	-
TOTAL EXPENSES	\$ 2,362,507	3,174,289	2,649,298	2,186,089	1,777,047	(18.7)

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Radio Shop	8	9	8	8	8	-
TOTAL STAFFING	8	9	8	8	8	-

FULL-TIME POSITIONS						
Contract Compliance Specialist	1		Vehicle Equipment Installer			3
Radio Communications Manager	1		Sr Technician			2
Vehicle Equipment Installation Foreman	1		TOTAL FULL-TIME POSITIONS			8

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Radio Service Tickets Opened	334	536	1,238	1,387	1,000	(27.9)
Radio Service Tickets Closed	342	526	1,212	1,350	1,000	(25.9)
Radio System Availability	98.0%	100.0%	99.8%	100.0%	100.0%	-
Help Tickets Resolved within 3 days						
Radio Only Installation	-	85.7%	91.4%	94.3%	95.0%	0.7
Radio Preventive Maintenance	-	92.6%	96.5%	96.6%	95.0%	(1.7)
Radio Repairs	-	91.3%	90.7%	95.0%	95.0%	-
Vehicle Upfit Installation	-	66.7%	63.6%	86.9%	90.0%	3.6
Vehicle Repairs	-	98.6%	89.5%	98.7%	95.0%	(3.7)



INVESTMENT POOL

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.

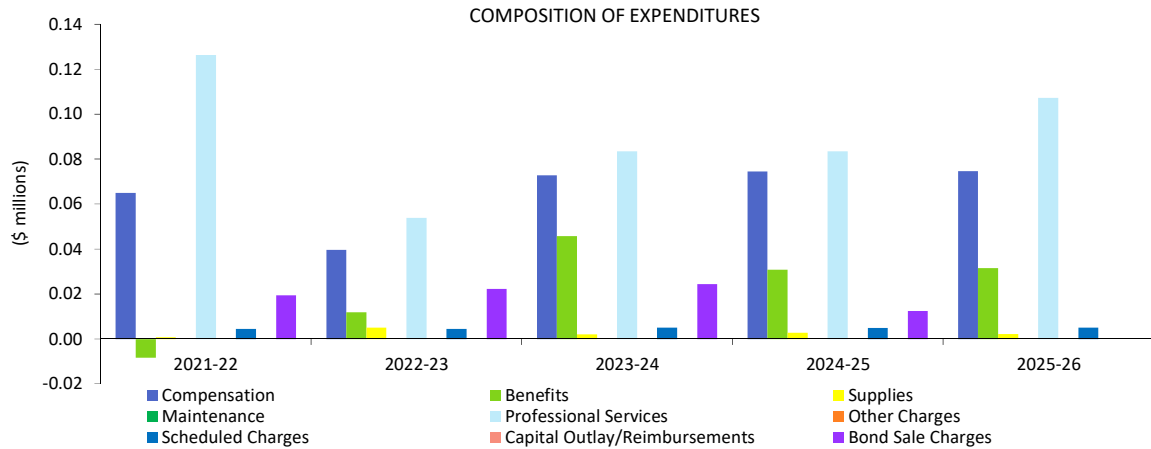
ACCOMPLISHMENTS FOR FY 2024-25

- Monitored the City's \$710 million portfolio that is estimated to earn over \$28 million during the fiscal year.
- Collaborated with the portfolio manager to strategically invest over \$145 million in the first eight months alone.
- Continued to strategically allocate investments between investment pools, treasuries, federal agencies, municipal bonds, and commercial paper in a barbell strategy to lock in high, non-callable rates out to 5 year stated maturities while maintaining liquidity to meet operational needs and future investment opportunities.
- Worked with the portfolio manager to optimize resource allocation and improve overall portfolio proficiency.

OBJECTIVES FOR FY 2025-26

- Continue to monitor the rate environment with the portfolio management team 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.

Investment Pool



	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Service Metrics						
Total Portfolio						
Par Value	573,731,823	636,886,881	704,522,772	706,491,189	705,507,000	(0.1)
Book Value	574,832,404	635,253,485	697,642,473	700,059,057	698,851,000	(0.2)
Market Value	577,120,714	626,321,763	698,698,494	699,752,400	699,225,000	(0.1)
Portfolio Allocation (%)						
Agency (20% allocation target)	10.3%	21.3%	17.5%	14.5%	16.0%	10.3
Commercial Paper (0-5% allocation target)	4.1%	4.7%	7.7%	7.9%	7.8%	(1.3)
Municipal Bond (25% allocation target)	32.7%	21.0%	22.9%	26.1%	24.5%	(6.1)
Treasury (2.0% allocation target)	0.0%	0.5%	1.7%	1.0%	1.4%	35.0
Local Government Investment Pools (47.5% allocation target)	47.60%	51.50%	49.20%	49.0%	49.1%	0.2
Cash/Money Market (0.5% allocation target)	5.3%	1.0%	1.0%	1.6%	1.3%	(18.8)
Performance Metrics						
Portfolio Returns						
Operating Funds	4,835,000	12,193,853	19,471,308	19,157,878	19,315,000	0.8
Bond Funds	190,000	9,065,814	9,011,207	7,950,806	8,481,000	6.7
Portfolio Yield to Maturity (%)						
Operating Funds	2.0%	3.9%	4.4%	4.3%	4.4%	1.2
Bond Funds	0.3%	5.0%	4.8%	4.2%	4.5%	7.1
Benchmark Yield to Maturity (%)						
Operating Funds	1.2%	5.2%	3.7%	4.0%	3.9%	(3.8)
Bond Funds	0.2%	5.5%	4.9%	4.4%	4.7%	5.7
Unrealized Gain/(Loss) on Investments	658,813	(8,931,722)	1,056,021	(306,656)	(374,000)	22.0
Performance to Benchmark						
Operating Funds	80.0%	-129.5%	67.6%	37.7%	52.7%	39.7
Bond Funds	7.5%	-57.1%	-8.9%	-22.9%	-15.9%	(30.6)
FUNDING SOURCES						
	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings - Consolidated	\$ 4,437,808	12,193,853	19,471,308	12,668,670	19,315,000	52.5
Interest Earnings - Bond Funds	1,218,120	9,065,814	9,011,207	5,569,742	8,481,000	52.3
Interest Earnings - Allocation	(5,448,903)	(21,112,220)	(28,236,726)	(18,027,208)	(27,546,893)	52.8
Total Revenue Sources	207,025	147,447	245,789	211,204	249,107	17.9
Use of Available Reserves	593	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 207,618	147,447	245,789	211,204	249,107	17.9
FUND LEVEL EXPENSES						
	Actual	Actual	Actual	Budget	Budget	% Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 64,984	39,684	72,738	74,530	74,559	0.0
Benefits	(8,325)	11,861	45,827	30,810	31,530	2.3
Supplies	768	4,964	2,011	2,754	2,150	(21.9)
Professional Services/Training	145,721	76,070	107,928	95,850	107,300	11.9
Scheduled Charges	4,470	4,471	5,002	4,850	4,990	2.9
TOTAL FUND LEVEL EXPENSES	\$ 207,618	137,050	233,506	208,794	220,529	5.6
Additional COL Adjustment					2,337	
TOTAL EXPENSES	\$ 207,618	137,050	233,506	208,794	222,866	6.7

PRINT SHOP

MISSION AND SERVICES

The Print Shop supports departmental objectives by delivering high quality and low-cost printing, signage, quality publications, and timely mailings for City departments and governmental agencies. The Print Shop provides the following services:

- Printing, copying, and basic design services for internal departments and other non-profit entities.
- Processes and sorts incoming and outgoing mail and internal correspondence.
- Acts as a liaison for departments to outside printing and paper stock suppliers to obtain the best pricing for printing and paper needs.

GOALS AND OBJECTIVES

- Provide professional printing services to every department in the city in a timely manner.
- Provide total customer satisfaction with high quality and quick turnaround.
- Operate with streamlined job tracking, stock management, estimating, invoicing, and customer communication.
- Ensure that income stays greater than expenditures.
- Receive and process daily mail and internal correspondence efficiently, decrease mail costs, and prepare outgoing mail and packages.
- Grow the use of the Print Shop among City departments.

ACCOMPLISHMENTS FOR FY 2024-2025

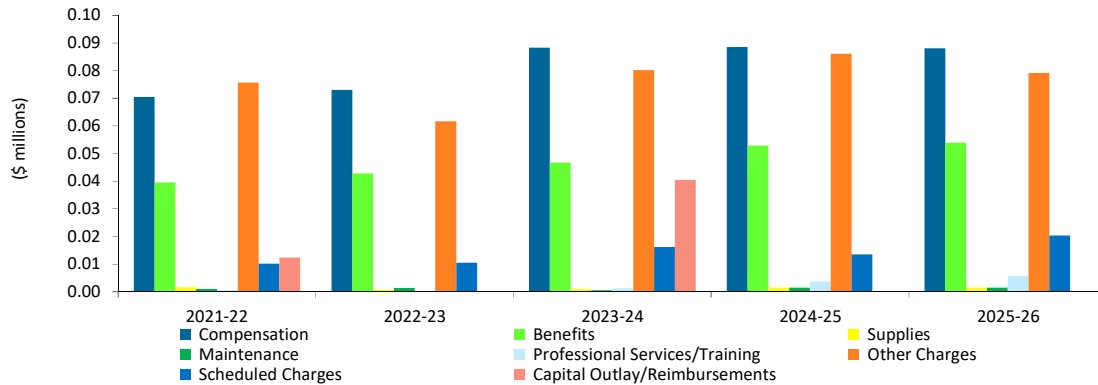
- Provided professional quality print jobs at cost effective pricing to City departments and external entities.
- Continued to find more uses for the Xante printer with an extensive saving over the cost of using the leased machines.
- Managed all incoming and outgoing mail for city departments in a timely and efficient manner.
- Continued training and awareness to utilize Digital Certified mail in an effort to further save the department's mail funds.
- New cutter greatly improved amount of time necessary for finishing jobs.
- Worked with the Financial Planning & Analysis department to recover lost revenue through upgraded pricing strategies and smart spending habits.
- Continued to make training a priority by sending technician to a printing expo where she attended several workshops including one that introduced "waste walks" that help to identify time and money wastes for the department.
- Performed a "waste walk" in the shop and subsequently rearranged shelving and added new shelving to move the most used stock closer to the machines where they are used.
- Finalizing the search for new leased printing equipment, moving from three leased machines to two.

OBJECTIVES FOR FY 2025-2026

- Provide professional quality print jobs at cost effective pricing to City departments and outside governmental agencies in a reasonable period, utilizing in-house and outsourced production.
- Continue to work with our designated Financial Analyst to improve revenue and cut costs.
- Continue identifying areas that are time and resource waste and implement methods to decrease the waste.
- Implement a more comprehensive job flow strategy.
- Implement Communications and Public Engagement strategy to provide information to departments, raising awareness within the City of Print Shop capabilities.
- Provide a contingency plan (including cross-training) for loss of employees to ensure one person does not have the prolonged responsibility of running the shop.
- Streamline the mail and package delivery system, including shelving and organization for outgoing mail and packages, and an email system for incoming packages.
- Continuing to make training a priority, including training on underutilized machines, staff attendance at Expo, and online training available for pre-press workers.
- Continue to make training a priority, including training on underutilized machine and conference attendance.

Print Shop

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 1,058	(8)	(202)	-	1,053	-
Department Sales Xerox	168,429	138,620	147,904	138,000	145,000	5.1
Department Sales Print Shop Charge	89,088	111,012	232,353	261,464	210,900	(19.3)
Department Sales Postage Fee	2,273	1,143	-	-	-	-
COGS Printing Supplies	(116,721)	(108,154)	(100,464)	(108,000)	(108,000)	-
Miscellaneous	-	-	-	-	-	-
Total Revenue Sources	144,127	142,614	279,591	291,464	248,953	(14.6)
Use of Available Reserves	67,337	49,651	-	-	3,966	-
TOTAL FUNDING SOURCES	\$ 211,464	192,265	279,591	291,464	252,919	(13.2)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 70,472	73,057	88,230	88,531	88,103	(0.5)
Benefits	39,551	42,801	46,701	52,870	53,916	2.0
Supplies	1,642	779	1,102	1,500	1,500	-
Maintenance	1,097	1,382	500	1,500	1,500	-
Professional Services/Training	463	-	1,216	3,700	5,700	54.1
Other Charges	75,663	61,684	80,259	86,090	79,140	(8.1)
Scheduled Charges	10,181	10,491	16,249	13,569	20,326	49.8
Capital Outlay/Reimbursements	12,381	-	40,450	-	-	-
TOTAL EXPENDITURES BY CATEGORY	\$ 211,450	190,195	274,707	247,760	250,185	1.0

FUND LEVEL EXPENSES						
Miscellaneous	\$ 14	2,071	-	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 14	2,071	-	-	-	-
Additional COL Adjustment					2,734	
TOTAL EXPENSES	\$ 211,464	192,265	274,707	247,760	252,919	2.1

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Print Shop	2	2	2	2	2	-
TOTAL STAFFING	2	2	2	2	2	-

FULL-TIME POSITIONS						
Print Shop Supervisor	1					
Print Shop Technician	1					
TOTAL FULL-TIME POSITIONS	2					

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						-
Print Jobs Completed	1,280	1,455	1,113	1,400	1,400	-
Print Jobs Outsourced	21	21	15	15	21	40.0
Total Mail Pieces	171,101	161,568	129,166	163,000	150,000	(8.0)
B/W Copies	889,763	1,447,482	1,118,048	1,200,000	1,250,000	4.2
Performance Metrics						-
Average Project Turnaround Time (days)	4	5	7	5	5	-
Billable Jobs Completed	1,301	1,477	1,129	1,415	1,421	0.4
Percent of Re-Work	0.2%	0.0%	0.3%	0.5%	0.5%	-
Percent of Out-Sourced Work to In-House Work	1.6%	0.6%	1.4%	0.3%	0.8%	-0.5%

CENTRAL WAREHOUSE

MISSION AND PURPOSE

The City of Lubbock Central Warehouse is dedicated to all the departments' material needs for completion of tasks. Through our commitment to excellence, we strive to optimize movement, storage and distribution of the City of Lubbock material needs with precision and care. With the focus on safety and customer satisfaction, we aim to be ready and able to provide what is needed for City of Lubbock employees to complete tasks.

The warehouse provides the following services:

- Procurement, receiving and storage of materials needed by the City of Lubbock Departments.
- Maintaining the level of inventory needed by departments for maintenance and emergency repairs as needed.
- Effective invoicing and warehousing of accurate inventory numbers.

GOALS AND OBJECTIVES

- Enhance customer service satisfaction by prioritizing timely and accurate order fulfillment to meet the needs of all City of Lubbock departments.
- Continue to build strong supplier and partner relationships.
- Optimize space utilization to maximize storage capacity through efficient warehouses design and utilization of space.
- Build a culture of continuous improvement by encouraging employee feedback and suggestions for process improvement.

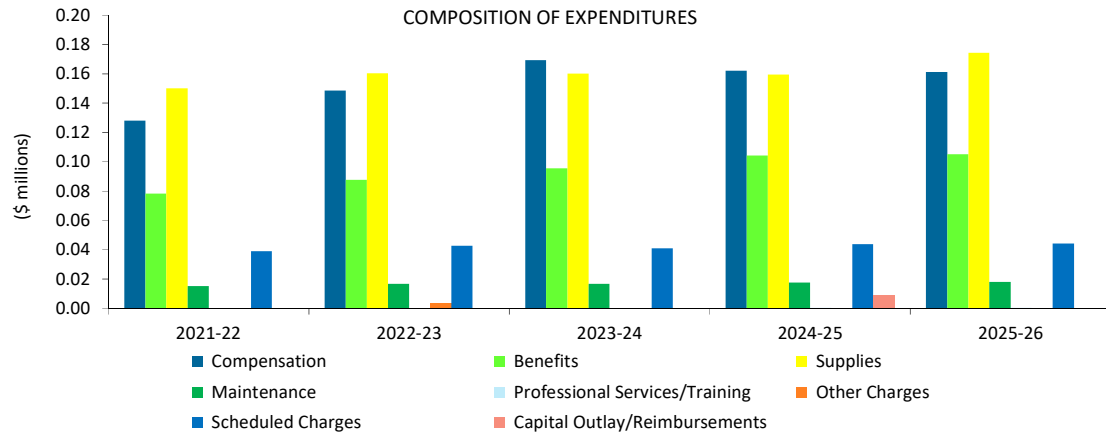
ACCOMPLISHMENTS FOR FY 2024-25

- Purchased and installed new warehouse racks for new warehouse items.
- Purchased vinyl covering for forklift during the winter months.
- Purchased concrete vaults for LP&L and created new item numbers for them.
- Created item numbers and made warehouse space locations for sprinkler heads for Parks and Recreation.
- Created item numbers and made warehouse space locations for Voltage Regulators for LP&L.
- Created bigger pick locations for receiving larger quantities for fast moving material.
- Facilities approved new LED lights throughout the warehouse to reduce dark areas.

OBJECTIVES FOR FY 2025-26

- Communicate the importance of safe usage of equipment and safe lifting procedures for individuals and teams.
- Conduct Periodic Cycle Counts to ensure accuracy with on-hand counts.
- Create strategic planning on locations for new incoming items inside the building and out in the yard.
- Maintain a high level of accuracy for inbound and outbound material counts.
- Maintain a clean and safe warehouse and yard.

Central Warehouse



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 17,776	41,466	57,299	32,083	31,383	(2.2)
Central Warehouse Scheduled Charge	-	-	472,127	475,277	521,913	9.8
Department Sales General Stores	5,363,334	6,892,568	5,969,630	7,043,652	6,271,198	(11.0)
COGS General Stores	(4,956,687)	(6,370,683)	(5,969,223)	(7,043,652)	(6,271,198)	(11.0)
Total Revenue Sources	424,423	563,351	529,833	507,360	553,296	9.1
Use of Available Reserves	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 424,423	563,351	529,833	507,360	553,296	9.1

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 127,993	148,583	169,335	161,955	161,251	(0.4)
Benefits	78,390	87,759	95,595	104,346	105,117	0.7
Supplies	150,033	160,381	160,219	159,401	174,265	9.3
Maintenance	15,322	16,745	16,831	17,644	18,139	2.8
Professional Services/Training	150	174	-	500	500	-
Other Charges	-	3,448	-	-	-	-
Scheduled Charges	39,065	42,638	40,833	43,849	44,230	0.9
Capital Outlay/Reimbursements	-	-	-	9,409	-	(100.0)
TOTAL EXPENDITURES BY CATEGORY	\$ 410,953	459,729	482,813	497,104	503,502	1.3

FUND LEVEL EXPENSES						
Other Charges	\$ -	-	-	-	-	-
Vehicle/Equipment Debt	-	-	-	3,038	3,005	(1.1)
TOTAL FUND LEVEL EXPENSES	\$ -	-	-	3,038	3,005	(1.1)
Additional COL Adjustment	-	-	-	-	4,997	-
TOTAL EXPENSES	\$ 410,953	459,729	482,813	500,142	511,504	2.3

	Actual	Actual	Actual	Budget	Budget	Change
STAFFING	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Central Warehouse	4	4	4	4	4	-
TOTAL STAFFING	4	4	4	4	4	-

FULL-TIME POSITIONS						
Bookkeeper	1		Warehouse Supervisor			1
Inventory Control Specialist	1		Warehouse Worker			1
TOTAL FULL-TIME POSITIONS						4

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Inventory Turnover	1.4	1.8	1.2	1.2	1.3	8.3
Inventory Items	1,630	1,671	1,787	1,850	1,900	2.7
Stock Item Value	2,688,058	3,573,177	4,657,999	4,669,379	4,950,500	6.0
Stock Issues	4,924,720	6,669,425	5,957,797	6,102,148	6,166,831	1.1
Material Tickets issued at counter	5,833	6,186	5,946	6,125	6,200	1.2
Material Tickets issued by Work Order	7	-	-	-	-	-
Average Value per Ticket	845.9	1,038.3	1,002.9	1,088.0	996.0	(8.5)
Percentage of tickets filled upon request	96.0%	94.0%	97.0%	93.0%	95.0%	2.2
Average Backorder Fill Rate (days)	54	43	40	45	35	(22.2)

RISK MANAGEMENT

MISSION AND PURPOSE

Risk Management is dedicated to fostering a culture of safety, awareness, and accountability to protect the City's employees, assets, and the public. We achieve this by developing and implementing safety programs, reducing risks, and ensuring adherence to state and federal laws through the management of the insurance programs, claims administration and compliance components.

The Risk Management Department provides the following services:

- Ensures adequate coverage, through a self-insurance or commercial insurance program, 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 and internal claimants through in-house claims adjusting.

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.

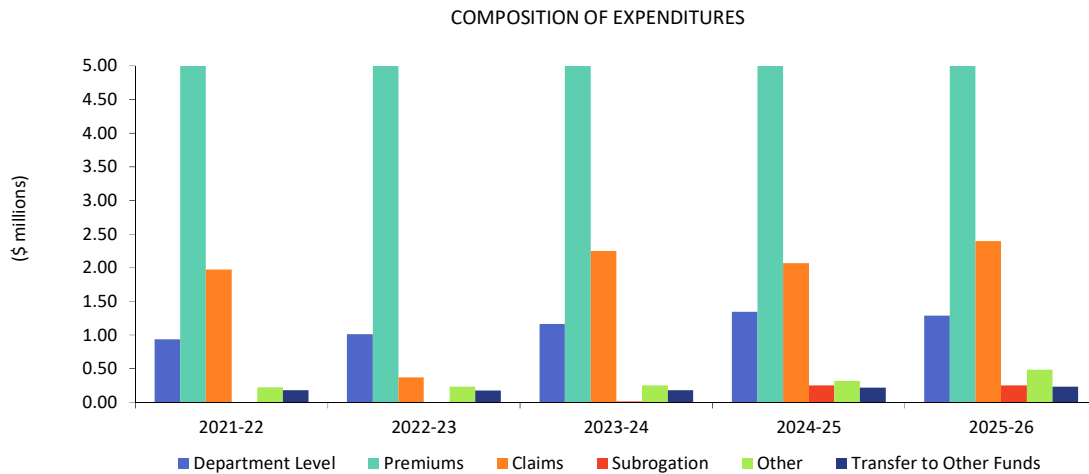
ACCOMPLISHMENTS FOR FY 2024-25

- Updated Internal Risk Control Policies.
- Continued to expand our training practices to include on-site safety toolbox talks to reduce injuries as much as possible.
- Streamlined the procurement process with a certificate of insurance tracking system for vendors.
- Two Risk Management employees obtained Defensive Driving Instructor Certification.
- Launched the "Spot Safety" program with departmental level trainings.
- Initiated the transition to self-insurance for our Workers' Compensation Program.
- Revised monthly claims data reporting.
- Established a strategic action plan for extended cyber incidents.

OBJECTIVES FOR FY 2025-26

- Finalize the creation of an in-house Commercial Driving Program in which employees can obtain a commercial driver license under the new Federal Motor Carrier Safety Administration regulations.
- Maintain compliance with the City's Defensive Driving Policy.
- Complete the full transition to self-insurance for our Workers' Compensation Program.
- Complete the revision of the City's Self-Insurance Resolution to include updated processes.
- Complete the revision and publication of an organizational Safety/Loss Prevention Plan.
- Continue to build a stronger safety culture through additional training and increased monitoring of facilities and job sites.
- Update Risk-related Employee Policies.
- Implement a Safety Committee.

Risk Management



	Actual	Actual	Actual	Budget	Budget	Change
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
STAFFING						
Risk Administration	6	6	7	7	7	-
TOTAL STAFFING	6	6	7	7	7	-

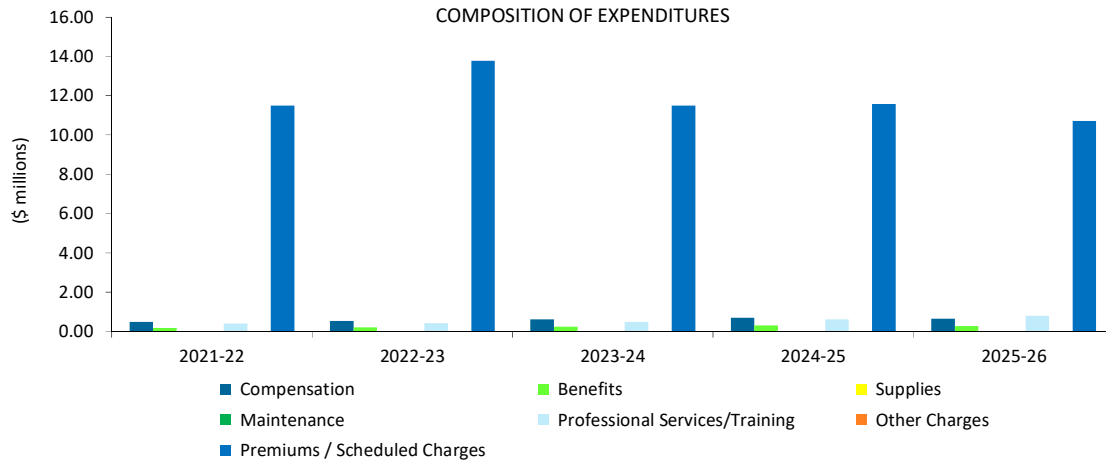
FULL-TIME POSITIONS						
Claims Adjuster	2		Risk Manager			1
Insurance Compliance Specialist	1		Safety/Loss Prevention Specialist			2
Workers Comp Specialist	1		TOTAL FULL-TIME POSITIONS			7

	Actual	Actual	Actual	Projected	Target	% Change
METRICS/PERFORMANCE MEASURES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Projected
Service Metrics						
Major Work Site/Facility Inspections	313	225	290	117	320	173.5
Job Site Inspections	842	924	850	569	850	49.4
On-the-job injuries	450	353	290	316	300	(5.1)
Lost time injuries	29	28	16	36	25	(30.6)
Days lost to injuries	1,711	1,634	1,600	2,241	1,000	(55.4)
Preventable vehicle collisions	286	208	156	172	150	(12.8)
Liability claims processed	357	333	276	278	300	7.9
Subrogation claims processed	542	411	422	352	375	6.5
Performance Metrics						
1st contact for liability claims - within 24 business hours	100.0%	99.0%	100.0%	100.0%	100.0%	-
Investigation period to determine root cause within 7 business days	95.0%	94.0%	93.0%	95.0%	98.0%	3.2
Bringing injured employees back to light duty w/o surgery, 1 week; w/surgery, 60 days	95.0%	96%	98%	95%	95%	-

Risk Management - Fund Overview

Risk Administration	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Defensive Driving Training	\$ 259	390	372	350	600	71.4
TOTAL FUNDING SOURCES	\$ 259	390	372	350	600	71.4
EXPENSES						
Compensation	\$ 489,926	530,772	622,392	690,729	639,558	(7.4)
Benefits	184,224	202,730	243,205	295,448	275,146	(6.9)
Supplies	8,094	11,382	10,831	12,824	11,936	(6.9)
Maintenance	9,213	8,262	7,942	8,028	7,113	(11.4)
Professional Services/Training	184,970	190,188	234,689	288,363	300,137	4.1
Other Charges	3,752	3,728	5,160	3,880	4,055	4.5
Premiums / Scheduled Charges	55,787	66,212	37,263	46,747	48,676	4.1
TOTAL EXPENSES	\$ 935,966	1,013,274	1,161,481	1,346,019	1,286,621	(4.4)
Property						
FUNDING SOURCES						
Interest Earnings	\$ 31,614	76,644	163,590	80,000	97,762	22.2
Property Premiums	6,165,470	10,965,607	7,531,688	5,397,368	6,008,462	11.3
TOTAL FUNDING SOURCES	\$ 6,197,084	11,042,251	7,695,277	5,477,368	6,106,224	11.5
EXPENSES						
Premiums	\$ 5,497,068	7,894,662	4,601,778	4,465,094	5,142,715	15.2
Claims	350,874	221,786	829,842	694,460	594,241	(14.4)
TOTAL EXPENSES	\$ 5,847,942	8,116,448	5,431,620	5,159,554	5,736,956	11.2
Liability						
FUNDING SOURCES						
Interest Earnings	\$ 63,228	153,288	327,180	160,000	195,525	22.2
Liability Premiums	3,658,096	3,996,840	3,715,652	4,435,202	4,460,720	0.6
Subrogation	240,214	231,938	183,591	-	-	-
TOTAL FUNDING SOURCES	\$ 3,961,539	4,382,066	4,226,423	4,595,202	4,656,245	1.3
EXPENSES						
Premiums	\$ 2,691,173	2,206,726	2,331,302	2,435,379	2,597,101	6.6
Claims	742,311	976,739	1,065,570	1,249,823	819,106	(34.5)
Subrogation Collection	2,713	1,893	12,835	250,000	250,000	-
Miscellaneous	-	5,421	429	-	-	-
TOTAL EXPENSES	\$ 3,436,198	3,190,779	3,410,136	3,935,202	3,666,207	(6.8)
Workers' Compensation						
FUNDING SOURCES						
Interest Earnings	\$ 63,228	153,288	327,180	160,000	195,525	22.2
Miscellaneous Recoveries	100	-	25	-	-	-
Workers' Compensation	2,292,533	2,363,696	2,705,113	3,232,002	2,299,952	(28.8)
TOTAL FUNDING SOURCES	\$ 2,355,861	2,516,983	3,032,318	3,392,002	2,495,477	(26.4)
EXPENSES						
Premiums	\$ 1,798,285	2,370,599	2,574,714	2,315,770	285,463	(87.7)
Claims	368,278	28,476	47,976	125,283	981,876	683.7
Miscellaneous	214,890	226,380	246,786	315,000	480,000	
TOTAL EXPENSES	\$ 2,381,454	2,625,455	2,869,476	2,756,053	1,747,339	(36.6)
TOTAL COST CENTER EXPENSES	\$ 12,601,558	14,945,957	12,872,712	13,196,828	12,437,123	(5.8)
Other						
FUND LEVEL EXPENSES	Actual	Actual	Actual	Budget	Budget	% Change
Transfer to Fleet Service Capital	\$ -	-	-	-	55,000	-
Vehicle/Equipment Debt	3,705	-	-	-	-	-
Transfer to Other Funds	178,400	174,000	180,000	216,295	230,438	6.5
Bene-Auto Actuary Adjustment	(68,516)	309,229	(383,972)	-	-	-
Bene-Gen Liability Actuary Adjustment	517,850	(1,044,759)	(124,623)	-	-	-
Bene-Workers Comp Actuary Adjustment	62,480	(120,257)	815,486	-	-	-
TOTAL FUND LEVEL EXPENSES	\$ 693,919	(681,787)	486,891	216,295	285,438	6.5
Total Revenue Sources	\$ 12,514,742	17,941,691	14,954,390	13,464,922	13,258,546	(1.5)
Use of Available Reserves	780,736	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 13,295,478	17,941,691	14,954,390	13,464,922	13,258,546	(1.5)
Additional COL Adjustment					13,092	
GRAND TOTAL EXPENSES	\$ 13,295,478	14,264,170	13,359,603	13,413,121	12,735,653	(5.1)

Risk Management - Department Overview



	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 489,926	530,772	622,392	690,729	639,558	(7.4)
Benefits	184,224	202,730	243,205	295,448	275,146	(6.9)
Supplies	8,094	11,382	10,881	12,824	11,936	(6.9)
Maintenance	9,213	8,262	7,942	8,028	7,113	(11.4)
Professional Services/Training	399,860	416,568	481,425	603,363	780,137	29.3
Other Charges	3,752	3,728	5,160	3,880	4,055	4.5
Premiums / Scheduled Charges	11,506,490	13,772,515	11,501,709	11,582,555	10,719,178	(7.5)
TOTAL EXPENDITURES BY CATEGORY	\$ 12,601,558	14,945,957	12,872,712	13,196,827	12,437,123	(5.8)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENDITURES BY CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 489,926	530,772	622,392	690,729	639,558	(7.4)
Benefits	184,224	202,730	243,205	295,448	275,146	(6.9)
Supplies	8,094	11,382	10,831	12,824	11,936	(6.9)
Maintenance	9,213	8,262	7,942	8,028	7,113	(11.4)
Professional Services/Training	184,970	190,188	234,689	288,363	300,137	4.1
Other Charges	3,752	3,728	5,160	3,880	4,055	4.5
Premiums / Scheduled Charges	55,787	66,212	37,263	46,747	48,676	4.1
TOTAL RISK ADMINISTRATION	\$ 935,966	1,013,274	1,161,481	1,346,019	1,286,621	(4.4)

Property

EXPENDITURES BY CATEGORY						
Premiums/ Claims	\$ 5,847,942	8,116,448	5,431,620	5,159,553	5,736,956	11.2
TOTAL PROPERTY	\$ 5,847,942	8,116,448	5,431,620	5,159,553	5,736,956	11.2

Liability

EXPENDITURES BY CATEGORY						
Premiums/ Claims	\$ 3,436,198	3,190,779	3,410,136	3,935,202	3,666,207	(6.8)
TOTAL LIABILITY	\$ 3,436,198	3,190,779	3,410,136	3,935,202	3,666,207	(6.8)

Workers' Compensation

EXPENDITURES BY CATEGORY						
Supplies	\$ -	-	50	-	-	-
Professional Services/Training	214,890	226,380	246,736	315,000	480,000	52.4
Premiums/ Claims	2,166,564	2,399,075	2,622,690	2,441,053	1,267,339	(48.1)
TOTAL WORKERS' COMPENSATION	\$ 2,381,454	2,625,455	2,869,476	2,756,053	1,747,339	(36.6)

LUBBOCK ECONOMIC DEVELOPMENT ALLIANCE

MISSION AND PURPOSE

The Lubbock Economic Development Alliance, (LEDA) fund was established in FY 2004-05 and assumed the economic development activities for the City. LEDA programs include:

- Business Retention
- Business Recruitment
- Workforce Development
- Marketing of Lubbock's assets to attract primary job-producing and capital investments

GOALS AND OBJECTIVES

- Encourage the creation and retention of jobs for existing businesses located in the City.
- Encourage the establishment of new businesses in the City.
- Stimulate business and commercial activities.
- Enhance the qualifications of the workforce presently in the City and attract qualified workers to the City in order to fill the needs of employers.

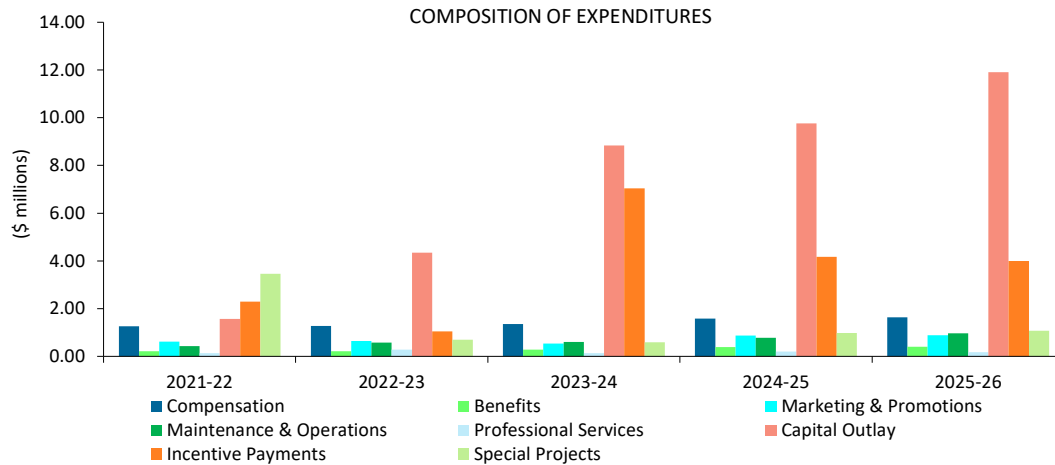
ACCOMPLISHMENTS FOR FY 2024-25

- Announced the location of new businesses locating or expanding in Lubbock.
- Assisted businesses who invested in the creation of new jobs.
- Assisted businesses who invested in new buildings and equipment that resulted in new capital investment in Lubbock.
- Worked with businesses and local universities to grow the local workforce and increase employment in Lubbock.
- Partnered with Workforce Solutions and TWC in obtaining grants to assist area school districts in enhancing their Career and Technical Education (CTE) programs.
- Produced marketing materials in digital, social, and print formats to reach markets with exposures to Lubbock to enhance the image throughout the region, state and nation to encourage companies to grow in Lubbock.

OBJECTIVES FOR FY 2025-26

- Encourage business retention and expansion and new business recruitment that will result in more businesses locating or expanding in the City.
- Seek out and respond to leads for potential new businesses that have an interest in relocating to the City.
- Call on businesses, site selectors, or others to recruit new jobs or businesses to the City.
- Develop relationships with existing or new businesses that will result in the creation of more new jobs and capital investment.
- Increase sales and marketing efforts to companies and site selectors in order to develop relationships with expanding companies.
- Continue working with local employers and educational entities to develop the quality workforce that is needed, including critical needs areas.
- Continue efforts on multi-channeled national workforce campaign in an effort to recruit a work-ready labor force to Lubbock to meet the needs of businesses.
- Expand social network campaigns to draw attention to the advantages of operating a business in Lubbock.
- Increase press and editorial coverage for the City on State and National websites.

Component Unit - LEDA



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 110,031	756,629	1,338,923	590,000	601,000	1.9
Sales Tax	8,416,181	8,812,026	9,017,351	9,604,421	9,363,636	(2.5)
Grant from Market Lubbock, Inc.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
Grant from U.S. Commerce Dept./ EDA	-	973,303	492,486	-	-	-
Lubbock Business Park TIF Reimbursement	368,060	926,887	436,094	-	1,200,000	-
Other Income	510,616	149,131	4,497,732	2,049,800	58,000	(97.2)
Bond Proceeds	-	29,816,400	-	-	-	-
Total Revenue Sources	\$ 10,404,888	42,434,376	16,782,586	13,244,221	12,222,636	(7.7)
Use of Non-Cash Assets - Land	-	-	-	115,500	40,500	(64.9)
Use of Available Reserve	-	-	4,872,751	7,593,418	10,997,126	44.8
TOTAL FUNDING SOURCES	\$ 10,404,888	42,434,376	21,655,337	20,953,140	23,260,262	11.0

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 1,261,682	1,269,714	1,353,109	1,583,100	1,635,300	3.3
Benefits	215,799	216,914	285,227	389,000	396,200	1.9
Marketing & Promotions	613,526	638,312	535,635	867,500	886,000	2.1
Maintenance & Operations	426,119	581,995	608,720	777,000	965,730	24.3
Professional Services	134,379	286,198	140,383	203,400	180,600	(11.2)
Capital Outlay	1,577,420	4,346,148	8,826,407	9,753,900	11,910,900	22.1
Debt Service	48,043	2,275,941	2,280,185	2,228,940	2,225,628	(0.1)
Incentive Payments	2,297,670	1,039,048	7,038,373	4,170,300	4,000,000	(4.1)
Special Projects	3,450,102	702,097	587,298	980,000	1,065,900	8.8
TOTAL EXPENSES	\$ 10,024,740	11,356,367	21,655,337	20,953,140	23,266,258	11.0

MARKET LUBBOCK ECONOMIC DEVELOPMENT CORPORATION

MISSION AND PURPOSE

Enhance and encourage economic development and job creation and facilitate the development of new industries. Manage and oversee the operations of Visit Lubbock and Foreign Trade Zone 260 (FTZ). Visit Lubbock encompasses the operations of the Convention and Visitors Bureau (CVB) and Lubbock Sports.

GOALS AND OBJECTIVES

- Promote, assist, and enhance economic development and projects for eliminating unemployment and underemployment in the City.
- Encourage public and social economic welfare of citizens by promoting the inner city and economic development diversification of the area through the development or expansion of commercial activity.

ACCOMPLISHMENTS FOR FY 2024-25

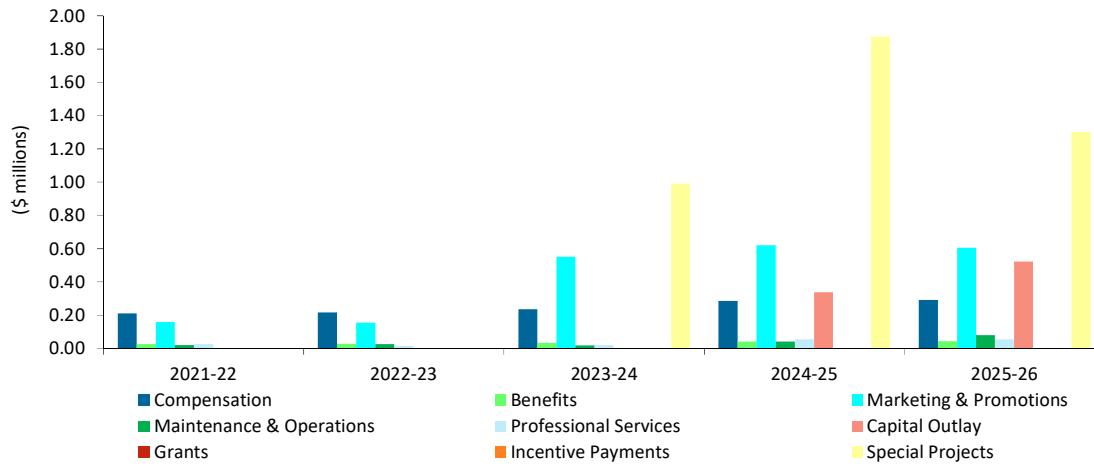
- AS FTZ 260 Grantee, oversaw the management of the three active foreign trade zone businesses.
- Continued to work with Texas Tech University at the Texas Tech Innovation and Entrepreneurship Hub. Sponsor initiatives to encourage innovation and entrepreneurship in Lubbock.
- Continued to work with area school districts to enhance their workforce ready training through facilitation of technical skills equipment.
- Partnered with the Lubbock Chamber of Commerce in expanding the Talent Pipeline Management (TPM) program to extend beyond the health care sector to construction and manufacturing industries.
- Worked with community partners and the City to promote commercial revitalization in areas of the City that are important to attract young workforce to choose Lubbock as a place to work and live.
- Worked with associations; group tours; religious, social, and fraternal groups; and education, corporate and military groups to manage their organization's needs for meetings that could be hosted in Lubbock. Adjusted timelines and facility regulations to assist these groups to fulfill their mission and keep their members engaged during their time in our City.
- Worked with sports organizations to find facilities and venues that would meet their needs for competitions and events hosted in Lubbock.
- Produced marketing materials in digital, social, and print formats to reach markets with exposures to Lubbock to enhance the image throughout the region, state and nation.

OBJECTIVES FOR FY 2025-26

- Pursue avenues and partnerships for encouraging the development of new business and job creation through entrepreneurial programs, incentives, and workforce initiatives.
- Facilitate the activation of qualifying businesses and continue to offer technical assistance to all existing Lubbock FTZ businesses.
- Continue recruiting new businesses, retain and expand existing businesses, and develop the workforce through training and placement assistance.
- Continue to work with community partners and the City to promote commercial revitalization in areas of the City that are the most likely to attract young workers to stay in or relocate to Lubbock.
- Increase press and editorial coverage for the City on State and National websites.
- Promote Lubbock attractions to the travel writer market.
- Continue building relationships with new and existing meeting planners in order to increase the number of conventions and meetings that come to the City.
- Continue to service and maintain existing annual sports events, and develop relationships that would bring new regional, national and international sporting events to the City.
- Partner with the City to improve the ball fields at Tom Martin Athletic Complex.

Component Unit - Market Lubbock, Inc.

COMPOSITION OF EXPENDITURES

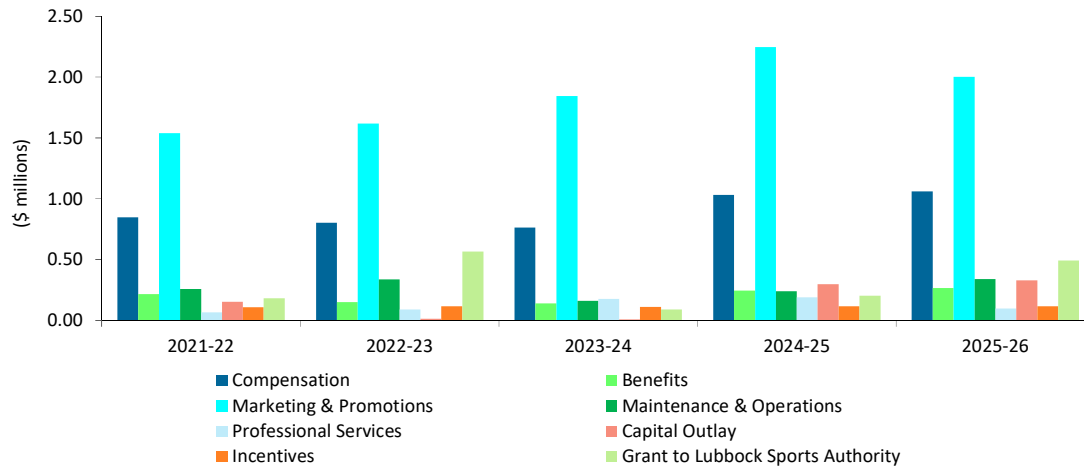


	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 20,266	207,273	274,141	300,000	160,500	(46.5)
Property Tax Allocation	3,613,722	3,739,776	3,886,754	3,505,809	3,106,057	(11.4)
Other Income	-	(2,524)	-	-	-	-
Total Revenue Sources	\$ 3,633,988	3,944,525	4,160,895	3,805,809	3,266,557	(14.2)
Use of Available Reserve	-	-	-	4,561,861	4,219,443	(7.5)
TOTAL FUNDING SOURCES	\$ 3,633,988	3,944,525	4,160,895	8,367,670	7,486,000	(10.5)

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 209,720	216,072	235,290	284,270	292,400	2.9
Benefits	25,892	27,398	34,172	41,200	42,000	1.9
Marketing & Promotions	159,259	155,072	551,603	619,150	604,750	(2.3)
Maintenance & Operations	20,726	26,929	17,966	40,550	79,950	97.2
Professional Services	25,599	13,710	19,078	55,500	55,500	-
Capital Outlay	-	-	-	337,000	521,400	54.7
Incentive Payments	-	-	992,326	1,875,000	1,300,000	(30.7)
Grants	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	-
Special Projects	901,788	1,891,254	916,134	4,040,000	3,515,000	(13.0)
TOTAL EXPENSES	\$ 2,417,984	3,405,435	3,841,569	8,367,670	7,486,000	(10.5)

Market Lubbock, Inc. - Visit Lubbock, Inc.

COMPOSITION OF EXPENDITURES

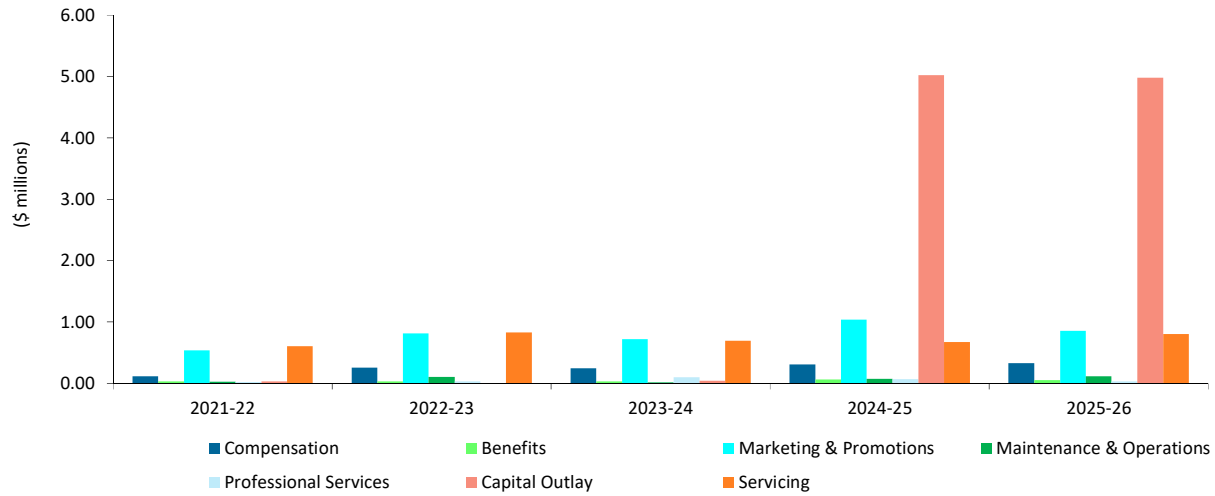


	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 30,576	102,072	146,741	150,000	93,000	(38.0)
Hotel/Motel Tax	3,895,493	4,138,309	3,697,485	3,697,485	3,697,485	-
Hotel/Motel Tax True-Up	-	-	-	-	-	-
Sale of Promotional Items	1,800	4,072	4,755	3,000	3,000	-
Other Income	-	6,035	6,000	4,500	4,500	-
Total Revenue Sources	\$ 3,927,869	4,250,488	3,854,981	3,854,985	3,797,985	(1.5)
Use of Available Reserve	-	-	-	714,293	897,951	25.7
TOTAL FUNDING SOURCES	\$ 3,927,869	4,250,488	3,854,981	4,569,278	4,695,936	2.8

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 847,140	803,838	764,200	1,032,600	1,059,500	2.6
Benefits	215,460	150,565	139,751	244,500	264,300	8.1
Marketing & Promotions	1,539,214	1,618,463	1,843,567	2,248,200	2,000,250	(11.0)
Maintenance & Operations	259,731	336,488	159,328	239,010	339,000	41.8
Professional Services	66,050	88,488	175,941	190,000	97,950	(48.4)
Capital Outlay	152,141	12,707	8,058	298,622	328,200	9.9
Incentives	108,425	114,415	110,287	115,000	115,000	-
Debt Service - Lease	36,659	32,646	33,545	-	-	-
Grant to Lubbock Sports Authority	180,954	566,119	88,624	201,346	491,736	144.2
TOTAL EXPENSES	\$ 3,405,774	3,723,729	3,323,301	4,569,278	4,695,936	2.8

Market Lubbock, Inc. - Sports Authority

COMPOSITION OF EXPENDITURES



	Actual	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2018-19	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Interest Earnings	\$ 10,552	8,127	34,024	48,914	50,000	31,000	(38.0)
Hotel/Motel Tax	1,077,917	1,269,840	1,348,992	1,205,294	1,205,294	1,205,294	-
Hotel/Motel Tax True-Up	-	-	-	-	-	-	-
Event Revenue	45,215	43,865	37,937	17,198	20,000	10,000	(50.0)
Event Trust Fund	130,759	156,309	755,410	152,089	380,000	219,000	(42.4)
Grant from Visit Lubbock	103,654	180,954	566,119	88,624	201,346	491,736	144.2
Other Revenue	-	15,240	7,837	-	1,500	1,500	-
Total Revenue Sources	\$ 1,368,097	\$ 1,674,335	2,750,319	1,512,119	1,858,140	1,958,530	5.4
Use of Available Reserve	-	-	-	338,081	5,388,100	5,199,600	(3.5)
TOTAL FUNDING SOURCES	\$ 1,368,097	\$ 1,674,335	2,750,319	1,850,200	7,246,240	7,158,130	(1.2)

	Actual	Actual	Actual	Actual	Budget	Budget	Change
EXPENSES	FY 2018-19	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 220,536	114,471	253,325	241,326	307,700	323,900	5.3
Benefits	42,004	30,429	33,051	32,781	64,400	50,300	(21.9)
Marketing & Promotions	420,175	535,409	812,156	716,513	1,035,900	856,050	(17.4)
Maintenance & Operations	32,544	23,232	102,143	14,610	74,990	113,030	50.7
Professional Services	22,382	22,017	29,496	97,147	68,000	32,650	(52.0)
Capital Outlay	1,667	26,848	4,236	41,186	5,024,000	4,979,700	(0.9)
Servicing	533,039	603,276	826,934	695,456	671,250	802,500	19.6
Debt Service - Lease	-	6,470	10,882	11,181	-	-	-
TOTAL EXPENSES	\$ 1,272,347	\$ 1,362,152	2,072,223	1,850,200	7,246,240	7,158,130	(1.2)

CIVIC LUBBOCK

MISSION AND PURPOSE

Created by the Lubbock City Council in 1956, Civic Lubbock, Inc. is a non-profit 501(c)(3) corporation established to foster and promote educational, cultural, and entertainment programs, including the visual and performing arts for the citizens of Lubbock and the surrounding areas.

GOALS AND OBJECTIVES

- Fund and promote art, cultural and entertainment activities and programs.
- Operate concessions in the Lubbock Memorial Civic Center, Moonlight Musicals Amphitheatre, and other locations.
- Operate Select-a-Seat ticketing service.

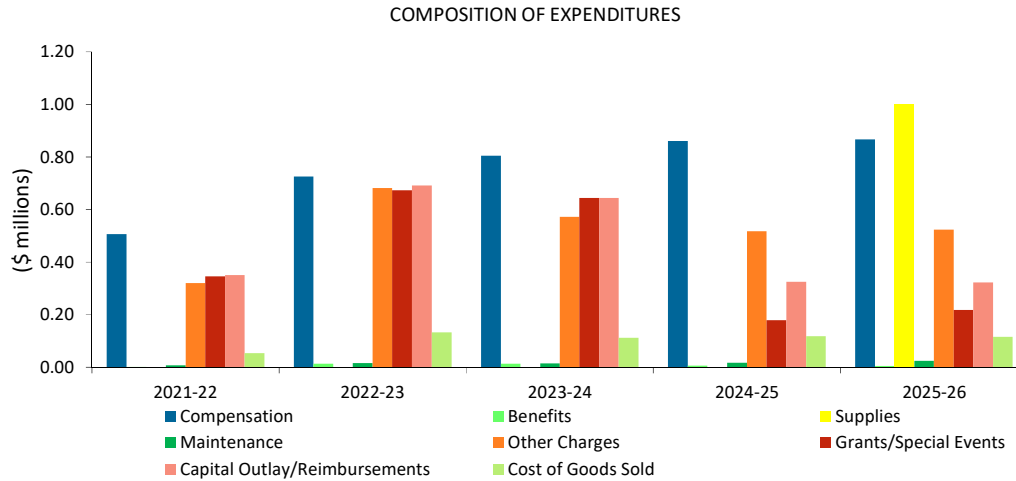
ACCOMPLISHMENTS FOR FY 2024-25

- Provided \$90,425 in grant funding to other local cultural and arts organizations utilizing funds generated from Civic Lubbock's operation.
- Produced the ninth annual Lubbock Music NOW album to recognize musicians living in the Lubbock area; the album features original music and gives citizens and visitors a glimpse of what the local music scene is producing.
- It was the title sponsor of five 30-minute television episodes that aired weekends from February through April of 2025 and highlighted many of the musicians on the current Lubbock Music NOW album.
- Developed a new logo (branding) for the Lubbock Music NOW project.
- Produced the West Texas Walk of Fame Induction Ceremony honoring four individuals.
- Continued to provide in-house catering for events that requested that service.
- Assisted with 4th on Broadway by serving as the fiscal agent for the project.
- Funded the Utility Box Wrap Public Art project which included 11 wraps designed by Dirk Fowler that will be placed in various locations in and around downtown and the Civic Center District.
- Funded artist stipends for the City of Lubbock's Storm Drain Public Art project.
- Funded security costs for the Buddy Holly Center's Summer Concert Series
- Utilizing a portion of the Hotel Occupancy Tax funds:
 - Administered the 2025 Cultural Arts Grant Program funded through a portion of the Hotel Occupancy Tax. A total of \$536,565 in grant funding will be awarded in the summer of 2025.
 - Reinstated the Live Music Program for the Preston Smith International Airport in January 2025 after airport renovations were completed. \$15,600 was allocated to present live music for visitors arriving or departing Lubbock on Friday afternoons.
 - Continued to coordinate and schedule public art displays/exhibitions in the public art spaces at the Preston Smith International Airport. \$1,000 was allocated for this project.

OBJECTIVES FOR FY 2025-26

- Implement fundraising/sponsorship efforts for future Civic Lubbock projects
- Provide grant funding, using funds generated by Civic Lubbock, to assist local non-profit organizations that present cultural, arts and entertainment events in qualifying venues.
- Plan and conduct future inductions into the West Texas Walk of Fame.
- Fund and produce the annual Lubbock Music NOW album.
- Continue to serve as fiscal agent and secure grants for the 2026 4th on Broadway project.
- Civic Lubbock has budgeted \$25,000, of our own funds, as seed money for the 2026 4th on Broadway celebration.
- Continue to Implement marketing strategies to increase awareness of the Civic Lubbock, Inc. brand and its projects.
- Administer the Cultural Arts Grant program, the Live Music at the Airport program and the Public Art program, with funding from an allocation of the Hotel Occupancy Tax.

Civic Lubbock, Inc. - Overview



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Civic Center Concessions	\$ 361,281	666,352	592,742	657,652	620,009	(5.7)
Select-A-Seat	462,268	805,361	735,939	601,857	650,689	8.1
Grants/ Special Projects	477,528	638,122	663,625	180,425	220,045	22.0
Other Income	588,563	893,275	1,079,467	593,900	594,000	0.0
Total Revenue Sources	1,889,640	3,003,110	3,071,773	2,033,834	2,084,743	2.5
Use of Available Reserve	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 1,889,640	3,003,110	3,071,773	2,033,834	2,084,743	2.5

FULL-TIME POSITIONS			
Accountant II	1	Box Office Manager	1
Assistant Food & Beverage Coordinator	1	Food & Beverage Assistant	1
Assistant Box Office Coordinator	1	Food & Beverage Coordinator	1
TOTAL FULL-TIME POSITIONS			6

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Compensation	\$ 506,096	726,192	804,596	860,454	867,596	0.8
Benefits	1,039	13,960	13,371	6,300	5,100	(19.0)
Supplies	5,121	12,790	13,598	9,600	6,962	(27.5)
Maintenance	7,106	15,143	14,514	16,800	24,011	42.9
Other Charges	320,053	681,439	572,028	517,299	524,222	1.3
Grants/Special Events	346,228	672,715	643,659	179,145	218,067	21.7
Capital Outlay/Reimbursements	351,267	691,631	645,061	325,563	323,267	(0.7)
Cost of Goods Sold	54,139	132,493	112,398	118,673	115,518	(2.7)
TOTAL EXPENSES	\$ 1,591,049	2,946,363	2,819,225	2,033,834	2,084,743	2.5

Civic Lubbock, Inc. - Functional Overview

Civic Center Concessions

	Budget
FUNDING SOURCES	FY 2025-26
Alcohol Sales	\$ 189,667
Concession Sales	261,260
Catering	146,336
Soda Machine Sales	1,000
Merchandise	4,883
Other Income/ Expense Rebate	7,441
Interest	1,710
Food Vendors	7,712
Discounts Taken	
TOTAL FUNDING SOURCES	\$ 620,009
EXPENSES	
Compensation	\$ 292,018
Benefits	1,300
Supplies	3,462
Maintenance	16,411
Other Charges	74,889
Cost of Goods	115,018
Capital Outlay/Reimbursements	23,267
TOTAL EXPENSES	\$ 526,365

Administration

	Budget
FUNDING SOURCES	FY 2025-26
Other Income / Service Charge	\$ 300,000
Stagehand Wage Reimbursement	250,000
Stagehand Service Charge	42,500
Interest	1,500
Grants/ Special Projects	220,045
TOTAL FUNDING SOURCES	\$ 814,045
EXPENSES	
Compensation	\$ 377,113
Benefits	2,800
Supplies	1,000
Maintenance	3,600
Other Charges	75,819
Reimbursements	300,000
Grants/ Special Projects	218,067
TOTAL EXPENSES	\$ 978,399

Select-A-Seat

	Budget
FUNDING SOURCES	FY 2025-26
Handling Fees	\$ 642,889
Professional Fees	600
Commission Revenue	-
Printing Fee Revenue	200
Other Income	-
Interest Income	4,000
Maintenance Support Revenue	-
Equipment Rental Revenue	-
Discounts Taken	1,000
Expense Rebate	2,000
TOTAL FUNDING SOURCES	\$ 650,689
EXPENSES	
Compensation	\$ 198,465
Benefits	1,000
Supplies	2,500
Maintenance	4,000
Other Charges	373,514
Cost of Goods	500
Capital Outlay/Reimbursements	-
TOTAL EXPENSES	\$ 579,979



VINTAGE TOWNSHIP PUBLIC FACILITIES CORP

MISSION AND PURPOSE

Chapter 303 of the Texas Local Government Code, allows cities to approve and authorize the creation of one or more nonmember, non-stock, nonprofit public facility corporations for the purpose of financing, refinancing, or providing for the acquisition, construction, rehabilitation, renovation, repair, equipping, furnishing, and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.

The Vintage Township Public Facilities Corporation was created to issue Certificates of Obligation for the construction of eligible public improvements and amenities in the Vintage Township Public Improvement District (PID).

Series 2008A bonds were issued for the construction of public amenities, such as parks and green spaces, signage, lighting, art work, water features and fountains, hardscape, landscape, and irrigation.

Series 2008B bonds were issued for construction of public infrastructure, such as water and sewer infrastructure, streets, and storm water drainage infrastructure and facilities. These bonds were paid as the lots were sold. These bonds are paid.

ACCOMPLISHMENTS FOR FY 2024-25

- Sufficient assessments were collected to pay the debt service on the bonds.

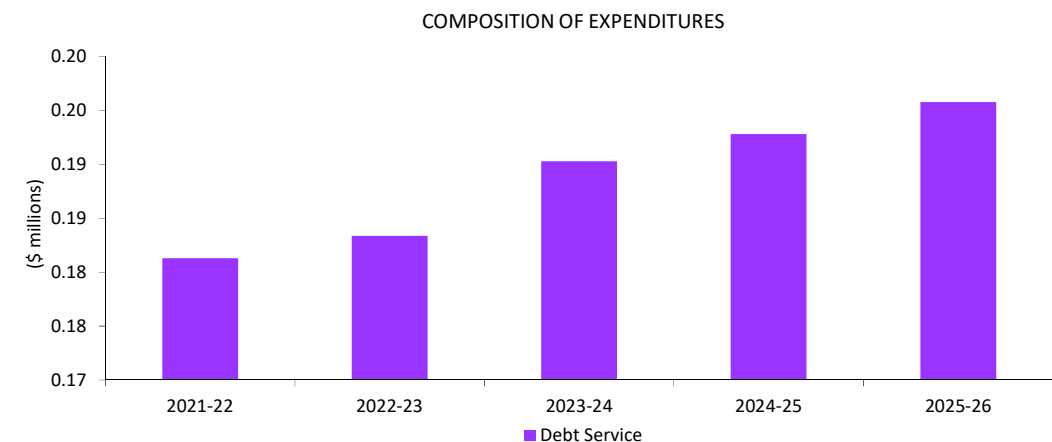
OBJECTIVES FOR FY 2025-26

- Use assessments from the Vintage Township PID to pay debt service on 2008A bonds.

Vintage Township PID Special Assessment Revenue Bonds, Series 2008A Revised Debt Service Schedule - After regular redemption of \$11,000 in Series 2008A Bonds on 10/01/2016					
Par Value of Bonds	\$2,193,000.00	100%	Coupon Rate	7.375%	
Bonds Redeemed					
Regular Redemptions Through 10/1/16	(\$39,000.00)				
Prepayment Redemptions on 7/1/08	(\$78,000.00)		-3.56%		
Subtotal - Bonds Redeemed	(\$117,000.00)				
Outstanding Principal Amount of Bonds	\$2,076,000.00				

Year Ending (October 1)	ORIGINAL			REVISED		
	Principal	Interest	Total P & I	Principal	Interest	Total P & I
2008	\$0.00	\$61,997.94	\$61,997.94	\$0.00	\$59,792.82	\$59,792.82
2009	\$0.00	\$161,733.75	\$161,733.75	\$0.00	\$155,981.26	\$155,981.26
2010	\$0.00	\$161,733.75	\$161,733.75	\$0.00	\$155,981.26	\$155,981.26
2011	\$1,000.00	\$161,733.75	\$162,733.75	\$0.00	\$155,981.26	\$155,981.26
2012	\$4,000.00	\$161,660.00	\$165,660.00	\$5,000.00	\$155,981.26	\$160,981.26
2013	\$7,000.00	\$161,365.00	\$168,365.00	\$7,000.00	\$155,612.50	\$162,612.50
2014	\$10,000.00	\$160,848.75	\$170,848.75	\$8,000.00	\$155,096.25	\$163,096.25
2015	\$13,000.00	\$160,111.25	\$173,111.25	\$8,000.00	\$154,506.25	\$162,506.25
2016	\$16,000.00	\$159,152.50	\$175,152.50	\$11,000.00	\$153,916.25	\$164,916.25
2017	\$20,000.00	\$157,972.50	\$177,972.50	\$19,000.00	\$153,105.00	\$172,105.00
2018	\$24,000.00	\$156,497.50	\$180,497.50	\$23,000.00	\$151,703.75	\$174,703.75
2019	\$28,000.00	\$154,727.50	\$182,727.50	\$27,000.00	\$150,007.50	\$177,007.50
2020	\$33,000.00	\$152,662.50	\$185,662.50	\$32,000.00	\$148,016.25	\$180,016.25
2021	\$38,000.00	\$150,228.75	\$188,228.75	\$37,000.00	\$145,656.25	\$182,656.25
2022	\$44,000.00	\$147,426.25	\$191,426.25	\$42,000.00	\$142,927.50	\$184,927.50
2023	\$50,000.00	\$144,181.25	\$194,181.25	\$48,000.00	\$139,830.00	\$187,830.00
2024	\$56,000.00	\$140,493.75	\$196,493.75	\$54,000.00	\$136,290.00	\$190,290.00
2025	\$63,000.00	\$136,363.75	\$199,363.75	\$61,000.00	\$132,307.50	\$193,307.50
2026	\$71,000.00	\$131,717.50	\$202,717.50	\$68,000.00	\$127,808.75	\$195,808.75
2027	\$79,000.00	\$126,481.25	\$205,481.25	\$76,000.00	\$122,793.75	\$198,793.75
2028	\$88,000.00	\$120,655.00	\$208,655.00	\$85,000.00	\$117,188.75	\$202,188.75
2029	\$98,000.00	\$114,165.00	\$212,165.00	\$95,000.00	\$110,920.00	\$205,920.00
2030	\$108,000.00	\$106,937.50	\$214,937.50	\$104,000.00	\$103,913.75	\$207,913.75
2031	\$119,000.00	\$98,972.50	\$217,972.50	\$115,000.00	\$96,243.75	\$211,243.75
2032	\$131,000.00	\$90,196.25	\$221,196.25	\$126,000.00	\$87,762.50	\$213,762.50
2033	\$144,000.00	\$80,535.00	\$224,535.00	\$139,000.00	\$78,470.00	\$217,470.00
2034	\$158,000.00	\$69,915.00	\$227,915.00	\$152,000.00	\$68,218.75	\$220,218.75
2035	\$172,000.00	\$58,262.50	\$230,262.50	\$166,000.00	\$57,008.75	\$223,008.75
2036	\$188,000.00	\$45,577.50	\$233,577.50	\$181,000.00	\$44,766.25	\$225,766.25
2037	\$206,000.00	\$31,712.50	\$237,712.50	\$204,000.00	\$31,417.50	\$235,417.50
2038	\$224,000.00	\$16,520.00	\$240,520.00	\$222,000.00	\$16,372.50	\$238,372.50
Total	\$2,193,000.00	\$3,782,537.94	\$5,975,537.94	\$2,115,000.00	\$3,665,577.86	\$5,780,577.86

Vintage Township Public Facilities Corp. Overview



	Actual	Actual	Actual	Budget	Budget	% Change
FUNDING SOURCES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Transfer from Vintage PID	\$ 181,292	183,379	190,290	192,823	195,809	1.5
Total Revenue Sources	181,292	183,379	190,290	192,823	195,809	1.5
TOTAL FUNDING SOURCES	\$ 181,292	183,379	190,290	192,823	195,809	1.5

	Actual	Actual	Actual	Budget	Budget	% Change
EXPENSES	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	from Budget
Debt Service	\$ 181,292	183,379	190,290	192,823	195,809	1.5
TOTAL EXPENSES	\$ 181,292	183,379	190,290	192,823	195,809	1.5

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

Financial Policy

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.

Financial Policy

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. 2012-00071. A detailed allocation is provided in the Operating Budget.

Changes to this allocation must be approved by City Council.

B. EXPENDITURES

The City operates on a current funding and balanced budget 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 found 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, fixed amount of \$5 million in the Risk Management fund, and an amount equal to 25 percent of regular operating revenues for Central Warehouse. 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 the debt payment required in the next year. 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

Financial Policy

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.

Financial Policy

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 (Annual Report) 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.

Financial Policy

EXTERNAL FINANCIAL REPORTING

The Accounting Department prepares and publishes the Annual Report. The Annual Report 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 Annual Report 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 Annual Report is published and presented to the City Council at a City Council meeting in February following the fiscal year end. Annual Reports 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

Financial Policy

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.

Financial Policy

FREEPORT TAX EXEMPTION

A Freeport tax exemption exempts Freeport property from ad valorem taxation. Freeport property is various goods that are detained in Texas for 175 days or less and that are for the purpose of assembly, storage, manufacturing or processing. The City Council approved a Freeport tax exemption per Resolution No. 6142, dated December 16, 1998.

REDEVELOPMENT POLICIES

The City shall follow redevelopment policies for the acquisition, clearing, and reuse of land that is already platted, with public improvements already constructed, accepted, and maintained by the City. The policies may also include vacant, platted property. The City reserves the right to either participate or not participate depending on the amount of public benefit. The City may work with a developer(s) and negotiate appropriate City participation to support redevelopment deemed beneficial to the public. The City will not normally assume the role of lead developer.

Land Aggregation Policies

The purchase and aggregation of parcels is the responsibility of the developer(s) and the City does not intend to use eminent domain, unless the City Council agrees special circumstances exist. If the City does use eminent domain to obtain property for public use in a redevelopment project, including streets and utility rights of ways and easements, it will require the redevelopment to pay the cost of the condemnation if it benefits the redevelopment project. The City may determine that the abandonment of existing City right-of-way, easements, or public property will be a public benefit to a redevelopment project.

Public Infrastructure

Redevelopment normally involves the reuse of land where paved streets, water and wastewater lines, and storm water facilities are already maintained by the City. The City will participate in the repair of structures only if the funds are available and there is sufficient public benefit. The City only participates in the rerouting and widening of streets, utility lines, and facilities if the cost is less than the cost of replacing and the benefit to the public 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 may 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 2024-25

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 Annual Comprehensive Financial Report (ACFR) include:

1. General Fund
2. Special Revenue Funds
3. Debt Service Funds
4. Capital Projects Funds
5. Enterprise Funds
6. Internal Service Funds
7. 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 serial bond
- 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 365 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 365 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
- 30% 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.

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Reasonable Diligence

Investment advisors (hereinafter referred to as the "advisor") acting on behalf of the City shall seek competitive bids in buying or selling securities in accordance with FINRA Rule 5310, Best Execution and Interpositioning.

(a)(1) In any transaction made on behalf of the City, an advisor and persons associated with the advisor shall use reasonable diligence to ascertain the best market for the subject security and buy or sell in such market so that the resultant price to the City is as favorable as possible under prevailing market conditions. Among the factors that will be considered in determining whether the advisor has used "reasonable diligence" are:

- (A) the character of the market for the security (e.g., price, volatility, relative liquidity, and pressure on available communications);
- (B) the size and type of transaction;
- (C) the number of markets checked;
- (D) accessibility of the quotation; and
- (E) the terms and conditions of the order which result in the transaction, as communicated to the member and persons associated with the member.

(2) In any transaction for or with the City, no advisor or person associated with the advisor shall interject a third party between the advisor and the best market for the subject security in a manner inconsistent with paragraph (a)(1) of this Rule.

(b) When the advisor cannot execute directly with a market but must employ a broker's broker or some other means in order to ensure an execution advantageous to the City, the burden of showing the acceptable circumstances for doing so is on the advisor.

(c) Failure to maintain or adequately staff an over-the-counter order room or other department assigned to execute customers' orders cannot be considered justification for executing away from the best available market; nor can channeling orders through a third party as described above as reciprocation for service or business operate to relieve an advisor of its obligations under this Rule.

(d) An advisor through which an order is channeled and that knowingly is a party to an arrangement whereby the initiating advisor has not fulfilled its obligations under this Rule, will also be deemed to have violated this Rule.

(e) The obligations described in paragraphs (a) through (d) above exist not only where the advisor acts as agent for the City but also where transactions are executed as principal. Such obligations are distinct from the reasonableness of commission rates, markups or markdowns, which are governed by Rule 2121 and its Supplementary Material.

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
City Council Resolution #2020-R0406/December 1, 2020
City Council Resolution #2021-O0126/September 14, 2021
City Council Resolution #2022-R0508/December 13, 2022
City Council Resolution #2023-R0488/October 10, 2023
City Council Resolution #2024-R0581/December 10, 2024

City of Lubbock, TX
Finance Department

Strategic Asset Allocation and Investment Strategy
Fiscal Year 2025

Purpose of the Strategic Asset Allocation and Investment Structure

This document is a supplement to the Investment Policy and Investment Strategy (“IPIS”) for the City of Lubbock, TX. The IPIS is long term in nature while this Strategic Asset Allocation and Investment Structure (“Investment Strategy”) document is designed to be reviewed and if necessary revised, by the Audit and Investment Committee.

The Investment Strategy includes the following:

- Investment Strategy
- Liquidity Policy
- Strategic Investment targets and ranges with IPIS limitations and current allocation
- Benchmarks

Investment Strategy

In keeping with the priorities of Safety, Liquidity, Diversification then Yield, the first considerations of investing will be the immediate operational needs and scheduled disbursements of capital expenditures and debt service payments. This constitutes the Liquidity Segment of the portfolio and will be maintained sufficiently to assure availability when needed. The portion of the City’s cash reserves which include Debt Service Funds and Debt Service Reserve Funds, can be invested in a short-term investment program with a maximum average weighted maturity not to exceed one (1) year. Bond Funds consist of money specifically designated for a Capital Project(s) and issued through Certificates of Obligation, General Obligation Bonds or a Tax Note. The Funds will be placed in an ISIP approved State Pool to ensure that the anticipated cash flows are matched with adequate investment liquidity. If appropriate, an amount not to exceed 50% of available funds may be invested in a ladder bond portfolio. The stated final maturity date of the bond ladder shall not exceed the estimated project completion date and the maximum weighted average maturity shall not exceed two (2) years. The remaining monies constitutes the Investment Segment of the portfolio. This portion will be ladder, a common municipal strategy, dividing up into smaller staggered maturities, safely invested for longer periods of time. Creating a portfolio of bonds with different characteristics (callable, bullet, etc.), types (government, agency, municipal, etc.), issuers and maturities will help manage risk.

The City of Lubbock’s investments will not be actively traded, meaning that no attempt to “buy low and sell high” or “time the market” will be made. Investments purchased with the intent of providing investment income shall be intended to be held to maturity, relying on following a prudent course of action for income rather than predicting market direction. Investments may be sold before they mature if market conditions present an opportunity for the City to capture a benefit or to avoid a risk but the strategy will be primarily buy-and-hold.

Liquidity Policy

The IPIS states that a cash flow analysis shall be performed no less than semi-annually. Based on the current liquidity analysis, the Audit and Investment Committee has determined that a minimum of \$3,000,000 shall be considered adequate liquidity for daily transaction in the Operating Account held at the City's depository institution. In addition, a reserve amount of \$15,000,000 will be held in an account permitted under the PFIA and the ISIP, to maximize current income to the degree consistent with daily liquidity, safety and legality.

When amounts in the daily Operating Account exceed or go below the daily transaction requirement threshold, monies will be moved to or from the Operating Reserve Account to adjust the balance in the Operating Account to meet the threshold requirement. If the Operating Account Reserve exceeds or is below \$5,000,000 of the required amount, cash from the liquid short term investment account will be used to adjust the Operating Account Reserve to the appropriate threshold.

Strategic Operating Investment targets and ranges with IPIS limitations and current allocation

Authorized Investment	Policy Limitation	Preferred Range	Current Allocation
U.S. Treasury Obligations	100%	0 – 30%	1.7%
Agency Bonds	80%	0 – 25%	17.5%
Municipal Bonds	50%	10 – 35%	22.9%
Investment Pools	100%	40 – 75%	49.2%
Certificates of Deposit	30%	0%	0.0%
No Load Mutual Fund	30%	0%	1.0%
Commercial Paper	30%	0 – 20%	7.7%
Banker Acceptance	10%	0%	0%

Benchmarks

The benchmark is designed to meet to serve as a guide for the risk-adjusted expected return of investments considering the prevailing economic and market conditions.

The following benchmarks will be used:

- Operating Funds – S&P Short-Term National AMT-Free Municipal Bond Index
- Bond Funds – S&P US Treasury 0-3 Month Index

Debt Policy

The City's Chief Financial Officer (CFO) is charged with the responsibility for prudently and properly managing any and all debt incurred by the City. The following policy provides the methods, procedures, policies and practices which, when exercised, ensure the sound fiscal management of the City's debt program.

SCOPE

This policy applies to all long-term debt securities issued by the City. This may include general obligation bonds, certificates of obligation, tax notes, revenue bonds, capital leases, private placements, and letters of credit. The debt of the City is recorded in the *Government-Wide Financial Statements* with columns breaking out governmental activities from business-type activities. The fund financial statements use a different measurement focus for governmental funds, recording debt service expenditures rather than long-term liabilities. The fund financial statements for *Enterprise and Internal Service Funds* record long-term liabilities for accounting purposes, but focus on debt service expenditures when budgeting.

General-purpose debt and tax-supported debt instruments are recorded in the *Government-Wide Financial Statements in the governmental activities column* while current principal and interest requirements and necessary resources to service debt instruments are recorded in the *Debt Service Fund*.

Most self-supported Certificates of Obligation are recorded in the fund that generates the user fees that are pledged to repay the debt. For example, prior to FY 2018-19, Water/Wastewater Certificates of Obligation are recorded in the *Water/Wastewater Enterprise Fund*. An exception is when the self-supported issuance is supported by a dedicated revenue source in Special Revenue Funds, such as Hotel/Motel Tax, Gateway Franchise Fees, and Tax Incremental Financings. These certificates are recorded in the *Government-Wide Financial Statements in the governmental activities column*, as they are general-purpose debt.

Revenue bonds are recorded in the Enterprise Fund that generates the user fees that are the underlying revenue pledge for the debt. For example, Electric Revenue Bonds are recorded as a liability in the *Electric Enterprise Fund*. Beginning in FY 2018-19, Water/Wastewater Revenue Bonds are recorded in the *Water/Wastewater Fund*.

Capital leases for governmental funds are recorded in the *Government-Wide Financial Statements* in the governmental activities column, while the debt service expenditures are recorded in the *General Fund*. Capital leases for business-type activities are recorded in the *Enterprise Funds* and the *Internal Service Funds* based on the fund that collects the fees that support the lease. The funds are accounted for in the *City of Lubbock Comprehensive Annual Financial Report*.

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.

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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

Debt Policy

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.

Debt Policy

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 Comprehensive Annual Financial Report 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").

Debt Policy

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 Comprehensive Annual Financial Report's 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.

Debt Policy

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.

Debt Policy

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 1/2 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.

Debt Policy

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.





Proposed Operating Budget & Capital Program

FY 2025-26

Volume 1