Texas Local Government Code Section 102.007 Notice

This budget will raise more revenue from property taxes than last year’s budget by an amount of $1,239,167 which is a 2.80 percent increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is $734,270.

The record vote of each member of the governing body by name voting on the adoption of the budget as follows:

FOR: Mayor Ginger Nelson, Councilmember Elaine Hays, Councilmember Freda Powell, Councilmember Eddy Sauer and Councilmember Howard Smith
AGAINST: None
PRESENT and not voting: None
ABSENT: None

The municipal property tax rates for the preceding year and current year are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Preceding Fiscal Year</th>
<th>Current Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax Rate</td>
<td>$0.36364</td>
<td>$0.36838</td>
</tr>
<tr>
<td>Effective Tax Rate</td>
<td>$0.33569</td>
<td>$0.36186</td>
</tr>
<tr>
<td>Effective Maintenance and Operations Tax Rate</td>
<td>$0.49278</td>
<td>$0.49919</td>
</tr>
<tr>
<td>Rollback Tax Rate</td>
<td>$0.39929</td>
<td>$0.41271</td>
</tr>
<tr>
<td>Debt Tax Rate</td>
<td>$0.04146</td>
<td>$0.04703</td>
</tr>
</tbody>
</table>

The total amount of debt obligation as follows:

<table>
<thead>
<tr>
<th>City of Amarillo Debt Obligation</th>
<th>Principal</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 General Obligation</td>
<td>$440,000</td>
<td>$68,163</td>
</tr>
<tr>
<td>2010 Certificate of Obligation</td>
<td>67,000</td>
<td>29,367</td>
</tr>
<tr>
<td>2017 Refunded General Obligation</td>
<td>1,280,000</td>
<td>543,800</td>
</tr>
<tr>
<td>2017 General Obligation</td>
<td>520,000</td>
<td>769,819</td>
</tr>
<tr>
<td>2017 Certificate of Obligation</td>
<td>485,000</td>
<td>193,325</td>
</tr>
<tr>
<td>2018 General Obligation</td>
<td>445,000</td>
<td>905,521</td>
</tr>
<tr>
<td>2017 General Obligation</td>
<td>3,237,000</td>
<td>2,509,995</td>
</tr>
<tr>
<td>Fiscal Agent Fees</td>
<td></td>
<td>7,500</td>
</tr>
<tr>
<td>Total Debt Obligation</td>
<td></td>
<td>$5,754,495</td>
</tr>
</tbody>
</table>
ANNUAL BUDGET

October 1, 2018 - September 30, 2019

CITY OF AMARILLO, TEXAS

MAYOR
Ginger Nelson

COUNCILMEMBERS
Elaine Hays  Eddy Sauer
Freda Powell    Howard Smith

CITY MANAGER
Jared Miller
GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Amarillo
Texas

For the Fiscal Year Beginning
October 1, 2017

Christopher P. Morrill
Executive Director
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<tbody>
<tr>
<td>Legal</td>
<td>1210</td>
</tr>
<tr>
<td>City Secretary</td>
<td>1220</td>
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<tr>
<td>Public Communications</td>
<td>1023</td>
</tr>
</tbody>
</table>

## SUPPORT SERVICES

Support Services Summary of Expenditures by Activity Classification

<table>
<thead>
<tr>
<th>Activity Classification</th>
<th>DEPT. NO.</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>1110</td>
<td>202</td>
</tr>
<tr>
<td>Radio Communications</td>
<td>1231</td>
<td>209</td>
</tr>
<tr>
<td>Facilities</td>
<td>1251-1252</td>
<td>213</td>
</tr>
<tr>
<td>Finance</td>
<td>1315</td>
<td>227</td>
</tr>
<tr>
<td>Accounting</td>
<td>1320</td>
<td>233</td>
</tr>
<tr>
<td>Purchasing</td>
<td>1325</td>
<td>237</td>
</tr>
<tr>
<td>Central Stores</td>
<td>1345</td>
<td>241</td>
</tr>
<tr>
<td>General Fund Transfers</td>
<td>1350</td>
<td>245</td>
</tr>
<tr>
<td>Fleet Services</td>
<td>61110-61120</td>
<td>247</td>
</tr>
<tr>
<td>Information Technology</td>
<td>6200</td>
<td>253</td>
</tr>
<tr>
<td>Risk Management</td>
<td>1120,6300</td>
<td>261</td>
</tr>
<tr>
<td>Benefits</td>
<td>1340,6400,6500</td>
<td>269</td>
</tr>
</tbody>
</table>

## LEISURE SERVICES

Leisure Services Summary of Expenditures by Activity Classification

<table>
<thead>
<tr>
<th>Activity Classification</th>
<th>DEPT. NO.</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Center</td>
<td>1241-1249</td>
<td>275</td>
</tr>
<tr>
<td>Library</td>
<td>1260</td>
<td>285</td>
</tr>
<tr>
<td>Golf Courses</td>
<td>1811</td>
<td>291</td>
</tr>
<tr>
<td>Park and Recreation - Administration</td>
<td>1820</td>
<td>295</td>
</tr>
<tr>
<td>Parks and Recreation - Recreation Services</td>
<td>1830-1855</td>
<td>299</td>
</tr>
<tr>
<td>Parks Maintenance</td>
<td>1861</td>
<td>305</td>
</tr>
<tr>
<td>Zoo</td>
<td>1862</td>
<td>309</td>
</tr>
<tr>
<td>Athletics</td>
<td>1870-1877</td>
<td>313</td>
</tr>
<tr>
<td>Senior Services</td>
<td>1880</td>
<td>317</td>
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</tbody>
</table>

## TRANSPORTATION

Transportation Summary of Expenditures by Activity Classification

<table>
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<th>Activity Classification</th>
<th>DEPT. NO.</th>
<th>PAGE NO.</th>
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</thead>
<tbody>
<tr>
<td>Transit</td>
<td>1761-1764</td>
<td>323</td>
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<tr>
<td>Street</td>
<td>1420</td>
<td>333</td>
</tr>
<tr>
<td>Traffic Field Operations</td>
<td>1732</td>
<td>341</td>
</tr>
<tr>
<td>Airport</td>
<td>26630,5400</td>
<td>349</td>
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</table>

## UTILITY SERVICES

Utility Services Summary of Expenditures by Activity Classification

<table>
<thead>
<tr>
<th>Activity Classification</th>
<th>DEPT. NO.</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility Billing</td>
<td>52100</td>
<td>357</td>
</tr>
<tr>
<td>Director of Utilities</td>
<td>52110,52120-52123</td>
<td>359</td>
</tr>
<tr>
<td>Water Production</td>
<td>52200-52220</td>
<td>367</td>
</tr>
<tr>
<td>Water Distribution</td>
<td>52230</td>
<td>371</td>
</tr>
<tr>
<td>Waste Water Collection</td>
<td>52240</td>
<td>375</td>
</tr>
<tr>
<td>Waste Water Treatment</td>
<td>52260-52270</td>
<td>381</td>
</tr>
<tr>
<td>Laboratory Administration</td>
<td>52281</td>
<td>385</td>
</tr>
<tr>
<td>Solid Waste Collection</td>
<td>1431</td>
<td>389</td>
</tr>
<tr>
<td>Solid Waste Disposal</td>
<td>1432</td>
<td>395</td>
</tr>
<tr>
<td>Drainage Utility</td>
<td>56100-56200</td>
<td>401</td>
</tr>
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</table>

## DEVELOPMENT SERVICES

Development Services Summary of Expenditures by Activity Classification

<table>
<thead>
<tr>
<th>Activity Classification</th>
<th>DEPT. NO.</th>
<th>PAGE NO.</th>
</tr>
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<tbody>
<tr>
<td>Public Works</td>
<td>1410</td>
<td>411</td>
</tr>
<tr>
<td>Capital Projects Development and Engineering</td>
<td>1415,52115</td>
<td>413</td>
</tr>
<tr>
<td>Planning &amp; Development Services</td>
<td>1720,24200</td>
<td>417</td>
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<tr>
<td>Traffic Engineering</td>
<td>1731,24250</td>
<td>425</td>
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<tr>
<td>Building Safety</td>
<td>1740</td>
<td>433</td>
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<tr>
<td>Environmental Health</td>
<td>1750</td>
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<tr>
<td>Environmental Health</td>
<td>1750</td>
<td>445</td>
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<tr>
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<th>PAGE NO.</th>
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</thead>
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CITY OF AMARILLO

READER’S GUIDE TO THE BUDGET

In order to avoid preparing multiple documents, this document is prepared for several different types of users. By far, the budget is our most frequently used internal financial document. The budget is often used by elected officials and City staff. The document is sufficiently detailed to be used by City staff and our elected officials in their normal job duties.

Some external users may feel the overall document is too detailed. To help mitigate this level of detail, certain sections of the budget contain more summary information and give a good overall picture of the budget, the budget process, the organization, and the community. The following sections give a good overview of the budget: Transmittal Letter and Policy Statements, Capital Projects, Debt Service, and Community Profile. Also, terms and acronyms used in the budget are defined in the Glossary.

A great deal of information is contained in the Transmittal Letter and Policy Statements section of the budget. First, this section contains the transmittal letter from the City Manager to the Mayor and Council. The transmittal letter addresses budget highlights and gives a good overview of the budget. In this section the reporting entity is defined along with the basis of accounting. The long-term budget, financial, and organization policies are enumerated along with short-term priorities that were addressed in the budget. There is a description of the budget process and budget guidelines used in preparing the budget. A description and commentary of major revenue sources is also contained in the Transmittal Letter and Policy Statements section. The last part of this section includes budget changes and a brief discussion on the future outlook of our community.

Our Summary section contains an organization chart and a summary of resources and expenditures for all funds in total and in detail. The Summary section also contains several graphs including various revenues, tax collections, property values, and expenditures. The summary section has a three-year history of revenue by fund by revenue expenditures. The Summary section has a three-year history of revenue by fund by revenue category. A comparison of the new budget to current year’s budget, and to last year’s actual expense is listed by department by fund and the same comparison by expenditure category by fund. There is a narrative in the summary section that explains the category by fund. There is a table in the summary section that explains the relationship between the fund structure and the organization structure along with a budget comparison by organization by fund. Most of our graphs are contained in our summary section and it is designed to be liftable, meaning it could be taken out of the budget and stand on its own. In many instances, the Summary section is used in community presentations on the budget.

The Capital Projects section covers the major capital acquisitions for the upcoming year and should be of interest to both internal and external users of the budget. The Capital Projects section also contains narratives on the impact of Capital Projects on the operating budget. The Debt Service section contains information on all current bond obligations and future bond issues.

Our Community Profile section gives the reader of the budget a lot of general information about our City. The Community Profile contains information about our geographic location and climate, the history of our City and our local economy. Many quality of life topics are covered in our Community Profile such as local schools and higher education institutions, parks and other recreation activities, and medical facilities.

For readers who want more information, the individual department budgets contain narrative information on each department including the department’s basic function and goals along with major changes and accomplishments. The departments’ budgets contain a detailed staffing report and departmental budget allocation by program which gives our citizens an accounting of where funds are to be spent.
October 1, 2018

Honorable Mayor Ginger Nelson and Members of Amarillo City Council
509 S.E. Seventh Avenue
Amarillo, TX 79101

Dear Mayor Nelson and Members of the City Council:

Transmitted herewith is the City of Amarillo Annual Budget for Fiscal Year 2018/2019 (Budget). The Budget is balanced in accordance with the Amarillo City Charter and laws of the State of Texas.

The Budget totals approximately $379.6 million, with $254.1 million approved for operation and maintenance functions, $87.4 million in capital, and $38.1 million required to support existing debt service payments. The annual Budget is the most important policy document for consideration by the Council. It identifies required funding to deliver more than 250 programs and services to the citizens of Amarillo.

The 2018/2019 Annual Operating Budget is presented to Council as a program based budget, i.e. the various programs offered by City departments are presented with program descriptions and performance measures to define the level and quality of services delivered to Amarillo citizens.

This Budget represents maintenance of current service levels for more than 250 programs funded by the City. All programs have a demonstrated connection to the BluePrint for Amarillo and supporting Council pillars.

As experienced in previous years, the development of the Budget has been challenging, however, the Budget addresses enhancements to the public safety function and employee compensation. The sales tax revenues have been strong for the current year and are projected to increase by 2.4%. Taxable property values remain strong with a 2.8% increase for 2018. These sources of revenue make up the largest percentage of our funding for general government expenses. Every effort has been made to maintain current levels of service throughout the City with available revenues. The impact of increasing costs in several vital areas of commodities, materials, supplies, fuel, electricity and personnel have required we make some difficult choices to balance the Budget.

This Budget represents a $19.9 million increase from the prior year. The Budget addresses the BluePrint for Amarillo. Budget enhancements focus on public safety and the continuation of year three of the capital improvement program. The current Budget includes funding for 11 police officers, six neighborhood police officer positions and five additional fire fighter positions. The 11 police officers positions were unfunded during the 2016/2017 fiscal year. The restoration of these budget dollars will increase the number of officers in the field. The addition of six neighborhood police officers will allow the Police Department to enhance the presence in area neighborhoods.
With the future expansion of Station #5 to a two-company station, the Fire Department will need 15 additional positions. The additional five fire fighter positions are year one of a planned three year staffing increase to provide for the additional personnel for the second company at Station #5. During the current year, the Department intends to use the additional personnel to help offset increases in overtime expenses.

**CONSOLIDATED BUDGET**

Our 2018/2019 budget is $379.6 million; which is an increase of 5.5%, or $19.9 million, as compared to our 2017/2018 budget of $359.7 million.

The areas of specific increase/decrease in this budget are:

<table>
<thead>
<tr>
<th></th>
<th>FY 2017/2018</th>
<th>FY 2018/2019</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Operating</td>
<td>$175,047,602</td>
<td>$185,751,940</td>
<td>6.12%</td>
</tr>
<tr>
<td>Water &amp; Sewer Operating</td>
<td>50,513,047</td>
<td>51,800,039</td>
<td>2.55%</td>
</tr>
<tr>
<td>Capital Improvement Projects</td>
<td>88,556,457</td>
<td>87,368,647</td>
<td>-1.34%</td>
</tr>
<tr>
<td>Special Revenue Operating</td>
<td>22,819,677</td>
<td>24,180,939</td>
<td>5.97%</td>
</tr>
<tr>
<td>Fleet Services Operating</td>
<td>9,362,545</td>
<td>9,666,778</td>
<td>3.25%</td>
</tr>
<tr>
<td>Insurance Operating</td>
<td>29,237,400</td>
<td>31,732,143</td>
<td>8.53%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>31,896,528</td>
<td>38,093,763</td>
<td>19.43%</td>
</tr>
<tr>
<td>Airport Operating</td>
<td>8,337,113</td>
<td>9,374,581</td>
<td>12.44%</td>
</tr>
<tr>
<td>Drainage Utility Operating</td>
<td>3,319,766</td>
<td>3,393,216</td>
<td>2.21%</td>
</tr>
<tr>
<td>Information Technology Operating</td>
<td>5,249,713</td>
<td>5,374,219</td>
<td>2.37%</td>
</tr>
<tr>
<td>Capital Transfers</td>
<td>966,124</td>
<td>2,819,904</td>
<td>191.88%</td>
</tr>
<tr>
<td>Less: Interfund Transfers</td>
<td>(65,580,671)</td>
<td>(69,982,933)</td>
<td>6.71%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$359,725,301</td>
<td>$379,573,236</td>
<td>5.52%</td>
</tr>
</tbody>
</table>

Municipal government is a service business and the predominant expense category in our Budget is always personnel and the associated employee salary and benefit expenses. Personnel costs comprise 43%, or $162.7 million, of our 2018/2019 net Budget. The second largest category is Capital Improvement Projects at $87.4 million, or 23%, of the net Budget. Debt Service accounts for 10%, or $38.1 million, of the net Budget. Debt service expenditures include all funds. The Debt Service category includes a 19% increase which includes the anticipated debt service dollars associated with the voter approved general obligation debt, additional bond issues in both the Water and Sewer and the Drainage fund to address needed capital infrastructure projects and the debt service associated with the 2018
Hotel Occupancy Tax Revenue bonds, that are funding the construction of the multi-purpose event venue.

**Property and Sales Taxes**

For the 2018/2019 fiscal year, the property tax rate remained the same except for the $0.00474 increase for the voter approved debt service associated with the approval of Proposition 1 and 2 during the November 8, 2016 bond election. The 2018/2019 rate is $0.36838 per $100 taxable value versus the 2017/2018 rate of $0.36364. A historical review of the rate reflects that the City Council increased the property tax rate by one cent to $0.32009 for the 2011/2012 fiscal year after three years with the same property tax rate and by $0.02 in the 2013/2014 fiscal year, by $0.005 in the 2014/2015 fiscal year and by $0.00563 to $0.35072 for the 2015/2016 fiscal year. The rate increases associated with 2017/2018 and 2018/2019 are directly related to the debt service portion of the tax rate. It is interesting to note that while the property tax rate and associated levy is often in the public eye, it raises less revenue than is required to operate only the Amarillo Police Department for the upcoming fiscal year.

The sales tax is the City’s largest revenue source. Amarillo has long enjoyed a history of steadily increasing sales tax, which has offset our low property tax rate. However, in the 2016/2017 fiscal year the City saw receipts declining by 1%. We are pleased to note that the City is experiencing increased sales tax receipts for the current year and are estimating $57 million, which is a trending up of 2.5%. Next year’s estimate includes a 2.4% increase ($58.4 million). The sales tax budget of $58.4 million for the 2018/2019 fiscal year is not sufficient alone to fund the budgets for Public Safety. The City relies on multiple revenue sources to support General Fund operations.

**Franchise Fees, User Fees and Charges**

During this Budget, City staff analyzed and reviewed all funds. During the 2010/2011 fiscal year, the City issued water and sewer bonds to fund water rights purchases, as well as to participate in a CRMWA debt issue for the purchase of ground water rights. Funding of this debt service necessitated an 11% increase in the water and sewer rates. This rate increase was implemented over two budget cycles. Thus, rates were increased by 6% in the 2011/2012 budget, and 5% in the 2012/2013 fiscal year budget. In the 2013/2014 fiscal year, the City included a 2% rate increase. For the 2014/2015 fiscal year, the City included an increase in the fourth tier rates from $4.65 to $5.00 per 1,000 gallons. This rate increase only affected those customers that use over 50 thousand gallons a month. The City Council has approved a 3% water and sewer rate increase for the 2015/2016, 2016/2017 and the 2017/2018 fiscal year to offset additional debt services anticipated with new bond issues. The 3% rate increases in 2016/2017 and 2017/2018 funded the first two years of a $140.0 million five-year Community Investment Program. The 2018/2019 budget includes an additional 3% water and sewer rate increase, which represents the third year of the five-year program. The City anticipates similar 3% rate increases over the next two years. The water rate structure is designed so that customers who only use water for domestic use still have very reasonable rates. A residential 10,000 gallon water user will have a monthly rate of $32.21, which is very low compared to other Texas cities.

The Budget includes a 1.2% increase in the Solid Waste rates. This additional funding will allow the City to develop, secure, staff and operate two additional brush chipping sites. The current year 2017/2018 fiscal year budget and the 2018/2019 fiscal year budget each include a 4% Drainage fee increase to fund year three of the Council approved five-year Community Investment Program. It is anticipated that this will be the second of five 4% Drainage fee increases to fund the Community Investment Program.
Employee Staffing
The 2018/2019 Budget consists of 2,198 permanent and 366 part-time employee positions. Permanent positions have increased by 21 positions over the current year and part-time positions have increased by four. As reviewed previously, the Budget includes enhancements to Public Safety with funding for 17 police officers, including six new neighborhood police officer positions, and five firefighters. Animal Management and Welfare is adding two new positions to staff a spay and neuter clinic that is anticipated to be completed in 2019 and one additional position to help with adoptions. Environmental Health is adding two positions to implement the new grease trap permit and inspection program and one additional administrative position. The Photographic Traffic Enforcement Fund is adding a new program coordinator that will be funded by revenues from that fund. Drainage Utility is adding an Assistant Superintendent position, Airport is eliminating an Airport Operations Manager position, and Information Technology is adding a Special Projects Manager. The position for Information Technology will be used to manage implementation of the Tyler Technologies software currently underway. Below is a summary of the staffing changes for the 2018/2019 Budget:

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Department</th>
<th>Full Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Specialist</td>
<td>Animal Management and Welfare</td>
<td>1</td>
</tr>
<tr>
<td>Veterinary Assistant</td>
<td>Animal Management and Welfare</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Assistant III</td>
<td>Environmental Health</td>
<td>1</td>
</tr>
<tr>
<td>Environmental Technician</td>
<td>Environmental Health</td>
<td>2</td>
</tr>
<tr>
<td>Storm Water Inspector</td>
<td>Environmental Lab</td>
<td>1</td>
</tr>
<tr>
<td>Industrial Waste Inspector</td>
<td>Environmental Lab</td>
<td>-2</td>
</tr>
<tr>
<td>Firefighter</td>
<td>Fire Department</td>
<td>5</td>
</tr>
<tr>
<td>Police Officer</td>
<td>Police Department</td>
<td>6</td>
</tr>
<tr>
<td>Administrative Assistant IV</td>
<td>Public Health</td>
<td>1</td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>Public Health</td>
<td>-1</td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>Street</td>
<td>1</td>
</tr>
<tr>
<td>Van Operator</td>
<td>Transit</td>
<td>2</td>
</tr>
<tr>
<td>Program Coordinator</td>
<td>Photographic Traffic Enforcement</td>
<td>1</td>
</tr>
<tr>
<td>Drainage Utility Assistant Superintendent</td>
<td>Drainage</td>
<td>1</td>
</tr>
<tr>
<td>Airport Operations Manager</td>
<td>Airport</td>
<td>-1</td>
</tr>
<tr>
<td>Special Projects Manager</td>
<td>Information Technology</td>
<td>1</td>
</tr>
</tbody>
</table>

Employee Compensation
1) Approval of year two of the Amarillo Police Officer Association Meet and Confer Agreement which addresses shift differential pay equal to 2.5% of base pay for night shift/weekend personnel;
2) 1% pay increase for civilian employees as pay-for-performance, based on annual evaluations;
3) 1% pay increase for Police and Fire employees; and
4) 1% lump sum payment for civilians and public safety.

The total cost of these pay plan improvements and benefits is $3.4 million. Most of the cost ($2.2 million) is in the General Fund.

Capital Improvement Program
The 2018/2019 capital budget is $87,368,647. The voters approved, on the November 8, 2016 bond election, $109 million for public safety and street improvements. The City continues the implementation
of these bond funded improvements over a five year period, with the third issue during 2019. The Budget includes year three of the Water and Sewer Community Improvement Program with an anticipated 3% increase in water and sewer fees for a bond issue to fund the Program, the third of five similarly planned increases. The Budget also includes year three of the Drainage Community Improvement Program with an anticipated 4% increase in drainage fees for a bond issue to fund the Program, the second of five similarly planned increases.

**Future Priorities**
The 2018/2019 Budget has prioritized enhancements to public safety. Going forward the City will need to identify additional budget dollars to address the maintenance of aging city facilities. As mentioned the staffing for the second company associated with Fire Station #5 includes 15 additional fire fighter positions. The City anticipates funding these positions over a three year period. During the 2019/2020 fiscal year the City anticipates the completion of a spay and neuter clinic for Animal Management and Welfare with estimated annual operating costs exceeding $300,000. Funding for park facility improvement is limited. Going forward budget dollars will need to be identified to support the City park system. In 2016, the voters approved the issuance of $89 million for Street improvements to be issued over a five year period with the last issuance in the 2021 fiscal year. Looking past 2021, the City will need to budget dollars to continue funding maintenance of the City street infrastructure.

**Conclusion**
Thank you each for your leadership of our City. I appreciate the extensive time and effort you undertake to study and understand the complexities of the varied operations of our organization. Your vision, guidance and service are invaluable and truly make Amarillo a great community! I want to thank you for the comprehensive review of the 2018/2019 budget process and thank the entire management team for their hard work in building the annual Budget. Difficult choices were made to ensure we can efficiently and effectively manage our resources to address Council priorities and to continue our commitment to serve the citizens of Amarillo.

Respectfully Submitted,

Jared Miller  
City Manager
CITY OF AMARILLO
ENTITY AND BASIS OF ACCOUNTING

DEFINITION AND SCOPE OF THE ENTITY
The City of Amarillo was chartered in 1913 as authorized by a statute enacted by the Texas Legislature that year. It was the first city in Texas, and the fifth city in the United States, to adopt the commission-manager form of government. The principal governmental services of the City include: public safety and health, streets, sanitation, culture-recreation, mass transit operations, planning and zoning, and general administrative services. In addition, the City maintains the water and sewer system and the airport. For financial statement presentation, the City of Amarillo is considered the primary governmental unit for other reporting entities; however, none of those entities have been included in this budget presentation.

MISSION
Create the best environment possible for every Amarillo resident to find and achieve their potential for greatness.

OUR VISION
Building on our heritage, our vision for Amarillo is that of a community that is cohesive and competitive. These objectives will be met through developing the following:

Healthy, Vibrant Community: Where people feel safe, basic human needs are met, diverse educational opportunities are available, diversity is cultivated, citizens are interested, informed, and involved, the environment is clean and aesthetically appealing, and the arts, culture and recreational offerings flourish.

Sustainable, Diverse Economy: Where educational opportunities support and promote economic development, existing businesses are nurtured, the environment supports new business development, the community links globally and older neighborhoods remain vital.

Orderly Growth: Where regular investment in existing infrastructure and neighborhoods sustain their vitality, proper planning for new infrastructure protects and strengthens our quality of life and promotes economic development, national resources are sustained, and the essential values and visions of the community remain intact.

OUR CORE VALUES
- Honesty and Integrity: Commit to the highest standard of ethical and legal behavior.
- Excellent Customer Service: Recognize that we exist for our customers.
- High Performance: Instill pride and professionalism in the workplace and the community; demonstrate the quality and value of our work and results.
- Openness and Teamwork: Work together toward common goals, building on each others’ strengths.
- Respect for Diversity: Cultivate a public awareness and appreciation for diversity within our community and organization.
- Forward Thinking: Identify trends, anticipate problems and develop innovative and cost-effective solutions; recognize that today’s public policy decisions will determine tomorrow’s community.

LONG RANGE GOALS AND ACTION STRATEGIES
The goals and recommended action strategies that follow were created by City Council along with the City Managers. Named ‘BluePrint for Amarillo’, the Council Pillars were authorized by City Council in March 2018. BluePrint for Amarillo sets the strategic direction the City of Amarillo will take in terms of focus, priorities and allocation of resources. By following a Community Engagement model, City staff will develop the processes to pursue the BluePrint for Amarillo’s objectives in a way that can be measured. Many of the pillars are already underway while others require further staff evaluation or participation with partners in the private sector, educational institutions and other community groups.
CITY OF AMARILLO

City Council Pillars: Vision for the Future of Amarillo

- Public Safety
- Economic Development and Redevelopment
- Civic Pride
- Highly Educated Population
- Fiscal Responsibility
- Customer Service
- Excellence in Communication
- Transportation

PUBLIC SAFETY

Amarillo is among the safest cities in the nation and our police, fire, emergency medical, and emergency management statistics demonstrate leadership in each discipline. Our first responders are recognized throughout the nation as some of the most professional, most highly trained, and best equipped, offering training to other first responders on the best practices to build safer communities.

Our community is committed to enhancing public safety to ensure that Amarillo is regarded as one of the safest communities in the nation. To meet this objective, our community leaders have recognized that we must build innovative and enhanced public safety programs to address critical issues that are instrumental to building a safer community. Focus must be placed on addressing the City Council framework for public safety by...

- Reducing our City’s crime rate, domestic violence rate, and traffic accidents, especially those resulting in fatalities;
- Implementing neighborhood policing programs in disadvantaged areas of the community; and
- Addressing budget issues within public safety departments to meet the demands of a growing community.

In addition to the core elements of the public safety pillar, our community must continue to make strides in addressing the hub issue of poverty that contributes to health and disease issues, drug and alcohol abuse, domestic violence, and child abuse. Even though poverty rates have improved nationally and statewide, they continue to be a significant and generational issue for portions of our community. Addressing the hub issue of poverty through enhanced educational attainment, positive social programs, and living wage job opportunities will have a dramatic impact on enhancing public safety's ability to address framework objectives.

ECONOMIC DEVELOPMENT AND REDEVELOPMENT

Amarillo is the heart of the Panhandle – a pioneering ag-tech, life science, and manufacturing region that elevates businesses and families through quality education, infrastructure, and a multigenerational lifestyle.

The following strategic priorities are established to facilitate achieving the pillar objectives...

- Infrastructure: Amarillo is an attractive city – with infrastructure, planning and support systems in place that make it easy for businesses to grow and residents to get around.
- Innovation: Amarillo is a global center for agricultural and life science research – recognized for its pioneering spirit and culture of entrepreneurship.
- Quality of Life: Amarillo is a family-friendly community – rooted in Western heritage but offering modern housing, cultural, and recreational options for all ages.
- Marketing Amarillo: Residents of Amarillo celebrate their community, which is recognized as a top destination for businesses and skilled workers and their families.

CIVIC PRIDE

Every Amarillo citizen proudly owns our city and participates to identify and solve community problems. Citizens are empowered to innovate and implement their own solutions.

The following strategic priorities are established to facilitate achieving the pillar objectives...
CITY OF AMARILLO

- **Improve Community Appearance and Beautification:** We are proud of our community with a focus on improving community appearance and promoting beautification.
- **Embrace Culture, Arts, and Recreation:** Our community embraces the diversity of our neighborhoods, promoting unique experiences that highlight art, entertainment, and recreation.
- **Increase Volunteerism:** Encourage citizens to participate through philanthropy, volunteerism, or getting involved in City government.
- **Enhance Health and Wellness:** As a community we recognize disparities in the health and wellness of our citizens. We aspire to be more proactive in addressing these disparities by promoting healthy behaviors, improving infant health, and reducing risky sexual behavior and teen pregnancy rates in our community.
- **Reduce Poverty:** As previously listed, our community must continue to address the hub issue of poverty. As part of Civic Pride, our community must embrace positive social programs that assist in reducing poverty rates and ending homelessness.

**HIGHLY EDUCATED POPULATION**

Every Amarillo citizen values learning, especially post-high school learning. We create unique, local learning opportunities, and students come from around the world to study and live in Amarillo.

As a community we hold that educational attainment is the pathway to unlocking Amarillo’s potential. Nearly every piece of research on the topic holds that the more formal education you have, the more opportunity that exists for you over time. Promoting educational attainment will reduce poverty and enhance workforce development, positioning Amarillo for future growth. Our community is committed to the goal of every Amarillo citizen earning their high school diploma or equivalent. Further, we are committed to partnering with the No Limits No Excuses program to promote postsecondary educational opportunities to fuel our community’s future success.

This pillar encompasses two major components: an external focus on improving educational attainment in the community at large and an internal focus on expanding opportunities for City of Amarillo employees to achieve goals related to education and professional development.

**FISCAL RESPONSIBILITY**

Amarillo responsibly manages its finances and resources with transparency.

The following strategic priorities are established to facilitate achieving the pillar objective…

- Enhance transparency and accountability in the stewardship of public funds.
- The City budget serves as a policy document for the City Council. Annual review and revision by City Council allow the City to address Council priorities during the budget process.
- Financial policies are the framework for the fiscal management of the City of Amarillo. The City of Amarillo strives for best practices in financial policies.
- Budget process that ensures effective communication to the City of Amarillo citizens.
- Budget process that addresses budget challenges and opportunities, allowing the City to adapt quickly to changing economic and financial conditions.

**CUSTOMER SERVICE**

Our city lives by the Golden Rule. Every citizen, student, employee, business, non-profit organization and school applies the Golden Rule to achieve excellence in customer service. Businesses model their training by Amarillo standards.

The following strategic priorities are established to facilitate achieving the pillar objective…

- Identify who our customers are, and the unique needs of each group.
- Develop a customer service motto/slogan to be used organization-wide.
- Establish a benchmark and evaluate our organization against the benchmark.
- Utilize technology to ensure effective and efficient customer service experiences.
- Initiate customer service trainings to encourage consistent customer experiences across the organization and provide customized trainings to address specific departmental needs.
- Create processes and policies that facilitate clear communication with all customers, including follow-up after customer service encounters.

**EXCELLENCE IN COMMUNICATION**
CITY OF AMARILLO

Amarilloans constantly think about improving communication and innovate new methods for communication, which leads to success in problem-solving and leadership opportunities.

The following strategic priorities are established to facilitate achieving the pillar objective…

- **Communication**: Enhance communication to be proactive and prompt, building relationships with media partners and key stakeholders, to get accurate and timely information to the public.
- **Marketing**: Develop a marketing capability to produce quality multi-media products that enhances communication and promotes City programs.
- **Networking**: Build relationships, applying innovative methods as needed, to better communicate our community’s message to the public and beyond.
- **Technology**: Utilize technology to enhance our messaging and create a communications ecosystem that promotes our community.

TRANSPORTATION

Amarillo embraces its aeronautics history and focuses on developing the best transportation systems for its citizens.

The following strategic priorities are established to facilitate achieving the pillar objective…

- **Community Focused Customer Service**: Communicate with the community to learn from past success and strive to meet current and future needs.
- **Management Best Practices**: Efficiently manage the existing transportation system and be prepared to implement future plans.
- **Long-Term Planning**: Address the future needs and future liabilities of the community and make the best use of existing and proposed capital funding.
- **Economic Development**: Identify opportunities for the transportation network to provide for community growth and mutual benefit to the private and public sectors.
- **Community Mobility**: Consider all aspects of the transportation network and coordinate the interaction of the largest to the smallest infrastructure to the benefit of the community.

BASIS OF PRESENTATION - FUND ACCOUNTING

**Fund Accounting:**

The City’s accounting and financial reporting are in accordance with methods prescribed by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA). The accounting policies of the City of Amarillo conform to generally-accepted accounting principles applicable to governmental entities. Accordingly, the accounts of the City are organized on the basis of funds and account groups. Each fund is considered a separate accounting entity. Funds are used in governmental accounting to segregate sources and uses of monies. The operations of each fund are accounted for with a separate set of accounts. The fiduciary funds are not included in the budget since they are not subject to appropriation and are governed by a separate trust document or board. In addition to the above-described fund accounting structure, we make several adjustments to build the entity-wide financial statements required by GASB statement 34 (GASB 34).

**Governmental Funds:**

- **General Fund**: The General Fund is the general operating fund of the City and the City’s most significant fund. It is used to account for all financial resources except those that are required to be accounted for in another fund. Most common City functions such as public safety, parks, library and administration are contained in the General Fund. Temporary grant programs that will ultimately have to be funded by the General Fund are included in the General Fund. These temporary grant programs usually provide full or partial funding of the program for a few years and are then incorporated into their normal General Fund budget.

- **Special Revenue Funds**: Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted for specified purposes. They are used mainly to budget and account for grants made to the City. Special Revenue Funds are also used to account for the transactions of the Public Improvement Districts (PID) organized in the city since those funds are earmarked for a specific purpose. The Court Technology Fund and the Court Security Fund are both Special Revenue Funds since their revenue can only be spent for a specific purpose. Special Revenue Funds also include our Housing Assistance Program, along with the Emergency Shelter and Supportive Housing, the Community Development Block Grant, the Summer Lunch Program, the Police Seized Property Funds, other law enforcement grants, the law enforcement and firefighter training grants, the Home
CITY OF AMARILLO

Program, Hazardous Materials Transportation, and Urban Transportation Planning Grants, Public Health and Women, Infants & Children grant, and the Emergency Management Pantex Agreement in Principle (AIP) grant. The above grant funds are not subject to appropriation. The budget will be negotiated with the granting agency and accepted by the governing body when they approve the grant contract. The grant budgets are estimates presented to gain a better understanding of the City’s entire financial picture. The PID budgets along with the Court Technology Fund, the Court Security Fund and the Police Seized Property Fund are subject to appropriation and approved by the City Council in the budget process.

Debt Service Fund: The Debt Service Fund is used to account for accumulation of resources for, and the payment of, general long-term debt-related costs. The City has three debt service funds. The General Obligation Bonds and our 2010 and 2017 Certificates of Obligation are supported by annual property tax assessments. The Certificates of Obligation Bonds issued for Public Improvement District improvements are supported by annual PID assessments and are reported in the Debt Service Fund. This City has used Certificates of Obligations to rebuild a golf course. Annual debt service associated with this bond is supported by golf revenue. Enterprise Funds debt obligation are recorded in, and provided by, revenues from that fund’s business activities. Accordingly, Certificates of Obligation issued for Enterprise Fund activities are not budgeted in the Debt Service Fund. For additional information, we also include the payment schedule for the water and sewer debt. However, water and sewer bonded debt is budgeted and paid in the Water and Sewer Fund.

In keeping with our policy of funding long-term obligations on an annual basis, we have a separate debt service fund to provide for our sick leave and annual leave obligation.

Capital Projects Funds: Capital Projects Funds are used to account for financial resources to be used for the acquisitions or construction of major capital improvements and facilities. Approved Capital Projects are detailed in the Capital Projects section of the budget and include the General Construction Fund, the Street Improvement Fund, the Civic Center Improvement Fund, the Golf Course Improvement Fund, the Bivins Improvement Fund, the Animal Shelter Improvement Fund, and the Solid Waste Improvement Fund. Capital projects for Proprietary Funds (Enterprise and Internal Service Funds) would be budgeted in those individual funds.

Proprietary Funds:

Enterprise Funds: Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges, or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income, if appropriate, should be accounted separately for capital maintenance, public policy, management control, accountability or other purposes. Enterprise Funds are used to account for the activities in the airport, the drainage utility, and the water and sewer system.

Internal Service Funds: Internal Service Funds are used to account for the financing of goods or services, on a cost-reimbursement basis, for agencies of the City or for other governments. Internal Service Funds are used to account for the activities of the Fleet Services, Information Technology and the City’s self-insurance activities.

Basis of Accounting/Budgeting:

The basis of accounting refers to revenues, expenditures or expenses being recognized in accounts and reported in the financial statements. All governmental funds listed above are accounted for using the modified accrual basis for financial reporting and for budget purposes. With the modified accrual basis of accounting, revenues are recognized when they become measurable and available as current assets. For example, sales taxes are considered "measurable" when in the hands of the State Comptroller and are recognized as revenue at that time. Other major revenues that are subject to accrual include utility franchise taxes, intergovernmental revenues, interest, rentals, and intercity charges. Waste collection fees are recorded as revenue when billed. Major revenues that cannot be accrued include hotel occupancy taxes, licenses, permits, fines and forfeitures. Property taxes projected to be collected within 60 days after year-end are considered to be available in the current fiscal year.

For a governmental fund, capital would be recorded as expenditure in the governmental fund and recorded as an asset in the general fixed assets group of accounts. On the entity-wide financial statements required by GASB 34, we would recognize the depreciation on the general fixed assets in their corresponding activity. GASB 34 requires several adjustments to full accrual accounting and has a consolidated view by activity without regard to fund type. In the governmental funds (above), expenditures are recognized when the related liability is incurred; however, budgets are encumbered when contracts are awarded. Governmental funds accumulated unpaid vacation and sick pay are recorded as liabilities on the entity-wide financial statements and not at the fund level.
All proprietary funds listed above are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred. The liability for compensated absences is recorded as an operating expense when incurred and reported as a liability on the balance sheet for the applicable fund. In a proprietary fund, a capital expenditure would be recorded as an asset on the balance sheet of the proprietary fund and depreciated over its useful life.

As previously mentioned, we used the modified accrual method for both accounting and budgeting in the governmental funds. However, we operate with two types of capital budgets: nominal capital and capital projects. Nominal capital is defined as capital items under $25,000. The nominal capital is budgeted in a department’s operational budget in both governmental and proprietary funds. For a governmental fund, nominal capital would be recorded as an expenditure in the governmental fund and recorded as an asset in the general fixed assets group of accounts.

For the proprietary funds, we also budget nominal capital and depreciation in the operating budget of the department. The large capital purchases are budgeted in the capital projects budget. Depreciation is estimated on existing assets and large projects anticipated to be in service in the upcoming year. In determining proprietary funds available resources, both the nominal capital (which is included in the operating budgets) and capital projects would be shown as expenditures. However, depreciation would be shown as a reduction of expenditure since it is a non-cash item. As previously mentioned, all capital items (both nominal capital and capital projects) would be recorded as assets on the balance sheet of the proprietary fund and depreciated over their useful life for accounting purposes.

It should be noted that the budget of a proprietary fund is a management tool as opposed to a legally adopted appropriation of funds. For lack of a better term, the budgets of the proprietary funds are a hybrid, using elements of full accrual and elements of modified accrual. Like the modified accrual, capital purchases are budgeted, but depreciation is also budgeted (full accrual). We feel this method of budgeting proprietary funds gives management the control to manage the departmental expenditures.

Another important difference in our method of accounting and budgeting is in the fiduciary funds. We do not budget fiduciary funds since they are not available for appropriation by our governing body. A trust document or other governing body governs fiduciary funds.

**FINANCIAL POLICIES**

The purpose of the City of Amarillo’s financial policies is to establish and maintain effective long-term management of the City’s financial resources. As a result of the City’s financial policies, the City should be able to retain a sound financial condition, retain favorable bond rating to provide future generations with the ability to borrow capital at favorable interest rates, and balance the needs of communities with their ability to pay. A more detailed explanation of the City of Amarillo’s Financial Policies will follow the summary below.

**SUMMARY OF FINANCIAL POLICIES**

- Maintain a balanced budget
- Maintain an adequate tax rate comparable with similar cities
- Maintain budgetary control over revenue and expenditures
- Stabilize rates and fees
- Charge user fees to cover at least a portion of the cost of a service
- Provide reserves for unforeseen items
- Charge administrative services to grants and proprietary funds
- Process General Fund payments from the Water and Sewer System
- Only request grant funding when the purpose of the grant is consistent with the goals of the City of Amarillo
- Plan and make capital acquisitions in an orderly fashion
- Provide debt financing when needed
- Adhere to a prudent Investment Policy
- Make annual provisions of long-term obligations
- Maintain a minimum number of funds to report the activities of the City of Amarillo

**Balanced Budget:**

The City of Amarillo will develop a balanced budget for all funds subject to appropriation. Current resources (current revenues plus appropriated reserves) will equal or exceed budgeted expenditures. Long-term debt will not be used to fund current operating expenses. Moreover, non-recurring resources will only be used to fund non-recurring expenditures.

**Tax Rate:**
CITY OF AMARILLO

The tax rate should be comparable with similarly sized Texas cites and should be adequate to produce the revenues needed for traditional City services included in the City of Amarillo’s General Fund. Also, the City strives not to exceed the rollback rate as computed in the Truth in Taxation calculations. The City grants an $8,600 / age 65 exemption or disability exemption. Moreover taxes are frozen for age 65 or disability.

Annual Budget and Budgetary Control:

The City will prepare a detailed budget for public hearings that delineates the sources and uses of funds. The City will be prudent in preparing the annual budget. The City will seek to prepare a conservative budget where revenue estimates are reasonably attainable and not aggressive. Expense budgets should also be reasonable, but should also provide for unforeseen expenditures. Year-end excess of revenue over expenditures not needed for reserve requirements will be used to finance the City’s capital requirements in subsequent years in accordance with the City’s pay-as-you-go financing of capital. The City will establish and maintain a traditional line-item budget as one of management’s means of monitoring both revenue and expenditures throughout the fiscal year.

Rate Stability:

The City strives to not have large rate increases in taxes or other user fees and charges. When possible, large rate increases should be anticipated and phased-in gradually to be less burdensome on our constituents.

User Fees:

In order to minimize the cost of services to our citizens in the form of property taxes, user fees will be used to recoup the cost of services to the extent economically possible. When it is not practical to offset the entire cost of a service with user fees, the City will charge a fee for the service to partially offset the cost. While not restricted to the budget process, user fees are reviewed as a part of the budget process.

The City will adopt annual utility rates that will generate revenues adequate to provide for operations of the system including depreciation, legal requirements of bond covenants, capital replacement and expansion of the system.

Reserves:

The City seeks to maintain reserves, which should be sufficient to provide financing for capital or special projects and meet unforeseen contingencies such as lawsuits, tax roll tie-ups, fluctuations in sales tax, receipts from the city-owned utilities, and other fiscal emergencies. While many cities enjoy the stability of the majority of the revenues being generated by property taxes, most of the City of Amarillo’s revenues are heavily dependent on the local economy (e.g., sales tax) and/or are weather-related (utility charges and franchise taxes). The City of Amarillo has enjoyed overall growth in its revenues. However, due to the potential volatility of the City’s major revenue sources, the overall revenue and corresponding fund balances are more vulnerable than a city that is more dependent on property taxes as its major revenue source. Accordingly, the target reserve balance for the General Fund would be about three months of the current operating budget. For proprietary funds, the target reserve balance would be three months of the operating budget plus at least one year’s capital. If large capital needs are anticipated in the near future, reserves may be accumulated to provide for at least a portion of the needed financing. For the Public Improvement Districts maintained by the City, the long-term reserve would also be at least three months operating expenses and could also have a capital replacement reserve. General Fund balances greater than needed for the purposes stated above are transferred to Capital Projects funds in our normal budgetary process to provide for current and future capital needs.

In calculating reserves, the City of Amarillo uses “Available Funds” as opposed to Fund Balance. With Available Funds, the City only includes those items readily convertible to cash, less liabilities and encumbrances. The main items excluded from Available Funds would be inventories and unrealized changes in the value of investments. Inventories should remain at about the same levels from year to year and would not be available for appropriation. The City generally holds investments to maturity and temporary increases or decreases in the value of these investments are not germane to the budget process. Since the calculation is different from Fund Balance, the actual beginning of the year calculation is included on the “Summary of Resources and Expenditures” presentation.

General and Administrative Charges:

The General Fund should be compensated by all enterprise funds and internal services funds for the administrative services provided, such as management, finance, personnel and other general administrative costs. Also, to the extent allowable by the granting agency, the City will recoup all allowable indirect costs to compensate the City for administration of the various grant programs. For grants, the administrative fee takes the form of indirect costs. These costs are derived from our indirect cost allocation plan, which is developed in accordance with Federal Cost Principals for allocating overhead costs. For City
functions, the administrative fees are derived from a modified version of our Indirect Cost Allocation Plan. The Indirect Cost Plan is modified to recognize the General Government Expense, which is mainly the Mayor and City Council portion, along with the administrative costs associated with the Mayor and City Council. The Mayor and City Council set policy for the entire organization and these costs are recognized in our modified Indirect Cost Plan.

**General Fund Payments from the Water and Sewer Utility and the Drainage Utility:**

The Water and Sewer Utility is operated in a manner similar to a Public Utility. Accordingly, the Water and Sewer Utility makes corresponding payments to the City of Amarillo General Fund that a private utility would be required to make. The Water and Sewer Utility makes payments in lieu of tax payments for property taxes and franchise taxes. Consistent with our above policy on administrative charges, the Water and Sewer Utility also reimburses the City for administrative costs associated with the Water and Sewer Utility.

The payment in lieu of property tax is calculated on the estimated property value of the Water and Sewer System at the current tax rate including the half percent sales tax in lieu of property tax rate. The payment in lieu of franchise tax is calculated in a similar manner as our telephone franchise tax, which is a per line charge. The Water and Sewer Utility pays the General Fund a per account charge on each water and sewer account monthly. The rate is adjusted annually for increases in inflation as measured by the Consumer Price Index and any increase in water and sewer rates. The account charge reduces weather-related fluctuations in payments and makes the payment more predictable for both the General Fund and the Water and Sewer Utility.

It should be noted that the General Fund pays the Water and Sewer Utility for water and sewer service. In fact, the City of Amarillo is one of the larger Water and Sewer Utility customers. Likewise, the City pays a drainage fee to the Drainage Utility, and the Drainage Utility pays an administrative fee to the City.

**Grant-in-Aid Policy:**

The securing and/or approval of federal and state assistance will be based on the following criteria:

- What benefit does the project have to the community?
- What will be the future impact to the city due to acceptance of the funding, and what is the level of local funding?
- How does the project relate to current operations and/or other future plans of the organization?
- With very few exceptions, grants are expected to pay their fair share of overall City administrative costs in the form of the indirect cost rate.

**Capital Acquisition/Improvement Policy:**

The City will plan and budget for the replacement of equipment and capital assets as the need arises. Minor capital replacement items will be planned for and provided in the department’s operating budget. Capital replacements should be limited to items that are no longer functional, unable to be repaired, not economically repairable, or a safety hazard. Once the item is replaced, it is generally sold by auction.

Planning for major capital improvements is on a five-year basis and is updated annually. The City uses pay-as-you-go financing of capital acquisitions where feasible. When debt is needed to finance capital assets, the City strives to schedule bond issues so that level payments are made each year over the life of the issue and the term of the financing does not exceed the useful life to the asset.

The City of Amarillo prioritizes the funding of capital improvement projects on the basis of a five-year Capital Improvement Plan. A capital improvement is any expenditure for the purchase, construction, replacement, expansion, or major renovation of the physical assets of the city when the project is relatively expensive ($25,000 or greater), long-term and permanent. Some common examples are streets, libraries, traffic signal systems, fire stations, additional trucks, and water and sewer lines. Capital needs of less than $25,000 (minor replacement items) are provided for in the department’s annual operating budget. The approved projects for the first year of the five-year capital improvement program are incorporated in the City's budget in the "Capital Projects" section of the budget. The functions of the Capital Improvement Program are as follows:

1. Planning for the eventual replacement of capital items and estimating the cost of replacement;
2. Scheduling all capital projects over a fixed period with appropriate planning and implementation;
3. Budgeting priority projects and developing revenue sources for proposed improvements;
CITY OF AMARILLO

4. Coordinating the activities of various departments in meeting project schedules;

5. Monitoring and evaluating the progress of capital projects; and

6. Informing the public of projected capital improvements.

The following questions are considered when justifying a project:

1. What is the relationship of the project to the progress of the entire city?

2. Is this project part of a large program? How does the project relate to the goals of the program?

3. How many citizens will be helped by it? How many citizens will be harmed or inconvenienced if the project is not considered?

4. Will it add to the value of the surrounding area? Will it increase the valuations of local property?

5. Will it increase the efficiency of the performance of a service? Will it reduce the ongoing costs of a service or facility?

6. Will it provide a service required for economic development of the community? What improvements would be of the most value in attracting commercial and industrial firms?

7. Is this project required to complete a major public improvement?

8. Will rapid urban growth in the area of the proposed project increase the costs of land acquisition if the project is deferred?

9. Is the project well identified by the citizens? Does it have established voter appeal?

10. Is the project needed to protect public health or safety?

Consistent with the City’s philosophy on user fees, the City passes a portion of the cost of extending utilities and improvements in subdivisions to developers of the subdivisions rather than to the general public. Additionally, where the levels of desired city services are beyond the norm for a subdivision, Public Improvement Districts have been created to provide enhanced services without burdening the entire community.

Capitalization Policy:

Factors to be considered in determining items to be capitalized are as follows:

1. The expected normal useful life is greater than one year.

2. The item has a unit cost of $5,000 or more. Unit cost should include any charges for freight or installation.

3. The capital cost of an integrated system, such as a personal computer, should be capitalized as one unit, including all the applicable costs to make the unit function properly.

Debt Policies:

The City of Amarillo prefers to finance capital acquisitions and improvements on a pay-as-you-go basis. Generally, year-end excess of revenue over expenditures are earmarked for future capital needs and transferred to capital project funds in our governmental funds during the budgetary process. For proprietary funds, the excess of current revenues over operating expenses and debt service will be used for capital expenditures. When capital needs exceed funding of a pay-as-you-go basis, debt will be issued. The City will not use long-term debt to finance current operations. The level of indebtedness the City can reasonably expect to incur is analyzed to make sure that the City’s high credit standing is not jeopardized. Accordingly, long-term debt will be used only for capital projects (replacements, expansions, improvements, and acquisitions). Short-term debt will be used only as interim financing for projects that will result in capital improvements.

When debt is issued, the City of Amarillo will employ competent financial advisors and bond counsel. The City shall use a
The City prefers to maintain its records in its electronic document management system. The City will maintain the following records for as long as the bonds are outstanding plus three years after the final redemption date of the bonds:

- Basic records relating to the bond transaction (including the trust indenture, loan agreements, and bond counsel opinion);
- Documentation evidencing expenditure of bond proceeds;
- Documentation evidencing use of bond-financed property by public and private sources (i.e., copies of management contracts and research agreements);
- Documentation evidencing all sources of payment or security for the bonds; and
- Documentation pertaining to any investment of bond proceeds (including the purchase and sale of securities, SLGs subscriptions, yield calculations for each class of investments, actual investment income received the investment of proceeds, guaranteed investment contracts, and rebate calculations).

The City will issue debt so that the proceeds from the issuance reasonably match the amount needed to fund the project, including reserve requirements and issuance costs. Accordingly, the City will utilize premiums and/or discounts on various serial maturities to meet its funding goal. However, Recovery Zone Development Bonds and Recovery Zone Facilities Bonds will be issued at par. Other Build America Bonds (BABs) will be issued at par or at a discount. The limitation on premiums on Recovery Zones Bonds will be provided in all offering documents of the proposed bonds. Before a bond offer is presented to the City Council, the City Financial Advisor and Bond Counsel will review the offer for compliance with all applicable laws and regulation. Advance refunding and forward delivery refunding transactions for savings should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 3%. Current refunding transactions issued for savings should be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 2%. From time to time, the City may also issue refunding debt for purposes of restructuring debt, changing covenants, and/or changing the repayment source of the bonds. Such purpose should be specifically recognized by City Council.

Issuance costs, and a reasonably required reserve, can be paid from bond proceeds. In determining a reasonably required reserve fund for purposes of this provision, the rules under § 148(d)(2) will apply. The balance of bond proceeds can only be used for capital (as defined in Treas. Reg. § 1.150-1(b)). An eligible financing of capital expenditures includes a reimbursement of capital expenditures under the reimbursement rules contained in Treas. Reg. §1.150-2.

Up to 2% of the proceeds from the Build America Bonds will be used for issuance costs and a reasonably required reserve fund could be funded from the bond proceeds. In determining a reasonably required reserve fund for purposes of this provision, the rules under §148(d)(2) will apply. The balance of the proceeds (100%) will only be used for capital improvements (as defined in Treas. Reg. §1.150-1(b)). An eligible financing of capital expenditures includes a reimbursement of capital expenditures under the reimbursement rules contained in Treas. Reg. §1.150-2.

Bonds will only be issued in an amount that can reasonably be spent within the three-year temporary period. The project manager will receive monthly reports on the spending progress to comply with this rule.

The City will hire a competent firm to calculate the arbitrage rebate annually and prepare timely filings with the IRS. The corresponding liability, if any, will be adjusted annually on the City's financial statements for the proprietary funds and be recorded as a GASB 34 adjustment in the Government Wide Financial Statements, if material. The firm will also monitor the spending on all issues that still have bond proceeds for yield restriction.

The refundable credit reported on Form 8038-CP will be prepared by the City and submitted to the IRS. The City intends to
issue fixed rate debt. Accordingly, the 8038-CP will be filed at least 45 days before the applicable interest payment date, but not earlier than 90 days before the applicable interest payment date. The City will be listed in part 1 of the 8038-CP to receive the payment and will elect to have the funds electronically deposited into the debt service account.

**Deposits and Investment Policies:**

State statutes govern the City’s investment policies, as well as the City’s own written investment policy and strategy. In accordance with state law and the City Investment Policy, the City’s investment objectives are to preserve capital, provide liquidity, and maximize earnings within the constraints of capital preservation and liquidity. City funds are deposited in FDIC-insured banks located within the city. All funds held at the City’s authorized depository are fully collateralized with securities held by a third party.

Permissible investments include the following:

1. Time deposits, certificates of deposit, other interest bearing accounts, and bank money market accounts at the City of Amarillo’s authorized depository, not to exceed the amount of collateral pledged by the depository.
2. Time deposits and certificates of deposit held outside the City depository with full FDIC insurance.
3. Obligations of the United States or its agencies and instrumentalities. The investment in agencies and instrumentalities is limited to 70% plus any unused portion of the taxable municipal securities limit below.
4. No-load money market mutual funds that are continuously rated AAA or AAAm by at least one nationally recognized rating agency, have a dollar-weighted average stated maturity of 90 days or less, and seek to maintain a stable net asset value of $1 per share.
5. Taxable municipal securities rated not less than AA, or its equivalent, by a nationally recognized rating agency or rated AAA insured. The total investment in taxable municipal securities would be limited to 10% of the portfolio.

The City will not employ any investment strategy that is inherently risky and will not invest in any securities that are inherently risky. Prohibited securities include mortgage-backed securities that pay only interest, mortgage-backed securities that pay only principal, obligations where the interest rate is determined by an index that adjusts opposite to changes in a market index, obligations related to foreign currency or foreign market interest rates or indices and obligations with maturities greater than 5 years.

In accordance with GASB Statement 31, interest income will be recorded in the related fund that holds the investment. Accordingly, capital project funds will report interest income derived from investments in the capital project fund that holds the investment. However, capital project funds that rely solely on General Fund transfers for funding will transfer all interest income to the General Fund (the actual source of the funding) annually.

**Interfund Transfers:**

Departments within the same fund may not charge each other for work performed. However, the department requesting the work is responsible for buying the material. Interfund charges are only made if the charge is significant.

**Pension Plans and Other Long-term Liabilities:**

To insure there will be adequate funds available and future generations will not be overburdened, the City of Amarillo will provide funding on an annual basis for pension obligations and other long-term obligations. Pension costs will be provided for annually in the budget process based on actual actuarial estimates. The City will strive to amortize the Actuarial Accrued Unfunded Liability (AAUL) over no more than 30 years. However, the City could use the 40-year amortization period permitted under state law to amortize the AAUL in an effort to reduce significant rate fluctuations. The provision for pension cost is recorded on an accrual basis.

The provision for accumulated unpaid vacation and sick pay will also be recognized and funded on an annual basis. The funds accumulated for the Governmental Funds’ portion of unpaid vacation and sick pay will be recorded in the Debt Service Funds. Amounts needed to fund the General Fund portion of the liability for sick and annual leave liability are transferred from the General Fund as a part of the budgetary process. For proprietary funds, the liability for unpaid vacation and sick leave will be reflected on the individual fund’s balance sheet and the proprietary fund will provide for the future obligation on an annual basis through the fund’s charge structure. The cost of both the pension and the obligation for unpaid vacation and sick leave would be funded over the career of the employee earning the benefit instead of at termination.

The City of Amarillo had not started funding its Other Post Employment Benefits (OPEB) other than pensions until 2013. The City’s OPEB obligation is subsidized post-retirement employee and dependent health insurance. The City is participating in an
irrevocable trust and began funding the obligation in January 2013. For the first year the funding will be at a fund level and thereafter it will be budgeted at a department level.

Number of Funds:

The City seeks to have the minimum number of funds necessary to account for the financial activities of the City. Government resources are allocated to, and accounted for in, individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. When possible, the City of Amarillo will separate activities into different departments within a fund as opposed to setting up a new fund.

BUDGET PROCESS

The City uses a traditional line item budget approach, giving the highest level of detail and accountability. The 2018/2019 Annual Operating Budget is presented to Council as a Program Budget, i.e. the various programs offered by City departments is presented with program descriptions and performance measures to define the level and quality of services delivered to Amarillo citizens. The proposed Budget represents maintenance of current service levels for the more than 250 programs funded by the City. All programs have a demonstrated connection to BluePrint Amarillo and supporting Council Pillars.

The Government Funds above are prepared on a modified accrual basis. The budgets of Proprietary Funds above are prepared on an accrual basis. In the budget process, City departments present a base budget and supplement to the base budget. The base budget is the funding needed to continue programs and departments at their current service level. Supplements to the base budget represent program additions, enhancements, or capital requests including new and replacement capital. The City Council adheres to the following procedures in establishing the budget:

1. Under the City Charter, the City Manager is responsible for preparing and recommending a budget for the City Council’s consideration. The City Manager, working with staff in all departments, reviews and evaluates the base budget and supplemental requests to determine whether they fulfill City Council’s goals and objectives, improve management effectiveness, improve service to our citizens or increase productivity. The proposed budget that the City Manager submits to the City Council includes recommendations for the program of services the City should provide and which can be financed by the City's projected revenue for the budget year.

2. The proposed 2018/2019 budget was filed August 7, 2018, which was more than 30 days prior to the scheduled adoption of the property tax rate. The proposed budget is available for public inspection. The City Council considers the City Manager's recommended budget in multiple work sessions and public hearings. The media is always represented and the public is welcome at all the budget work sessions. Public hearings are conducted to provide for citizen comments. Additional or supplemental information is available upon request.

3. The budget for the next fiscal year is legally enacted by the City Council through passage of an ordinance prior to October 1. Annual budgets are legally adopted for all governmental funds. The budgets for the Capital Project Funds and other special projects are adopted for specific projects rather than on a fiscal year basis. The proprietary funds budgets are not legal appropriations, but instead they are a financial plan for management purposes. The grant budgets are not formally adopted until the City Council approves the granting agency’s contract. Estimates of grant funding are included to present an estimate of all funds available to the City of Amarillo in the budget.

4. Expenditures may not legally exceed appropriations at the fund level for each legally adopted annual operating budget. The City Manager may transfer appropriation balances from one expenditure account to another within a department or fund. The City Manager may also increase revenue and expenditure budgets by a corresponding amount when unanticipated outside funding is received. This adjustment must have no net effect on a fund’s budget. The City Council must approve revisions that alter total expenditures of a fund. Under the City's budget ordinance, the City Council has authority to make such changes in the budget as it deems warranted.

5. At the close of each fiscal year, any unencumbered appropriation balance will lapse or revert to the undesignated fund balance. However, the encumbered appropriation balance in the Capital Projects Funds does not lapse at a year-end. At the end of each project, Capital Project budgets lapse.

BUDGET POLICIES AND GUIDELINES

Annual budgets are prepared for all funds except trust funds. Trust fund revenues and expenditures are governed by the trust requirements. The City of Amarillo utilizes a decentralized operating and capital budget process in preparing the budget. All departments have an opportunity to participate in the budget process. In conjunction with the preparation of the operating budget, all departments also submit a five-year capital plan of anticipated capital needs. The first year of the capital plan becomes the approved capital budget.
CITY OF AMARILLO

In preparing the budget, the City will identify major policy issues and provide for the City Council to annually review and determine the budget policies. Such policies will be incorporated by management in preparing the annual budget and determining the City’s financial policies. The following are those policies and guidelines:

1. The City will consider the long-term aspirational goals of the Council approved Pillars of Success when prioritizing each department’s mission and budget needs.

2. The City will annually undergo a detailed analysis of departmental budgets focusing on each department’s mission and operational programs.

3. The City will consider innovative changes and other methods to offer services to the citizens and to increase efficiencies in its operations and the budget.

4. The City will annually review its current level of service to the citizens.

5. The City will maintain a diversified revenue system with a stable source of income.

6. The City will maintain a property tax rate adequate to produce the revenues for City services included in the City of Amarillo’s General Fund according to best practices.

7. To the extent economically possible, services that are based on a user-fee concept should make every effort to be self-supported by those fees.

The City will adopt an annual balanced budget in the context of a long-term financial plan and maintain adequate reserve levels.

REVENUE/EXPENDITURE PROJECTIONS

All department heads are required to carefully monitor departmental expenditures and revenues throughout the year. The applicable department heads are very familiar with the revenues and expenditures related to their operations and are in the best position to make the revenue/expenditure estimate. All revenue sources are examined annually and individual department heads are responsible for revenue projections on revenue sources under their control. The goal in revenue estimates is that the estimate must be reasonably attainable based on historic data and trends. Department heads receive a three-year history by month and are required to estimate the revenue for the balance of the current year and next year on a month-by-month basis. All revenue estimates are reviewed by the Finance Department for reasonableness and are subject to revision.

Department heads are also responsible for expenditure estimates of their departments. Salary information and three years’ historical expenditure data are provided to the department head at budget preparation. In estimating departmental expenses, department heads base their estimate on historical data adjusted for trends and possible rate increases. All expenditure projections are reviewed by the Finance Department for mathematical accuracy and by the City Manager for propriety.

AVAILABLE FUNDS OR FUNDS AVAILABLE FOR APPROPRIATION

Not all of the fund balance is available for appropriation. A portion of fund balance may be in inventories or prepaid expenses. If these assets were expected to remain at about the same level at the end of the year, they would not be available for appropriation. Since the City historically holds investments to maturity, temporary gains or losses from investment activity are excluded from available funds. Accordingly, we make a separate calculation of the available funds for every fund. The calculation includes cash, investments, and other assets which expect to be converted to cash during the next fiscal year. All liabilities that the above calculated assets will be used to satisfy are deducted along with any outstanding encumbrances at year-end to arrive at the funds available for appropriation. For capital projects funds, we also reduce available funds for the estimated remaining expenditure balances of all construction in progress. For each fund we have included a separate calculation of the available funds.

Citizen Input to the Budget:

In addition to individual citizen input, the City uses various citizen boards as a means of obtaining direct citizen involvement. These citizen boards participate in the budget process of their respective functional area. Before actual budget hearings, the City prepares and files with the City Secretary, a detailed line-item budget as a means of providing our citizens with budgetary information. The proposed budget is also available on the City’s website. The City has multiple budget workshops with the City Council that are open to the public. State law requires the City to publish various tax rates and fund balances in the local
newspapers before any public hearings on the budget. If a proposed tax rate is an increase over our effective tax rate (that rate which would produce the same tax levy on the same property), the City Council must have a meeting to discuss the proposed tax rate and have two public hearings on the tax rate. Since our budget and tax rate are formally approved by ordinance, the City Council must have two additional meetings to consider the ordinances on the budget and tax rate. We also make two additional public notices in the local newspaper and include the notices on the City’s website.

Moreover, the City Council directly solicits citizen input on the budget and other matters of interest through a series of neighborhood meetings held throughout the City. Many of the citizen’s requests and concerns are incorporated in the budget.

**BUDGET PRIORITIES AND SHORT-TERM INITIATIVES**

**Service Levels/Demands and Staffing Changes:**

The Budget addresses the BluePrint Amarillo Council priority of Employee Compensation. The Budget includes dollars to fund year two of the Amarillo Police Officer Meet and Confer Agreement which includes a 2.5% shift differential, 1.0% raises for the Police and Fire Department and average 1% raises for civilian employees, and the continuation of longevity and discretionary retention pay. During 2016/2017, Council approved the implementation of the Pay and Compensation Study which allowed the City to adjust beginning pay for all our pay scales to reflect market rates. The 2017/2018 budget included funding to support the Pay and Compensation Study implemented during the 2016/2017 fiscal year, as well as dollars to address compression between employees created with the implementation of the new pay schedules. The implementation of the Pay and Compensation Study during the 2016/2017 budget was accomplished through the reduction of 21 vacant positions and reductions in other maintenance and operating expenses.

The 2018/2019 budget consists of 2,198 permanent and 366 part-time employee positions. Permanent positions have increased by 21 positions over the current year and part-time positions have increased by four. With the significant budget constraints for the 2017/2018 fiscal year the departments that added positions did so only if there was an outside funding source, reduction of budget dollars in other areas, or the transfer of positions between departments. For 2018/2019, the budget includes enhancements to Public Safety with funding for 17 police officers, including six new neighborhood police officer positions, and five firefighters. Animal Management and Welfare is adding two new positions to staff a spay and neuter clinic that is anticipated to be completed in 2019 and one additional position to help with adoptions. Environmental Health is adding two positions to implement the new grease trap permit and inspection program and one additional administrative position. The Photographic Traffic Enforcement Fund is adding a new program coordinator that will be funded by revenues from that fund. Drainage Utility is adding an Assistant Superintendent position, Airport is eliminating an Airport Operations Manager position, and Information Technology is adding a Special Projects Manager. The position for Information Technology will be used to manage implementation of the Tyler Technologies software currently underway.

Below is a summary of the staffing changes for the 2018/2019 Budget:

<table>
<thead>
<tr>
<th>Personnel Additions</th>
<th>Department</th>
<th>Full Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Specialist</td>
<td>Animal Management and Welfare</td>
<td>1</td>
</tr>
<tr>
<td>Veterinary Assistant</td>
<td>Animal Management and Welfare</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Assistant III</td>
<td>Environmental Health</td>
<td>1</td>
</tr>
<tr>
<td>Environmental Technician</td>
<td>Environmental Health</td>
<td>2</td>
</tr>
<tr>
<td>Storm Water Inspector</td>
<td>Environmental Lab</td>
<td>1</td>
</tr>
<tr>
<td>Firefighter</td>
<td>Fire Department</td>
<td>5</td>
</tr>
<tr>
<td>Police Officer</td>
<td>Police Department</td>
<td>6</td>
</tr>
<tr>
<td>Administrative Assistant IV</td>
<td>Public Health</td>
<td>1</td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>Street</td>
<td>1</td>
</tr>
<tr>
<td>Van Operator</td>
<td>Transit</td>
<td>2</td>
</tr>
<tr>
<td>Program Coordinator</td>
<td>Photographic Traffic Enforcement</td>
<td>1</td>
</tr>
<tr>
<td>Drainage Utility Assistant Superintendent</td>
<td>Drainage</td>
<td>1</td>
</tr>
<tr>
<td>Special Projects Manager</td>
<td>Information Technology</td>
<td>1</td>
</tr>
<tr>
<td>Total Additions</td>
<td></td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Department</th>
<th>Full Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Operations Manager</td>
<td>Airport</td>
<td>-1</td>
</tr>
<tr>
<td>Industrial Waste Inspector</td>
<td>Environmental Lab</td>
<td>-2</td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>Public Health</td>
<td>-1</td>
</tr>
</tbody>
</table>
In total, staffing has increased by 102 positions from 2,462 in 2014/2015 to 2,564 in 2018/2019. Over the past several years, Public Safety has been a priority for the City Council. Of the 58 new positions graphed below, 17 are additional police officer positions with 8 officer positions reallocated to 10 civilian positions in the current year, five are new fire fighter positions, and 5 were increases to the Animal Management and Welfare Department. Below is a graph of total staffing:

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**Employee Compensation:**

Employee compensation is always a budgetary issue. The City of Amarillo is a service-based organization and we must recruit and retain dependable employees to accomplish our mission. During 2016/2017, Council approved the implementation of the Pay and Compensation Study which allowed the City to adjust beginning pay for all our pay scales to reflect market rates. The 2017/2018 budget included funding to support the Pay and Compensation Study, as well as dollars to address compression between employees created with the implementation of the new pay schedules. For 2018/2019, compensation changes include: approval of year two of the Amarillo Police Officer Association Meet and Confer Agreement with a change to the shift differential incentive pay for Police; 1.0% pay increase for Fire and Police sworn positions; 1.0% average pay increase for civilian employees as pay-for-performance; based on annual evaluations. Additionally employees were eligible for a 1% lump sum payment.

Below is a recap of prior budget year pay increases

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/2018</td>
<td>1.00%</td>
</tr>
<tr>
<td>2016/2017</td>
<td>0.00%</td>
</tr>
<tr>
<td>2015/2016</td>
<td>2.00%</td>
</tr>
<tr>
<td>2014/2015</td>
<td>2.75%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>3.75%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>3.50%</td>
</tr>
<tr>
<td>2012/2013</td>
<td>2.75%</td>
</tr>
<tr>
<td>2011/2012</td>
<td>2.00%</td>
</tr>
<tr>
<td>2010/2011</td>
<td>2.00%</td>
</tr>
<tr>
<td>2009/2010</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

For 2016/2017, the City identified one-time dollars to fund a 1% pay adjustment for all employees. This adjustment was in the form of a lump sum payment and did not increase the base pay rates. The additional increases in 2013/2014 above the 2012/2013 rate were funded by a 1 cent property tax increase approved by the City Council. In 2010/2011 and 2011/2012, we could only afford a 2% employee pay raise. Moreover, top management was excluded from the 2010/2011 increases. We had to forgo employee raises in the 2009/2010 budget. The only way we could afford raises in the 2010/2011 budget was to revise our TMRS benefit. We dropped the retiree COLA in the 2010/2011 budget, which saved the City about $2.1 million in the 2010/2011 budget and helped fund a 2% pay raise.

Through all the lackluster years, we were able to maintain all current incentive pays such as CDL driver pay, welder certification pay, and bilingual pay, giving employees opportunities to earn additional money. With the implementation of the
new pay schedule, the City has adjusted the current incentive pays to only include those pays that are over and above the requirement of the positions. The City has also kept the Discretionary Retention Pay (DRP) for civilian employees, which is similar to longevity pay for police officers and firefighters. We have shift differential pay for evenings, nights and weekend shifts. Employees that work on holidays can receive double-time pay.

Benefits:

The City has a valuable benefit package. Police officers and firefighters start their career with three weeks paid vacation and can earn up to five weeks. Civilian employees earn two weeks of vacation time after one year of service and can earn up to five weeks. Employees will earn additional vacation days for each year of service. Moreover, employees are allowed to use up to three days per year of their accumulated sick leave for personal time off. We also recognize eight holidays per year.

Civilian employees also receive 12 sick days per year. Unused sick days can be banked and used in the future. Civilian employees can accumulate up to 60 sick days. Police officers and firefighters receive 15 sick days per year and can bank unused days without limit.

All of our full-time employees are covered in very good retirement plan. Firefighters have their own plan and other full-time employees are covered in the Texas Municipal Retirement System (TMRS). The City had been notified that the annual required contribution to TMRS would be over 23%. Most of the over 800 TMRS cities saw similar increases. TMRS was allowing cities to phase-in the new rates over an eight-year phase-in period. The City’s TMRS rate was scheduled to increase from 17.83% in 2010 to 18.83% in 2011. We estimated that it would cost the City approximately an additional $2.1 million. The City dropped the repeating COLA and the repeating Updated Service Credit in 2011 and the City’s TMRS rate dropped to 14.09%. The repeating COLA was a great benefit for retirees, however, we do not believe dropping the repeating COLA will significantly hurt efforts to attract and retain employees. Amarillo is isolated in terms of competing TMRS cities and attracts most employees from the private sector. Our benefit package is still appealing compared to the private sector.

In 2011, the Texas Legislature combined the three TMRS funds into one fund with a resulting decrease in contributions. The City’s 2012 rate would have decreased to less than 10%; however, we kept the rate at 14% in the budget to be able to provide for future enhancements. Our TMRS rate was scheduled to drop again in 2013 to 8.75%. With the decrease in TMRS rate, in 2013 we added five-year vesting and restored the repeating updated service credits, helping active employees. We believe these changes will help attract and retain active employees. These revisions increased the TMRS rate to 12.04% of pay, which left 1.96% of pay to start funding our post-retirement health care benefit in 2013. Our 2014 TMRS rate dropped slightly to 11.57% leaving 2.43% for our post-retirement healthcare benefit. For calendar year 2019 the City’s TMRS rate decreased slightly to 12.18%, however the City continues to fund 2.43% for our post-retirement healthcare benefit.

The City has historically provided subsidized health insurance to retirees. The City has funded this benefit on a pay-as-you-go basis. The GASB Statement 45 calculation forced cities to cost this benefit, but not fund it. However, there are obvious benefits to prefunding of the benefit. Any benefit that is prefunded is less costly since earnings can be used to offset the cost of the benefit. With the funded option, a city can use a higher discount rate in calculating the benefit, which reflects the decreased cost of funding the benefit. Also, future generations of taxpayers are not burdened with the cost of prior service. The 1.96% contribution to the trust in 2013 and the 2.43% contribution to the trust in 2014, 2015, 2016, 2017 and 2018 will not totally fund the Annual Required Contribution (ARC), but it’s a good start.

Our part-time employees contribute to our deferred compensation plan in lieu of social security. Full-time employees also have the option of contributing to our deferred compensation plan in addition to their retirement. All full-time employees, except police and fire, are covered by social security.

Full-time employees are covered by our health plan. Our health insurance plan is one of the better plans offered in our community. Our $1,500 deductible is one of the lower deductibles in our area. Moreover, the City has always strived to keep the plan affordable to the employees.

This is the sixth year of our employee-only clinic: CityCare. Any person on our health plan can go to the CityCare without a co-pay. While the $1,500 deductible is low for a hospital stay, it was a barrier to primary care for many of our lower paid employees. The clinic has been good for both the employees and the City. CityCare gave all employees, and their dependants on our health plan, access to primary care. The cost of CityCare has been less than the reasonable and customary cost of the services provided. Most importantly, it has helped improve the quality of life for many of our employees and has boosted morale. CityCare has also been an important employee recruiting and retention tool, especially of our lower paid employees.

We started our safety footwear program the same year as our clinic. The City has large self-insurance retention ($1.5 million) on Worker’s Compensation claims and our slip-and-fall injuries were significant in number. The safety footwear program ensures our field employees have the proper footwear for their job. Slip-and-fall injuries have decreased and we feel that the decrease is directly attributable to our safety footwear program. The cost of the safety footwear program is funded by the City’s Self-Insurance Fund and is estimated to cost approximately $103,500 in 2018/2019.
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Insurance and Self Insurance:

The City is self-insured for many lines of coverage and usually has large self-insurance retentions and high deductibles when insurance is purchased. Health insurance, including dental, is in one fund (the Employee Insurance Fund) and other exposures are accounted for in a separate fund (the Risk Management Fund). The strategy is to assume some more risk, but also manage costs. While we do have large deductibles and self insurance retentions, we do have sufficient coverage to protect the organization.

Thru 2015 the City continued to see increasing claims and cost in the Employee Insurance Fund with the claims increasing by 10% for the last four years. The Employee Insurance Fund ended the 2014/2015 budget year with about $31,060 in reserve. This amount is well below the targeted reserve balance of $4.5 million. In addition to the premiums assessed to City departments, employees, and retirees; the City transferred additional funds into the Health Insurance Fund during the 2014/2015 year.

During 2015 the City reviewed the financial stability of the Fund. Since 2013 the City has made significant changes to control costs, deductible increases, out of pocket increases, dependent eligibility audits and premium increases. Historically, the City has very favorable contracts in place for Amarillo hospital services, physician’s services, lab, and pharmacy. Beginning in July 2014, the City entered into a wrap network that has lower negotiated rates for healthcare services outside of the City’s local network. During July 2015 the City issued a request for proposals (RFP) for the third party administration of the medical, dental and flex plans. The City anticipates that a national carrier will have more favorable discounts with network providers. Effective January 1, 2016 Aetna Life Insurance Company began provide the plan administration for the medical and dental programs.

For the 2015/2016 the city saw $5.1 million net reduction in health plan costs driven by a reduction in claims from $24.2 million to 18.0 million, we believe directly related to the Aetna contract. For the 2017/2018 fiscal year we anticipate claims at $19.2 million. We have included a five percent employer health plan increase and anticipate ending the 2018/2019 fiscal year with $5.6 million in reserves, in excess of our $5.0 million target. Overall, the City is very pleased in the cost saving measures experienced by the Health Plan during the last three years.

We believe that our employee-only clinic, CityCare, has helped to stable our healthcare costs. Before CityCare, some of our employees’ only access to primary care was the hospital emergency room. A side benefit of our Clinic is that the Clinic is the largest writer of prescription drugs in our plan and predominately prescribes the lower-cost generic and formulary drugs, which helps contain costs. The Clinic is funded out of our Employee Health Insurance Fund. In keeping with our general philosophy of an incremental approach to rate increases, we increased the employer contribution by 15% in October 2014 and the employee/retiree portion by 15% in January 2015. Deductibles and out-of-pocket amounts remained the same for fiscal year 2015/2016, and increased to $1,500 for the 2017 year. On January 1, 2015, all Medicare eligible retirees (age 65 and above) were moved off of the City’s health insurance plan and onto a Medicare supplement plan. The City funds a monthly stipend to help offset the cost to these retirees. For 2018, we plan to increase the employer contribution by 5%, and there are no changes to employee premiums or deductibles.

The City has specific stop loss coverage with a $750,000 per year deductible. The deductible resets every year. Thus, if a claim crossed a year, two deductibles would apply. Therefore, the specific stop loss would only protect the plan for catastrophic claims. We do not have aggregate stop loss coverage, which would attach after total claims reached a certain point. For the vast majority of claims, the City of Amarillo’s Health Insurance program is essentially self-insured.

Our Dental Plan is entirely employee funded. Like the Health plan these rates increased by 15% for the 2015/2016 fiscal year and again by 10% in 2017. However, premiums for 2017/2018 remained flat. For 2018/2019, premiums also remained flat. As with other health related costs, we believe that the long-term trend is related to higher costs.

We have not had to make a transfer from the General Fund to the Risk Management Fund since 2005/2006. In our revised estimate of the Risk Management Fund, we are estimating revenues of $6.4 million and expenditures of $5.9 million. For the 2018/2019 budget, we are estimating revenues of $7.2 million and $6.1 million in expenditures. Therefore, we should end 2018/2019 with approximately $4.5 million in reserves. The largest line of coverage in the Risk Management Fund is workers compensation. We budgeted $2.5 million for workers comp claims in 2018/2019 and have an additional $500,000 for insurance, protective clothing, safety and other costs. The comp rates multiplied by the pay roll should produce revenues of about $2.7 million in 2018/2019. We have a self insurance retention of $1.5 million per worker’s comp occurrence with full statutory limits. Therefore, we should not receive a comp claim back once they have been transferred to the insurance carrier.

During 2017 the City transferred the administration of the workers comp claims to TPA however we will remain self insured for funding purposes. Our insurance coverage, along with our healthy reserves, should be sufficient for self insurance limits. General Liability, Auto Liability, and Auto Physical Damage combined are budgeted at $1.4 million in 2018/2019. We have purchased police officer liability insurance and cyber liability insurance, which was not purchased in the past. While we have tort limits in State Court, we do not have any protection in Federal Court. The most likely and most significant exposure in Federal Court is police officer liability. Cyber liability was about $35,000 and police liability was about $185,000. Although we do not believe we have much exposure to cyber liability, we were able to obtain very good coverage at a reasonable premium. The police liability coverage protects both the City and the office. Most of the insurance purchased is for property insurance. We purchase
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property insurance with a $250,000 per occurrence deductible. During the 2018 renewal, the City’s deductible for wind and/or hail damage was adjusted to 5% of the value of the property, subject to a minimum $50,000 deductible per location. The City is increasing the reserve requirement in the risk management fund to make sure the City has funding in the event of significant wind damage to one of the City facilities.

Street Maintenance:

Street maintenance came to the forefront as a major budgetary issue in 2011/2012. In fact, most of the tax increase in the 2011/2012 budget was for streets. The Council became increasingly concerned that deferred maintenance of our streets would result in spending significantly more for street repairs in the future. This increased funding was maintained in the Street Department budgets for the subsequent years. During November 2016 the City voters approved $59 million in bond funding to address street infrastructure and improvements.

Capital Improvement Program:

The Capital Improvement Program is one of the most important parts of our budget and our budgetary process. The City has historically funded capital projects on a pay-as-you-go basis, with budgetary surpluses being earmarked to fund our Capital Improvement Program. With the pay-as-you-go philosophy of capital improvements, it is very important to identify and anticipate future capital needs so that they can be provided for in an orderly fashion. In conjunction with our budget, we update our five-year capital program. The first year of the five-year program becomes our capital budget. As more fully discussed in our Capital Improvement section, our Capital Improvement Program addresses various needs in our community. Like most cities, we have an aging infrastructure and many of the projects in the Capital Projects Budgets are much needed replacements. In the short-term, we should see some reduced maintenance costs, as they relate to the infrastructure that was replaced. However, with the continued deterioration of our aging system, there will not be any staff or budget reductions from the replacement of the aging infrastructure. Any savings in staff time or materials will be utilized on other aging infrastructure. Last year the Council has called for a $340 million general obligation bond election on November 8, 2016. The bond election will include seven propositions: Streets, Public Safety, Municipal Facilities, Neighborhood Parks, Civic Center improvements, Fleet Services, and Athletic Facilities. This is the first general obligation election since 2001 when the voters approved expansion to the City library facilities. Voters approved Propositions 1 and 2 for Streets and Public Safety with $109 million. The ability to issue voter approved debt has allowed the City to begin addressing aging infrastructure and will provide budgetary relief to future budgets. The City will incorporate the infrastructure projects and corresponding bond issues over a five year period.

General Capital – The General Construction includes $3.9 million in projects, including $2.0 million to replace the City’s computer-aided dispatch (CAD) system. This system is used by the Amarillo Emergency Communications Center to dispatch 911 calls. There is also $0.5 million budgeted to finalize the NexGen Radio System project, $0.3 million to address maintenance and improvements of City facilities; $0.3 million to review and rewrite the zoning ordinances, $0.4 to replace Transit department buses, and $0.1 million to fund equipment and improvement needs for city parks.

With voter approval of $109.5 million to address street and public safety infrastructure, the City will issue these bonds over a five year period with the first issue in April 2017 of $21.2 million and the second issue in July 2018 of $22.1 million. The City anticipates a third issue of approximately $19.9 million in 2019. This third issue will allow the City to address $7.9 million in street infrastructure projects, $10.0 million for new fire stations, and $0.3 million for the Animal Management and Welfare department to expand its drive through barn and dog runs.

Water and Sewer Capital - The Utilities Fund includes $34.4 million in capital projects, including $29.1 million in bond funding. The City Council has approved a 3% rate increase to fund the capital program. This is the third of five anticipated rate increases, with an estimated 15% rate increase spread equitable over five years to fund just over $140 million in improvements for the same time period. Amarillo now has nearly 1,176 miles of water mains in the City and an additional 998 miles of wastewater mains. The City’s water and wastewater systems are very robust and have excellent capacity. Efforts will continue to focus on addressing aging infrastructure and ensuring future capacity.

Airport Capital – The Airport anticipates FAA grant dollars, $6.1 million to address infrastructure needs for total capital projects of $7.7 million. Projects include $5.1 million to reconstruct Taxiway C, $1.6 million for the design and replacement of Taxiway J, and $0.4 million for phase III of enhancement to the parking lot and parking garage.

Drainage Utility Capital - The $11.7 million in drainage improvement projects, including $10.0 million in bond funds, will fund many targeted drainage improvements along with maintenance and extensions to the storm sewer drainage system.

Other Capital - Projects include $1.1 million to fund the NextGen Radio System project and other improvements at the landfill, $0.9 million in civic center facility improvements, and $7.8 million for routine replacements of rolling stock and computer equipment.
Property Taxes:

The maximum tax rate provided by City Charter is $1.80, of which $1.30 may be levied for general purposes; the remaining $0.50 may be used only for waterworks purposes. The Potter-Randall Appraisal District assesses taxes. The City of Amarillo has contracted with both Potter and Randall Counties to collect taxes. Taxes are due October 1, and become delinquent on February 1. Delinquent taxes are subject from 12% to 18% per annum interest plus a penalty of 5% to 10% and attorney fees in accordance with statutes.

The property tax implementation process begins with the calculation of and publication of tax rates. A taxing entity in Texas must calculate their effective rate, debt service rate, and rollback rates. The effective rate is that rate which generates the same tax levy on the same property as the year before. Generally, if property values rise, the effective rate will decrease; however, there are other factors affecting the effective rate calculation. Changes in the tax status of property, tax refunds, and changes in exemption will also affect the effective rate. The rollback rate is the maximum rate a governing body can levy without giving the citizens an opportunity to petition the governing body for a rollback election. The rollback rate is usually an increase of over 8% the effective rate, but other factors can also affect the rollback rate such as the debt service rate and the sales tax adjustment. If a rollback election is successful, the taxing entity would be required to reduce the tax rate back to the rollback rate and refund the difference to taxpayers that have already paid their taxes.

Under current state law, if the governing body is considering any increase in taxes over the effective rate, they must have a discussion on the proposed tax rate in a public meeting. The tax rate being considered is discussed at the meeting and the vote of each member of the governing body is recorded and published conspicuously in a quarter page ad in the local newspaper. The proposed tax rate discussed at the meeting will then be the maximum rate the governing body can consider. The governing body could lower the rate, but not raise the rate after the meeting to discuss the tax rate. Next, the governing body is required to conduct two public hearings on the proposed tax rate to hear from concerned citizens. Our City Charter requires the proposed tax rate be approved by ordinance, which requires two readings before the governing body. In addition to the meeting to discuss the tax rate and the two public hearings on the tax rate, the public is also welcomed to comment on the tax rate at the two readings of the tax ordinance. Lastly, after passage of the tax increase ordinance on the second reading, the governing body must ratify the action once again. Thus, beginning with the meeting to discuss the tax rate, our citizens have five opportunities to express their thoughts on the proposed tax rate in a public forum. If the taxing entity fails to get the proposed tax rate approved before October 1st, the rate automatically set for the taxing entity is the lesser of the effective rate or the current tax rate.

In addition to being a significant revenue source, property taxes have been our most stable revenue source. Property tax has a very high collection rate on the current role. Over the last ten years, collection rates have varied from 97% to 99% of the current role. Combining the delinquent collections with the current collections, total collections approach 100%. Property taxes are also received early in the fiscal year; most of property tax is collected by the end of December.

Property taxes increased in the 2008/2009 year due to the issuance of Certificates of Obligation. Before the 2007 Certificates of Obligations, the City only had $5.2 million in outstanding General Obligation debt from a 2001 issue. In 2013/2014, the debt service portion of the tax rate is $0.02594. For three years, the City held the tax rate to $0.31009. In 2011/2012, the rate was increased to $0.32009. In 2012/2013, the City kept the same at tax rate of $0.32009. For 2013/2014, the City Council approved a 2 cent property tax increase bringing the rate up to $0.34009. In 2014/2015, the rate was increased to $0.34509. Compared to the effective tax of $0.33207, the $0.34509 tax rate is a 3.92% increase over the effective rate. In 2015/2016, the rate was increased to $0.35072. Compared to the effective tax of $0.33562, the $0.35072 tax rate is a 4.5% increase over the effective rate. This increase will help fund additional police officers. For the 2016/2017 fiscal year the City tax rate remained the same as the prior year at $0.35072 which is a 3.24% over the effective tax rate. For the 2017/2018 the tax rate increased to $0.36364 with the increase in the rate related to $21.2 million General Obligation Bonds issued in April 2017. This bond issue was the first of five annual bond issues related to November 2016 bond elections where the voters approved $109 million in projects to address streets and public safety. For the 2018/2019 the tax rate increased to $0.36838 with the increase in the rate related to $22.1 million General Obligation Bonds issued in July 2018. Our goal is to stage increases over time to be less burdensome on our citizens. However, it should be noted that Amarillo residents still enjoy one of the lowest tax rates as compared to major cities in Texas.

Our citizens voted in a tax freeze for taxpayers age 65 and above and disabled taxpayers. The first year of the freeze was 2007, which set a cap on the amount of taxes the individual will pay for the rest of their life so long as they remain in their home. The freeze also transfers to a surviving spouse for the rest of their life as long as they remain in the same home and are at least age 55 at the time of the death of their spouse. For 2018/2019, the taxable property value subject to tax levy is $10.8 billion. The amount subject to levy excludes the property value of homes that have frozen taxes since they are not subject to levy. Our total taxable value is $13.1 billion; which is up over last year’s value of $12.8 billion. Our tax rate of $0.36838 per $100 valuation will produce a total levy of $46.1 million in 2018/2019 including the frozen taxes of $6.1 million. We should actually collect $45.4 million with a collection rate of 98.5%. Also, based on a tax rate $0.36838, we will transfer taxes of $278,729 to the Tax Increment Reinvestment Zone (TIRZ) Number 1 and $29,407 to TIRZ #2.
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Sales Taxes:

On November 7, 1989, the Amarillo voters approved a 1% increase in the local sales tax. One-half percent (1/2%) of the increase took effect April 1, 1990. The 1/2% increase from April 1, 1990 is to promote economic development in the City of Amarillo. The Amarillo Economic Development Corporation was created to manage the 1/2% sales tax for economic development. The 1/2% sales tax for economic development is not included in the City of Amarillo's budget. The other 1/2% increase in the sales tax was approved by the voters to reduce property taxes in the City of Amarillo. The 1/2% sales tax increase to reduce property taxes was effective October 1, 1990. The 1/2% increase in sales tax used to offset property taxes is reflected in the City's 1990/1991 Budget. Currently, the total sales tax rate in Amarillo is 8.25%, which is the maximum sales tax rate allowed in the State of Texas. The State of Texas' portion of the sales tax is 6.25%, and the local portion of the sales tax is 2%.

Sales tax is the City's most significant single revenue source and provides 32% of the General Fund's revenue. Unfortunately, the sales tax is not as predictable as the property tax. Sales tax is a more volatile revenue source. Because of the size of sales tax revenue, small percentage changes in collection can make significant changes in overall General Fund total revenue.

While the sales tax has been a relatively consistent increasing revenue source for the City, it slipped with the recession during 2008 and 2009. Since that time sales tax revenue seems to have stabilized. The 2014/2015 and 2015/2016 years were record years in terms of sales tax receipts while 2016/2017 experienced a slight dip. We estimate that we will end 2017/2018 with collections of $57.0 million, or approximately 2.5% above 2016/2017. For 2018/2019, we are estimating an increase of 2.4% over the current year to $58.4 million. A graph of the sales tax collections follows below.

Gross Receipts Business Taxes:

Gross receipts business taxes are franchise fees imposed on the various public utilities and the hotel occupancy tax revenue. The revenues are based on a three-year average of receipts adjusted for current trends. The current franchise taxes on the gas, electricity and cable television are 5% of gross receipts. The franchise tax on cable television does not include installation charges. We receive a per-line fee on land line telephone service. The hotel occupancy tax is a 7% room tax on non-permanent residents with an additional 2% tax for the Amarillo-Potter Events Venue District. The Amarillo-Potter Events Venue District portion of the Hotel Tax Revenue is not reflected in the City of Amarillo's budget.

Overall, 2018/19 gross business taxes of $26.0 million are estimated to increase compared to the revised 2017/2018 projection of $25.3 million; an increase of 3%. During the 2016/2017 year the City saw increasing electric utility franchise tax from $7.7 million to $8.5 million. We are anticipating revenue of $9.5 million for 2017/2018 and $9.7 million for the 2018/2019 fiscal year. We are expecting the franchise tax on the natural gas utility to be $3.0 million for 2018/2019 compared to a revised 2017/2018 estimate of $2.9 million. A payment in lieu of franchise tax is imposed on the City's Water and Sewer Utility. The payment in lieu of franchise tax is a monthly per account charge. The $3.05 monthly water payment in lieu of franchise fee will generate about $2.7 million in 2018/2019; the $1.34 monthly sewer payment in lieu of franchise fee will generate about $1.1 million in 2018/2019. We have decreased our 2017/2018 budget estimate for the telephone utility franchise tax slightly to $0.9 million and are anticipating the same level for 2018/2019. Overall, we have been experiencing decreases in the number of phone lines as customers switch to cell phones. While Cable TV appears pretty stable, we are also concerned with the Cable TV franchise tax as satellite TV gains in popularity. Estimated receipts for 2017/2018 franchise tax on the Cable TV have been revised to $2.0 million, down from the original budget. For the 2018/2019 year we have forecasted revenue flat with the revised 2017/2018 estimate at $2.0 million.
In 1998, the City’s telephone franchise tax revenue calculation was changed. The assessment method changed from a gross receipts charge to a per line charge for business and residential lines. The net result of the change was a decrease in expected revenues of about $462,000. This decrease is permanent and future telephone franchise tax revenue will mainly increase with additional lines. Unfortunately, the line count has dropped with the shift towards and the growth in wireless communications. The electricity franchise tax would also be handled in a similar manner beginning in 2002; however, the Texas Panhandle was exempted from the change for five years. The exemption was extended due to the lack of competing electric companies in the Panhandle. However, our citizens enjoy better rates in the regulated environment than most of the State in the deregulated environment. We expect that eventually, the electricity franchise tax revenue will be converted to a per kilowatt-hour charge. While the full effect of the change in the electric franchise tax has not been determined, the resulting franchise tax receipts should not change significantly. Consistent with the above fixed unit franchise tax, the City has also modified its franchise fee on the Water and Sewer Utility. Beginning in the 2001/2002 fiscal year, the City changed to a per account charge. The 2018/2019 franchise tax will be $3.05 for each water account and $1.34 for each sewer account. The change in franchise tax for water and sewer will result in a more predictable revenue stream for the General Fund and a more predictable expense estimate for the Water and Sewer Utility. The water and sewer franchise tax is no longer weather related; however, two of the more significant franchise taxes are still weather related. Both the electric franchise tax and the gas franchise tax is weather dependent and also vary with the fuel costs.

Hotel tax revenue has been steadily increasing and more hotel properties have been added to our city. Actual 2012/2013 revenue was up to $5.7 million, $5.9 million for 2013/2014, $6.3 million for 2014/2015, and $6.8 million for 2015/2016. We experienced a slight dip in hotel tax revenue for 2016/2017 at $6.6 million. We have revised our 2017/2018 revenue estimate up slightly to $6.9 million and expect 2018/2019 revenue to be $7.1 million. Hotel occupancy taxes can vary a great deal from year to year and it is the City’s policy that revenue estimates be attainable. The Hotel Occupancy Tax is a significant single revenue source, but its use is limited. Hotel Occupancy Tax receipts can only be spent on items related to convention and tourist-type activities. The Hotel Tax funds are used for our contract with the Chamber of Commerce for promoting convention and tourism in the city. The Hotel tax also offsets the operating loss at our Civic Center complex and provides funds for capital at the complex. The City has an incentive agreement with the developer of the Convention Center Hotel to rebate local hotel occupancy taxes; the City anticipates $506,559 in rebates for the 2018/2019 fiscal year.

The City is working toward renovation of its downtown and part of the plan will involve using a portion of the hotel tax to support some bonds. It is anticipated that annually, it will take about $2.5 million of the hotel tax for a new parking garage and multipurpose event venue. Our current estimates are that the City still should be able to cover the operating loss at the Civic Center Complex, but the revenue source would have to grow to provide additional capital. With a reasonable growth rate, the hotel tax would also support convention and tourism activities at or near their current levels.

Business and Non-Business Licenses and Permits:

Most of the revenues recorded in the business and non-business licenses and permits relate to the construction industry and food and beverage industry. We experienced a record breaking year in 2012/2013 in construction due to a hail storm that damaged thousands of roofs in the City. We anticipate the increase in construction will continue to drop back down to a normal range in 2017/2018 and 2018/2019 and therefore decreased building permit revenues 11% for the current year. The electrical, plumbing and gas, and heating and air permits are not significant revenue sources in total. Food handling and daycare permits
are estimated to increase 16% for 2018/2019. Most of the food and beverage related permits are expected to be flat except for a couple of minor rate increases. These are not significant revenue sources either.

**Governmental Revenues:**

Government revenues are a significant revenue source to the City. Our governmental revenues include grants and cost sharing activities with other governmental entities. For the General Fund, the most significant governmental revenue is federal and state assistance for our Transit Department. State funding is expected to be at $513,705. Federal transit assistance is expected to increase to $3,237,515. Under our current cost sharing arrangement, we continue to receive about 80% of those funds through our operating assistance grant. In the past, the transit system was accounted for in an enterprise fund. After further review, the transit system was merged into the General Fund. The transit system did not truly belong in an enterprise fund; the transit system was not self-supporting and it is the City's policy to only have the minimum number of funds necessary to account for the City's financial activities. The school district will be using a total of 13 officers in the School Liaison Program. With this program, the school pays the officers' salary during the school year and the City pays the salaries during the summer. The School District's share of the program is expected to be $941,411 in 2018/2019.

Most of the Public Health Department is grant funded. The Amarillo Hospital District (AHD) provides the local portion of the Public Health funding. Next year, we do not expect any reimbursement from the Hospital District. The Hospital District will instead be providing intergovernmental transfers as a match for the Public Health Delivery System Reform Incentive Payments (DSRIP) program. We anticipate these dollars will fund both the DSRIP program and the local portion of Public Health costs. For 2016/2017 Public Health received $5.4 million and for the 2017/2018 fiscal year, Public Health anticipates DSRIP funding of $3.1 million. For the 2018/2019 fiscal year, Public Health anticipates DSRIP funding to remain flat at $3.1 million. These dollars are directly related to the expected deliverables of the DSRIP program, the 2016/2017 year included additional dollars associated with the multi year program. This revenue will be used to fund future year program costs.

The City receives significant grant funding for airport improvements. In the 2017/2018 year, the airport anticipates receiving $7.6 million in federal funds for airport capital projects and 2018/2019 the airport anticipates a slight decrease in federal fund to $6.4 million which will allow the airport to address infrastructure needs. These funds will be used for improvements at the airport.

Most of our governmental revenues are grant funds contained in the Special Revenue Funds. The grant funding is for a variety of different programs and activities including Housing, Community Development, Public Health, and special police initiatives. Our most significant grants are from the Department of Housing and Urban Development (HUD). The Housing and Urban Development (HUD) grants include our Community Development Block Grant Program (CDBG) and various Housing programs. Overall, grant revenues recorded in the Special Revenue Funds are anticipated to decrease slightly from $25.3 million in 2017/2018 to $25.2 million in 2018/2019. We are anticipating an increase in funding levels for Community Development Block Grant from $1.4 million to $1.6 million. We anticipate funding levels for Housing Assistance and Shelter Plus Care will remain flat at $10.3 million and $0.3 million, respectively.


While not a significant portion of the Special Revenue Fund budget, we currently have eight Public Improvement Districts with a combined 2018/2019 budget of $1,640,456. These districts were created to provide special landscaping amenities to the residents of these subdivisions. PID revenue is increasing for next year due to new plats brought on during the current year. The assessments fund the operation and maintenance of the PIDs along with any related debt service.

The City has installed traffic cameras at various new intersections this year and we expect revenue for 2018/2019 to be $0.9 million, a decrease from the revised 2017/2018 estimate of $1.4 million. After recognizing all costs, the City's net portion of this revenue will be used for traffic signal improvements.

The Court Security Fund was created in 2003/2004 to pay for the Municipal Court bailiffs; a three-dollar fee, which is added to offenses, funds these positions. The fee should produce some surplus over the cost of bailiffs, which will be used for security improvements at the Court. The Court Technology Fund collects a four-dollar fee on offenses and is used to fund technology improvements at the Court. These revenues are estimated to be flat for 2018/2019.

The Police Department's Seized Property Fund is being used for the operations portion of our local narcotics task force. The salaries and officers are included in the Police Department budget in the General Fund; the other operating costs are funded from seized property. Seized funds are received from the courts and are difficult to estimate. A graph of the budgeted governmental revenues included in the Special Revenue Funds follows.
Public Safety and Health:

We are anticipating a slight increase in Public Safety and Health revenue; revenue is expected to increase from $2.8 million in 2017/2018 to $3.0 million in 2018/2019. The reimbursement from the Airport to the General Fund for fire protection, which is the largest single revenue source in this category and makes up over half the revenue, will increase by approximately $55,000 in 2018/2019. The reimbursement is calculated from our Cost Allocation Plan. Warrant fees are expected to decrease slightly from $0.6 million in 2017/2018 to $0.5 million in 2018/2019. Warrant production has been one of the priorities of our Municipal Court and Police Department. In 2003/2004, we outsourced warrant collection. A 30% collection fee is added to the cost of the warrant and paid by the defendant, which covers the cost of collection. During 2014/2015 the City moved the warrant collection in house, warrant collections have remained very strong and the cost to the defendants is reduced as there is no associated 30% collection fee. The Vital Statistics function (maintenance of birth and death records) is the third largest revenue source in the Public Safety and Health category. Our revised current year estimate is $240,000 and we are expecting Vital Statistics revenues in 2018/2019 to increase slightly to $250,000. The Vital Statistics revenue is one of our best revenue sources because of the low cost associated with collecting this revenue. Warrant fees are very labor intensive to process and collect.

Sanitation:

The sanitation revenues represent user charges for collection and disposal of solid waste. Sanitation revenues also provide for the budgetary transfer to our Solid Waste Improvement Fund to provide for ongoing capital costs at the city landfill. Over the next five years, these annual landfill improvements are expected to average close to $1.0 million. In 2006/2007, we budgeted $8.0 million to begin opening a new cell at our landfill and making improvements in our transfer station. In 2007/2008, another $2.5 million was budgeted for the liner at the new cell. With the 2016/2017 $5.5 million gas collection and control system project; the City’s ability to support this level of capital expenditure will necessitate larger transfers in the future.

Sanitation charges are billed along with the water and sewer charges to residential and commercial customers. Residential customers receive twice-a-week service in the winter and three times per week service in the summer. Service varies with commercial accounts and can be as much as six pick-ups per week. Landfill charges are collected at the landfill or are separately billed. Sanitation revenues decreased from 2014/2015 to 2015/2016 due to landfill revenues going back to a normal level after the 2013 hail storm. Since monthly billing is fixed, the revenue is very predictable.

The graph that follows shows the trend of sanitation collections.
Culture and Recreation:

The culture and recreation revenue category consists of revenues from City-sponsored activities. Civic Center charges and various golf course revenues are the major sources of revenue in this category. The City owns and operates a convention center complex, which includes the Civic Center and the Globe News Center, as well as two 36-hole golf courses. The balance of this culture and recreation category is made up of participant fees and library late charges. In total, we expect an increase in the culture and recreation category. Total culture and recreation revenue for 2018/2019 is projected to increase to $7.3 million compared to a revised revenue estimate of $7.0 million for 2017/2018. Most of the increase is in golf course related fees $160,000. A graph of culture and recreation revenue follows.

The combined golf fees make up the largest portion of culture and recreation revenue. In 2017/2018, the City focused on reducing the General Fund subsidy to the golf course program. The revised Golf revenue estimate for 2017/2018 is expected to increase over the original budget, directly related to fee increases. Additionally, we expect golf revenue 2018/2019 to increase slightly over the revised 2017/2018 estimate. In general, golf revenue is always difficult to estimate because it is so weather dependent. A graph of golf revenue follows below.
Civic Center revenue is the next largest revenue source in culture and recreation revenue. The Civic Center complex revenue is comprised of revenues from the Globe News Center for the Performing Arts, Auditorium, Coliseum and exhibit area rentals at the Civic Center, commissions on novelties and concessions, box office charges and advertising revenue. Civic Center revenue is expected to remain flat at $2.1 million for 2017/2018 and 2018/2019. Rental rates were increased by 20% in both 2011/2012 and 2012/2013. The purpose of these increases was to free up hotel tax to be used for a proposed ball park, which will also host other events. A graph of Civic Center revenue follows.

Fines and Forfeitures:

Fines and forfeitures are estimated to remain flat for next year. Most of the fines and forfeitures are related to traffic violations with the major revenue source being traffic fines. We intend to continue aggressively pursuing monies due the court. We have an internal collection program. In 2003/2004, we added $3 to each ticket for the Court Security Fund; this fee should generate about $107,300 next year. The Court Security Fund will pay for the bailiffs at the court. In addition to the $3 Court Security Fund, we added $4 on each ticket for the Court Technology Fund. The Court purchased and installed new court software in 2009/2010. The Court Technology Fund paid for the upgrade and the ongoing maintenance. The Court Technology Fund generates about $142,600 from the $4 fee on each ticket. Both the Security Fund and Court Technology Fund are accounted for in the Special Revenue Funds. A graph of the court related revenue excluding the Security Fund and Court technology Fund follows.
Forfeited discounts are the next largest single revenue source in the Fines and Forfeitures category. Water, sewer, sanitation, and drainage charges are billed net of a discount. This discount is forfeited if not paid within ten days. The purpose of the discount is to encourage prompt payment of the bill and reduce bad debt losses. For 2018/2019, we are anticipating $1,723,700 in forfeited discounts, compared to $1,745,805 in 2017/2018. There can be significant variations in forfeited discounts. In keeping with our policy that all revenue estimates be realistically attainable, we have budgeted a conservative figure for forfeited discounts. A graph of forfeited discounts revenue follows.

Interest Earnings:

In the past, interest earnings were a significant revenue source to all funds. In 2016/2017, $1,737,504 was generated in investment income. The City portfolio has a short-weighted average maturity and is dependent on short-term interest rates and short-term rates have been very low but are starting to slowly increase. Thus, interest earnings are being to see an increase. In investing City funds, our objectives are to preserve capital, to provide liquidity, and maximize return within the constraints of capital preservation and liquidity. Short-term rates have been at historic lows but we anticipate them to continue the slow rise over the next year. We are anticipating interest income of $3,358,718 in 2018/2019, compared to our revised estimate of $3,249,744 in 2017/2018. The above-mentioned anticipated increase in investment income can be seen in the graph below.
General Fund Administrative Charges, Miscellaneous and Other Revenue:

General Fund administrative charges consist mainly of charges to internal operations like water, sewer, airport, drainage, and grants, but also include charges for the administration of our weed enforcement program and collection fees for state court costs. The most significant revenue items in the administrative charges are the revenues derived from the City’s Indirect Cost Allocation Plan. The administrative charge to Water and Sewer, Airport, and Drainage are derived from the Indirect Cost Plan. The actual indirect cost reimbursement to the General Fund represents the various grant portion of General Fund overhead. Airport administrative charges will increase to $170,074 in 2018/2019 compared to $161,659 in 2017/2018. Water and Sewer administrative fees increased from $1,457,018 in 2017/2018 to $1,457,898 in 2018/2019. Indirect costs charged to City activities and grants will increase from $1,786,220 in 2017/2018 to $1,809,590 in 2018/2019. As a general rule, indirect cost changes are exacerbated by annual carryover adjustments. If an over or under recovery occurs, the indirect cost is adjusted to the new calculated cost and the over or under recovery is also applied. Applying the carryover adjustment results in full cost recovery, but it can also cause large variations in recoveries on an annual basis.

The payment in lieu of property tax imposed on the Water and Sewer Utility is a significant revenue source in this category. The payment in lieu of property tax is increasing due to the increase in the plant and equipment in our Water and Sewer Fund; the payment in lieu of property tax will increase to $4,047,438 next year. The Event District has agreed to pay the City a management fee for the operation of the Venue District addition to the Civic Center. The Event District operating revenue is budgeted at $398,004 for 2018/2019, which is the same as 2017/2018.

Operating Transfers:

An equity transfer involves the closing of a fund and the transfer of the closed fund’s entire fund balance to another fund. Operating transfers involve the transfer of assets from one fund to another in the normal course of the fund’s operations. Historically, the interest income from Capital Project Funds that relied on the General Fund for support was recorded as General Fund Income. The City adopted GASB Statement 31, which requires investment income to be reported in the fund that held the investment.

Utility Sales and Service:

Utility sales and service is a major revenue source to the City of Amarillo. Water meter sales and sewer charges make up 94% of total water and sewer revenue. Water and sewer revenues are very difficult to predict because they are so weather dependent. With the exception of the minimum or base charge, water sales are completely based on consumption. Moreover, we utilize an increasing block structure to encourage water conservation. The increasing block structure creates additional consumption-based revenue, which makes it more difficult to estimate. Sewer revenue is somewhat more predictable since the residential charge is set for the year based on the winter water consumption. However, sewer commercial accounts are based on water consumption each month, usually with a separate meter for irrigation. When estimating water and sewer charges, we use a normal year of about 16 billion gallons in sales as opposed to trying to anticipate high or low consumption. Water and sewer charges are billed monthly and are very collectable. However, since the revenue is consumption-driven, it can vary significantly.

Our water and sewer system has a great deal of needs. We are in the process of upgrading our aging water and sewer infrastructure. Moreover, we added a new water supply to the City in 2010/2011; the first new supply in about 50 years. Consistent with our incremental approach, we have been raising water and sewer rates over the last several years. In 2001/2002 and 2003/2004, Water and Sewer Utility revenue had a 5% increase in water and sewer rates. Our 2006/2007 rate
increase was expected to generate about an 8% increase in water and sewer revenue. The 2006/2007 rate increase had two components. First, all water and sewer rates would increase by 6% effective October 1, 2006. Also effective October 1, 2006, we added a third tier to our residential rate structure and commercial irrigation meters were put under the residential rate structure to encourage conservation. However, both components of the rate increase were very volume dependent.

The 2007/2008 rate structure was designed to generate a 10% water and sewer increase in a normal year. The third tier rate (added in 2006/2007) had been effective in deterring large consumption and was left alone. However, a new rate structure was put in place to be less sensitive to changes in volumes.

Like 2007/2008, the 2008/2009 rate structure was also designed to generate a 10% water and sewer increase in a normal year and encourage conservation. In fact, many residential customers did not even see an increase.

For 2008/2009, we also redesigned our sewer structure. The new sewer minimum charge was raised but included the treatment of the first 3 thousand gallons of wastewater. The new sewer rate structure was very comparable to our new water rate structure where the minimum bill also includes the first 3 thousand gallons of water. Another change in the rate structure was that we began having a commercial and residential rate for treating wastewater. Treating commercial wastewater is more difficult and more corrosive on our system than treating household wastewater. Therefore, beginning in 2008/2009, the rate was $1.35 per thousand gallons for commercial wastewater and $1.25 per thousand gallons for residential wastewater after the first 3 thousand gallons. Commercial accounts are billed for their sewer volume based on their water consumptions. Residential customer’s sewer usage is estimated from a winter average of water usage. As with water, the low volume customers saw less of an increase.

Water and sewer customers that use more water, incurred most of the rate increase in 2008/2009. While the new structure encouraged conservation, our revenue system became more volume dependent. The paradox of conservation is that if conservation actually works, the system has revenue shortfalls and additional rate increases are needed.

The 2008/2009 rate increase was only a portion of the rate increase needed for the new well field project and to provide more internal capital for infrastructure improvements. We were able to obtain favorable financing from the Texas Water Development Board and issued $38,885,000 in bonds for a portion of the well field project. The average interest rate was $2.09%. However, the sheer size of the issue called for a 10% rate increase. The rate increase was applied across the board in 2009/2010 and all customers saw the 10% increase.

The City was successful in obtaining the balance of the Potter County Well Field project ($47.4 million) from Texas Water Development Board (TWDB) at a very attractive interest rate (1.97%) for twenty-year debt. Moreover, the City obtained another $18 million in funding from the Texas Water Development Board for improvements at the Osage Treatment Plant at 0%, again for twenty-year debt. While the interest rates are very attractive, the borrowing still has to be repaid. Therefore, we had another 10% rate increase in 2010/2011.

We had a great opportunity in 2010/2011. The Canadian River Municipal Water Authority (CRMWA) purchased over 213 thousand acres in water rights from Mesa water. Most of the water rights were contiguous with CRMWA’s holdings in Roberts County. Since the holdings are contiguous, future development of the holdings can take advantage of existing infrastructure. While purchasing water rights is expensive, developing the rights is even more costly. However, the portion in Ochiltree County was contiguous with the City of Amarillo’s water rights. In fact, CRMWA would have to cross the City of Amarillo’s water rights to develop the field. Thus, it made more sense for the City of Amarillo to own the Ochiltree County water rights than CRMWA and the City purchased the rights from CRMWA. The City issued $16.3 million in Water and Sewer bonds to purchase the Ochiltree County water rights from CRMWA and the City’s portion of the CRMWA debt is another $38.1 million. This transaction necessitated another rate increase. In total, we needed an 11% rate increase to service the debt. In order to avoid another double-digit rate increase, the debt was structured so that we could have a 6% increase in 2011/2012 and another 5% increase in 2012/2013.

We included a 2% increase in water rates for the 2013/2014 year. The City issued approximately $8.4 million in bonds through the TWDB to fund the Lift Station #7 reconstruction and improvement project. This rate increase will be used to fund the debt service. During the 2015/2016 fiscal year the City implemented at 3% rate increase to fund additional debt associated with the Arden Road transmission line project. For the both the 2016/2017, 2017/2018, and 2018/2019 fiscal years the City has increased rates by 3% anticipating $28 million in bond issues to fund capital projects.

Our 2011/2012, 2012/2013 and 2013/2014 water and sewer revenue were substantial at over $66.2 million, $67.4 million and $67.8 million, respectively. The area has been experiencing drought conditions for the past several years. Thus in 2011/2012, 2012/2013, and 2013/2014 the City experienced increased water consumption. Our projected budgets are based on average consumption levels.

While the rate increases have been substantial, we are still staging the increases in an attempt to be less burdensome on our customers. Even with the above rate increases, our citizens enjoy some of the lowest water and sewer rates in the State.
following chart graphs the actual water and sewer sales for 2015/2016 and 2016/2017 as well as the projected sales for 2017/2018 and 2018/2019. Water and sewer sales for the 2015/2016 fiscal year reflect a significant increase from the 2014/2015 fiscal year. The 2014/2015 year received a significant amount of rainfall, in fact, this year’s rainfall is ranked 4th of measurable rainfall years. The 2016/2017, 2017/2018 and 2018/2019 years reflect a normal water usage. These three years include a 3% rate increase.

Airfield Revenues:

Airfield revenues include fees charged for use of the airfield. Landing fee revenue is the now the second largest revenue source in this category. Landing fees are based on the number of flights and the weight of the aircraft. Overall, we are estimating a slight increase in landing fees from $545,802 in 2017/2018 to $550,000 in 2018/2019. In 2008/2009, we began charging a Passenger Facility Charge (PFC) of $4.50. The PFC is one of the Airport’s most significant revenues. The PFC generated about $1.40 million in revenue in 2013/2014, $1.35 million in 2014/2015, $1.32 million in 2015/2016, $1.22 million in 2016/2017, should generate approximately $1.36 million in 2017/2018, and an estimated $1.33 million in 2018/2019. The PFC will be used to service the debt on the $17.4 million bond issue in 2008/2009 for terminal improvements.

Terminal Building Revenue:

Terminal building revenue is the Airport’s most significant revenue source and contains terminal rentals and commissions for the vendors that utilize the airport terminal. The auto parking concession is included in terminal building revenue. The airline rental revenue also includes the cost of Airport Security Service. The Airport may also increase future fees to reflect increases in cost. Historically, the parking concession has been our most significant single source of operating income. Depending on the year, either airline rental income or airport parking revenue is the number one revenue source. Next year, we expect airline rentals to be $2.1 million. However, the most significant change in this revenue category is the addition of a Customer Facility Charge in 2014/2015. With the construction of a common facility to service all the rental cars, and car rental customers are charged $3 on car rentals to pay for the facility. We estimate Customer Facility Charge revenue at approximately $0.6 million for 2018/2019. Parking revenue is budgeted at $2.8 million for 2018/2019 which remains flat with 2017/2018 revised estimate. The new restaurant and bar located inside the secure portion of the terminal generate about $210,000 in revenue. Car rental revenue is expected to be $940,000 in 2018/2019 as compared to $1,044,393 in 2017/2018. A graph of terminal building revenue follows.
Other Building and Grounds Revenue:

Other building and grounds revenue is a significant airport revenue source. Most leases have provisions to increase with the Consumer Price Index on some periodic basis. Grounds rental revenue is from various ground lease agreements with car rental companies, charter aircraft companies, corporate hangars, grazing leases, tower leases, and farming leases. As mentioned above, these leases have an annual increase built into the lease agreements and the projected amounts are based on the individual leases. Similar to the ground leases revenue above, other building rental revenue is from building leases with various tenants and the projected revenue is based on the individual leases and occupancy. We are estimating a decrease in Airport other building and ground rentals from $1,507,857 in 2017/2018 to $1,395,966 in 2018/2019.

Fleet Services and Information Services Interdepartmental:

The equipment rental revenue source represents the departmental user charge for shop owned vehicles, trucks, and rolling stock. The revenue source is calculated from departmental budgetary estimates. The fleet user rate has two components: an operating rate and a replacement rate. In conjunction with converting to a new automated fleet system, rental rates were converted from a per mile rate to a monthly rate. Since anticipated usage in miles can be difficult to estimate, the monthly rate is easier to budget. During 2010/2011, fleet rental rates were lowered 10%, even though the City continued to experience increased cost in repair parts and erratic fuel prices. The decrease in rates was to give some much needed budgetary relief in other areas. While individual department budgets can vary, we increased rates by 5% overall in 2011/2012 and 2012/2013 and by 7% in 2013/2014 and 2014/2015 to help make up for the decrease. During 2013/2014, we also restructured the rates charged to Enterprise Funds, including Solid Waste which is located in our General Fund, in order to align the rates with actual costs. We increased garage rental rates again in 2015/2016 and 2016/2017. Fleet Services Fund is in decent shape and should still have about $6.9 million in available funds. We expect Fleet Services interdepartmental charges to decrease from $16,271,799 in 2017/2018 to $16,232,704 in 2018/2019.

Our Information Technology Fund operates similar to our Fleet Services Fund. We have developed a charge-out system based on the hardware, software, and services utilized by the various user departments. We increased rates overall by 3% in 2013/2014, 4% in 2014/2015 and 3% in 2015/2016. Beginning in 2013/2014, our telecommunications department and related user fees have been moved into our Information Technology Fund. User fee revenue is expected to increase to $6,319,026 for 2018/2019. As with the Fleet Services Fund, we expect future rate increases in the Information Technology Fund.

COMMENTARY ON AVAILABLE FUNDS

General Fund:

The General Fund began the year with $42,757,840 in available funds. We anticipate ending the 2017/2018 fiscal year with $46,511,904. We had intended to reduce our General Fund available funds in 2017/2018. We had targeted the 2017/2018
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fund balance at $40,692,915 and budgeted $4.6 million in transfers to capital projects funds. The increase in the 2017/2018 fiscal year available funds is due to a combination of more revenue than expected and departments under spending their operating budget. Historically, year-end surpluses have been earmarked mainly for capital projects. In 2017/2018, we budgeted a $0.3 million transfer to our General Construction Fund, $1.2 million transfer to our Street and Drainage Improvement Fund, $0.6 million transfer to our Solid Waste Improvement Fund, and $2.5 million transfer to the Civic Center Improvement Fund. For the 2018/2019 budget, we budgeted a $3.1 million transfer to the General Construction Fund. The 2018/2019 transfer to the Solid Waste Improvement Fund is $1.0 million, and $2.3 million is budgeted as a transfer to the Civic Center Improvement Fund. After the 2018/2019 transfers, the City should have $43,578,953 in available funds. The 2018/2019 available funds is consistent with our targeted reserve of three months operating expenditures excluding the transfer to General Construction. Moreover, due to our conservative budgeting practices, we generally end the year with a reserve that is more than three months operating expenditures.

The transfer to the Compensated Absences Fund was eliminated in 2010/2011 and not budgeted for 2011/2012 or thereafter. The balance in the Compensated Absence Fund should be sufficient for the next fiscal year, but will need to be restored in the future.

Many cities target a two-month operating reserve. We target a three-month operating reserve because of the volatility in our revenue sources. Sales tax is our main revenue source and even small percentage changes amount to significant differences in revenue. Franchise fees are also important revenue sources to the General Fund, and many of these fees are weather dependent.

General Interest and Redemption:

The General Interest and Redemption Fund is used to accumulate funds for the payment of the general long-term obligations of the City. Relatively speaking, the City of Amarillo still has very little tax supported debt. Our tax supported debt consists of one bond issue for library improvements; the 2007 Certificates of Obligation and the 2010 Certificates of Obligation were issued for the Grand Street Bridge project. During 2017 the City issued the 2017 Certificates of Obligation to fund public safety radios and the 2017 General Obligation Bonds for the first year of the November 2016 voter approved debt to fund streets and public safety. Our tax supported debt will require a property tax of $0.03666 per $100 valuation in 2017/2018. We anticipate that we should end 2017/2018 with $2.8 million in our General Interest and Redemption Fund, and end 2018/2019 with $630 thousand. Since property taxes are both highly collectable and predictable, we only target a modest amount of available funds in the General Interest and Redemption Fund.

The City has historically used the Certificates of Obligation structure when issuing self-supporting debt to obtain more attractive interest rates. In 2010/2011, the City had issued two Certificates of Obligation for self-supporting debt. The City issued $3.7 million for golf course improvements and $2.2 million in a TIRZ streetscape project. The golf course debt will be paid from golf related revenues and the TIRZ debt will be paid by participation of the TIRZ taxing entities.

The City has had six Certificates of Obligation issues for improvements at the Greenways Public Improvement District and for improvements at the Colonies Public Improvement District. The Certificates of Obligation issued for Greenways and Colonies improvements are funded by special assessments on the property owners of those subdivisions and do not require the levy of a property tax.

Most of the funds accumulated in our debt service funds are to satisfy the City’s obligation to pay accumulated vacation, sick pay, and comp time. State law allows police officers and firefighters to accumulate unused sick leave without limit and requires that they be paid for up to 90 days of unused sick leave at termination. In addition to accumulating unused sick leave, all full-time employees can also accumulate up to 65 days of unused vacation pay. Traditionally, the City of Amarillo personnel rules had extended the 90-day payment of unused sick leave provision to full-time civilian employees with at least 10 years of service. However, beginning in 2007, the City of Amarillo changed its sick leave and vacation leave policy for new civilian employees. Civilian new hires after 2007 will be allowed to accumulate up 60 days of unused sick leave and 30 days of unused vacation pay. The new sick leave and vacation policy should slow the accumulation of accrued sick leave and vacation pay. While the new policy is clearly not as good as the old policy, it is still an attractive benefit. The new policy does not apply to police officers or firefighters, which still represent a great deal of liability.

It is the City’s policy to indentify and prefund liabilities as opposed to a pay-as-you-go funding. In the past, the City has prefunded the liability for sick leave and vacation so that funds are available at termination to pay the benefit. The City only partially funded the sick leave and vacation benefit in 2009/2010 and has not funded the benefit since then. At the current withdrawal rate, the sick leave and vacation accumulation will be exhausted during the next fiscal year. One of the best reasons to prefund a benefit is that the earnings on the accumulated funds can be used to reduce the cost. Unfortunately, there are not much earnings in this low interest rate environment and less of an incentive to prefund the sick leave and vacation benefit. In any event, we will have to begin funding this obligation again or pick it up on a pay-as-you-go basis in the 2019/2020 fiscal year.
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While we have accrued the cost, we have not funded the liability for closure and post-closure costs at our landfill. Moreover, we have historically not prefunded the cost of our other post-retirement benefits, other than pensions. City employees can keep their City health coverage after retirement at very attractive rates that do not reflect the total cost of the benefit. The landfill costs are insignificant compared to the cost of post-retirement health coverage. Beginning January 1, 2013, we funded a trust dedicated to the costs associated with our other post-retirement healthcare benefits. We allocated 1.96% of all full-time salaries to the new trust for calendar year 2013. The rate increased to 2.43% beginning January 1, 2014 and will remain the same through fiscal year 2018/2019.

We began the year with $4,602,698 in available funds set aside for the City’s general obligations. We anticipate ending the 2017/2018 fiscal year with $2,847,860; a decrease of $1,754,838. In 2018/2019, available funds are expected to be $630,882 with $3,067 set aside for compensated absences and $627,815 thousand for tax supported debt.

Enterprise Funds:

The Enterprise Funds are business-like activities that sell a product or service to the general public. The City of Amarillo Enterprise Funds consists of the Water and Sewer Fund, the Airport Fund, and the Drainage Utility Fund. All of these funds are self-sustaining and do not require any assistance from another fund. An enterprise fund provides for both operating and capital funding of their respective activities. Thus, the reserve of an enterprise fund consists of an operating reserve and a capital reserve. By policy, we target three months operating expenditures as an operating reserve plus about one year’s normal capital expenditures as a capital reserve.

In total, Enterprise Funds began the year with $45.6 million in available funds. Ending the 2017/2018 fiscal year, available funds are estimated to be $43.7 million, a decrease of $1.9 million. In 2018/2019, available funds are expected to decrease to $42.3 million related to a decrease in revenues and an increase in operating expenditures in Airport.

Most of the above change in available funds would be attributable to the Water and Sewer Fund. Of the above $45.6 million in beginning available Enterprise Funds, the Water and Sewer Fund represents $35.6 million. At the end of 2017/2018, we expect the Water and Sewer Fund to decrease to $35.1 million. We began our 2017/2018 year with beginning available funds equal to the original budget projection. Water and sewer available funds should increase to $36.1 million by the end of 2018/2019. After considering our reserve for sick and annual leave of $1.0 million and our legal reserves of $13.5 million, our net operating reserve would be $21.6 million. We will be very close to a three-month operating reserve of $13.0 million and a one-year capital reserve of $9.0 million in our Water and Sewer Fund.

We have very conservative methods of budgeting. For capital projects, we consider the funds are no longer available when they are budgeted for a project instead of projecting the future cash outflows of these projects. The Water and Sewer Fund had cash and investments at the beginning of the year of approximately $133.7 million, but after subtracting liabilities and capital project budgets of $98.1 million, we consider available funds to be $35.6 million. Please refer to the Enterprise Fund Summary of Resources and Expenditures for more detail on the available funds calculation.

The Airport Fund began the year with approximately $6.3 million in available funds. We expect the available funds to decrease to $5.3 million by the end of 2017/2018. In 2018/2019, we expect airport available funds to decrease to $3.5 million. The above $3.5 million of estimated available funds in 2018/2019 will fall slightly below our target of three months operating expenditures plus one year’s normal capital expenditures. The target balance is approximately $4.3 million: $2.3 million for a three-month operating reserve and $2.0 million for a one-year capital reserve.

The Drainage Utility Fund began the year with approximately $3.7 million in available funds and we expect available funds to decrease to $3.3 million by the end of 2017/2018. The new assessments began October 1, 2012. After six full years of collections and operating and capital expenditures, we anticipate ending 2018/2019 with $2.6 million. Our targeted reserve is $2.8 million: $0.8 million for a three-month operating reserve and $2.0 million for a one-year capital reserve.

Internal Service Funds:

Internal Service Funds are similar to enterprise funds above in that they are used for business-like activities. However, the Internal Service Fund’s customer is the sponsoring governmental entity. Internal Service Funds are used for activities where it is important to recognize the full cost of a function on the accrual basis. The City of Amarillo Internal Service Funds consists of the Fleet Services Fund, the Information Technology Fund, the Risk Management Fund, and the Employee Insurance Fund. Like an Enterprise Fund, an Internal Service Fund provides for both operating and capital funding of their respective activities. Thus, the reserve of an Internal Service Fund consists of an operating reserve and a capital reserve. By policy, we target three months operating expenditures as an operating reserve plus one year’s normal capital expenditures as a capital reserve. The Risk Management Fund and the Employee Insurance Fund do not generally have capital expenditures; therefore, these funds would not need to provide for a capital reserve. However, we need available funds for large, out-of-ordinary claims that may occur.
In total, the Internal Service Funds began the year with approximately $18.1 million in available funds. We are estimating that by the end of 2017/2018 fiscal year available funds will decrease slightly to $17.9 million. In 2018/2019, available funds are expected to increase by $1.2 million to $19.1 million. In sum, our targeted reserve for the Internal Service Funds should be about $20.1 million: Fleet Services $7.4 million, Information Technology $2.7 million, Risk Management Fund $5.0 million, and $5.0 million for the Employee Insurance Fund. The 2018/2019 balance of $19.1 million is short of our targeted $20.1 million. Over the last three years the City has successfully reduce the upward trending claims costs in the Employee Insurance Fund and has been able to rebuild reserves. Going forward the City anticipates that the claims will trend upward and continues to monitor health provider networks and plan design, however this is an area that will continue to see funding increases.

The Fleet Services Fund started with $8.9 million in available funds. We increased fleet rental rates by 7% and restructured Enterprise Fund rates, including Solid Waste, in 2013/2014, 2014/2015 and 2015/2016. In 2016/2017 we increased fleet rental rates by another 7%. We expect 2018/2019 fleet available funds at $6.9 million. However, the City was able to address needed capital replacements with capital expenditures of $5.0 million. The 2018/2019 available funds of $6.9 million fall slightly below the targeted reserve of $7.4 million.

Like the Fleet Services Fund, the Information Technology Fund has experienced abnormally large capital expenditures in the past few years, which has depleted their available funds. Beginning available funds for the Information Technology Fund were approximately $2.0 million. We expect Information Technology’s available funds to decrease slightly to $1.9 million for the 2017/2018 fiscal year. In 2018/2019, available funds are expected to increase slightly to $2.0 million. Our estimated 2018/2019 available funds of $1.7 million after subtracting a reserve for sick and annual leave are slightly below a three-month operating reserve of $1.3 million and leave a balance for capital of $0.7 million.

The Risk Management Fund (sometimes referred to as the Self-Insurance Fund) provides coverage for most of the City’s exposures including general liability, worker’s compensation, employer’s liability, police officer liability, public official liability, auto liability and auto physical damage. The Risk Management Fund purchases property insurance including boiler and machinery, police office liability, malpractice insurance for our clinic and carries excess worker’s compensation insurance. We generally have very high deductibles or self-insurance reserves with our purchased coverage. State law protects the City with an overall liability limit of $250 thousand per occurrence; therefore, the City has not purchased excess coverage for auto or general liability. The City’s main liability exposure would be in Federal Court. Our greatest exposure in Federal Court would be involving a police officer, thus we have purchased police officer liability coverage that protects both the officer and the City. Overall, our claims experience has been improving. The Risk Management Fund began the year with $3.0 million in available funds. For 2017/2018, we expect to end the year with $3.4 million in available funds. We expect to end 2018/2019 with available funds of $4.5 million. All known claims are fully funded at their estimated value based on an actuarial study. Additional available funds are necessary for incurred but not reported (IBNR) claims and for catastrophic claims. Obviously, IBNR claims and catastrophic claims are very difficult to predict and with changes in our property insurance policy deductibles we would like to have about $5.0 million in available funds for these claims. Therefore, we will end 2018/2019 less than our targeted reserves. However, we are very pleased that we were able to increase reserves by $1.5 million dollars in a two-year period.

The Employee Insurance Fund provides life and employee medical coverage, including dental, to City employees and retirees along with their dependants. The Employee Insurance Fund purchases life coverage, but is self-insured for medical and dental. However, we have individual stop-loss coverage, which resets annually, if a claim is more than $750 thousand. Dental is entirely employee/retiree funded. Employee healthcare is largely employer-funded, but employees and retirees are also required to make contributions.

During 2013, 2014 and 2015 the Health Plan saw a significant increase in claims. In order to reduce the possibility of a large rate increase, and in keeping with our general philosophy of an incremental approach to rate increases, deductibles and out of pocket amounts were increased as of January 2014. Plan deductibles are currently $1,500 per person, and the maximum out-of-pocket expense is $5,000. The maximum out-of-pocket is all an employee/retiree would be required to pay in a calendar year before the plan pays at 100%. We would rather make smaller incremental changes to the Plan in an effort to refrain from having to make more drastic changes in plan design. However, the federal healthcare reform bill has and will continue to add future costs to the Plan. The City is completed a dependent eligibility audit to ensure that all members are eligible for coverage on the Plan. Effective January 2015 the Medicare eligible members were transitioned off of the Plan and provided a stipend to supplement insurance costs. We increased the employer contribution by 5% in October 2014, the employee/retiree portion by 3% in January 2015, and the employer contribution by 5% in October 2018.

We have four drug tiers with progressively larger co-pays where generic drugs make up the first tier. The tiers and the co-pay increase corresponding to the cost of the drug. Participants are required to pay the entire plan cost for drugs that have an over-the-counter equivalent; such as proton pump inhibitors and non-sedating antihistamines. The plan cost is still a substantial discount compared to the retail pharmacy price of the drug. Even when we have had to increase drug co-pays, we have kept the generic co-pay at the same level for several years to encourage more generic utilization. We currently have high generic utilization, over 80%.
During 2015 the City reviewed the financial stability of the Fund. Since 2013 the City has made significant changes to control costs, deductible increases, out of pocket increases, dependent eligibility audits and premium increases. Historically, the City has very favorable contracts in place for Amarillo hospital services, physician’s services, lab, and pharmacy. Beginning in July 2014, the City entered into a wrap network that has lower negotiated rates for healthcare services outside of the City’s local network. The measures taken so far have not produced the anticipated results in lowered claims experience. During July 2015 the City issued a request for proposals (RFP) for the third party administration of the medical, dental, and flex plans. During July 2015 the City issued a request for proposals (RFP) for the third party administration of the medical, dental and flex plans. The City anticipates that a national carrier will have more favorable discounts with network providers. Effective January 1, 2016 Aetna Life Insurance Company began provide the plan administration for the medical and dental programs.

For the 2015/2016 the city saw $5.1 million net reduction in health plan costs driven by a reduction in claims from $24.2 million to 18.0 million, we believe directly related to the Aetna contract. For the 2017/2018 fiscal year we anticipate claims at $19.2 million and for 2018/2019 we budgeted claims at $21.1 million. Employer health plan premiums for the 2018/2019 fiscal year will increase $0.9 million and we anticipate ending the 2018/2019 fiscal year with $5.6 million in reserves, slightly above the $5.0 million target. Overall, the City is very pleased in the cost saving measures experienced by the Health Plan during the last three years.

We estimate the liability for IBNR claims in the Employee Insurance Fund based on a claims lag report. The Employee Insurance Fund’s IBNR claims are calculated by the City’s health plan provider based on actual claims. We also recognize the liability for large claims including their corresponding treatment plan. We target a $5.0 million reserve for catastrophic claims. We are estimating that we will end 2018/2019 with available funds of $5.6 million, just over our targeted reserves.

Special Revenue Funds:

With the exception of the Public Improvement Districts, the Special Revenue Funds do not have a target reserve balance. Most of the Special Revenue Funds are grant funds that are bound by the grant agreement and operate on a pay-as-you-go basis. If funds are accumulated in a grant fund, they will usually be spent the following year(s). Funds accumulated in the Housing Assistance Program and the Home Program are rolled over to future years in the budget process. Monies in the Court Technology Fund will be used to upgrade the software at the court. The Court Security Fund is used to pay the salary and benefits of the court’s bailiffs and security improvements at the court. The accumulated funds in the APD (Amarillo Police Department) Seized Property Fund are used for the operating expenses of our Narcotics division, excluding salaries. The Narcotics officers’ salaries and benefits are included in the Police Department’s budget. APD Seized Property is derived from court ordered forfeitures. At the current rate of expenditures, the seized funds would be sufficient through 2018/2019. LEOSE Fund is a Law Enforcement Training grant and available funds will be spent in future budgets. We do not anticipate receiving any additional LEOSE funding in 2018/2019 and are unsure if we will receive more funding in future years. The funds accumulated in the Hazardous Transportation Planning grant should be spent in the subsequent years. The target reserve for the Public Improvement District is three months operating expenditures, unless funds are being accumulated for some type of improvement.

Capital Improvement Funds:

Capital Improvement Funds are set up to provide for the addition, improvement, and renovation of the City’s fixed assets and infrastructure. Like most Cities, we have an aging infrastructure and most of our capital spending is for replacement capital. While there may be some incremental improvement in operating costs for the particular improvement, it most likely will not be noticed with our aging infrastructure. Generally, our target reserve for a capital improvement fund is one year’s capital spending. Our main capital improvement fund is the General Construction Fund, which can be used for any general government purpose such as buildings, street improvements, libraries, and parks. The estimated ending available funds of $5.1 million are consistent with our targeted balance. One year of capital expenditures in this fund is between $5.0 million and $6.0 million.

Traditionally, the Golf Improvement Fund was funded by $1 of the green fee being set aside for course improvement. Beginning in 2011, the fee was raised to $2 to help pay the Certificates of Obligation issued for course improvements. We also implemented a premium green fee to pay for the renovated courses. The increase in the premium green fee goes to the Golf Improvement Fund for debt service. The Golf Improvement Fund is expected to end 2018/2019 with less than $50,000 in available funds. We would like to accumulate at least a half year of debt service, $125,000 before any golf improvement funds are used for the courses. For 2017/2018 golf fees have been increased and will increase over future years.

The Civic Center Improvement Fund is funded by the hotel tax. The hotel tax is first used to offset the net operating cost of the Civic Center complex including the Civic Center and the Globe News Center. The remaining funds are transferred to the Civic Center Improvement Fund to be used for future improvements. The Civic Center Improvement Fund should end 2017/2018 with $2.7 million. The City anticipates ending 2018/2019 with about $1.9 million in available funds. One-year capital spending would be approximately $1.0 million to $2.0 million, and the $1.9 million estimated 2018/2019 available is consistent with this target. However, the City anticipates use a large portion of the fund balance to help fund the downtown projects, downtown parking garage, and multipurpose event venue (ballpark).
The Bivins Improvement Fund is specifically set aside for improvements of the historic Bivins home that houses our Chamber of Commerce and several not-for-profit organizations. The Bivins Improvement Fund should have about $0.2 million in available funds at the end of 2018/2019, which should be sufficient for any major expenditure.

We have been accumulating funds in our Solid Waste Improvement Fund for some major improvements at our landfill and improvements to our transfer station, which began in 2006/2007. Funds are transferred annually from the General Fund, representing part of the sanitation charge for improvements at the landfill. For the 2018/2019 budget the City has included $1.1 million for multiple Landfill projects. At the end of 2018/2019, we anticipate having remaining available funds of $0.4 million. Future capital needs will require larger General Fund transfers in the future.

**BUDGET CHANGES AND HIGHLIGHTS**

An important change for the 2016/2017 Annual Operating Budget was that the budget was presented as a Program Budget. The programs offered by City departments were presented with program descriptions and performance measures to define the level and quality of services delivered to Amarillo citizens. The City hopes that the reader will find a programmatic presentation useful in facilitating a review of City departmental programs.

Development of the 2017/2018 Budget was a challenge with flattening sales tax revenues. The City continued the funding of the Pay and Compensation Study implemented in the prior year, funded dollars towards addressing compression caused by implementation of the Pay Study, and funding for year 1 of the Amarillo Police Officer Association Meet and Confer agreement.

For 2018/2019 Budget the City has begun to see sales tax revenue projections increase slightly over the 2017/2018 revised estimate. Taxable property values remain strong with a 5% increase for 2017. These sources of revenue make up the largest percentage of our funding for general government expenses. Every effort has been made to maintain current levels of service throughout the City with available revenues. The impact of increasing costs in several vital areas of commodities, materials, supplies, fuel, electricity and personnel have required we make some difficult choices to balance the Budget.

This Budget represents a $19.8 million increase from the prior year. The increase in the budget include $20.0 million of capital projects related to the November 2016 voter approved debt, $1.6 million increase in Water and Sewer fund operating costs and $3.1 million increase in debt service related to the 2017 General Obligation bond issue and the anticipated 2018 Water and Sewer Revenue bond issue.

The Budget addresses the BluePrint Amarillo Council priority of Employee Compensation. The Budget includes dollars to fund year two of the Amarillo Police Officer Meet and Confer Agreement which includes a 2.5% shift differential pay, 1.0% raises for the Police and Fire Department and civilian employees, 1% lump sum payment to eligible full-time employees, and continuation of longevity and discretionary retention pay. During 2016/2017, Council approved the implementation of the Pay and Compensation Study which allowed the City to adjust beginning pay for all our pay scales to reflect market rates. The 2017/2018 budget included funding to support the Pay and Compensation Study implemented during the 2016/2017 fiscal year, as well as dollars to address compression between employees created with the implementation of the new pay schedules. The implementation of the Pay and Compensation Study during the 2016/2017 budget was accomplished through the reduction of 21 vacant positions and reductions in other maintenance and operating expenses. The current Budget includes the addition of 25 positions in areas where currently available funding was available or could be reallocated. Even with the reductions made during the last two budgets, the City continues to provide our current basic programs. However, there is little, if any flexibility left in the Budget to address unanticipated needs. Our current financial constraints limit the City in the ability to deliver new programs and services. This Budget allows us to take care of what we have at current service levels, with limited flexibility to address other needs.

The City has included a 3% increase in the Water and Sewer rates. The water rate structure includes four tiers and is designed so that customers who only use water for domestic use still have very reasonable rates. This rate increase will fund year three of a five year, $140 million, capital program. It is anticipated that the five year program will be funded with five annual 3% rate increases.

The City tax rate increased slightly over the prior year to $0.36838 per $100 of valuation from $0.36364 per $100 of valuation and represents a 1.80% over the effective tax rate. The increase was in the interest & sinking portion of the tax rate and was related to the November 2016 voter-approved bond projects. With increasing property values, we estimate an increase of $1 million for the property tax related to the General Fund. The increase in the debt service portion of the tax rate will fund increased debt service related to voter approved debt. Sales tax collections from 2016/2017 were down from record levels in the prior fiscal years. However, 2017/2018 is anticipated to increase slightly by 2.7% with collections at $57.0 million. We have estimated sales tax for the 2018/2019 fiscal year to increase slightly to $58.4 million. The additional General Fund revenues are being used to help fund Public Safety priorities in the 2018/2019 budget.

Unfortunately, we had to drop the TMRS Cost of Living Adjustment (COLA) for retirees in 2010/2011. We would like to restore a COLA benefit, but under current law, a city has to make up for all the COLAs that were skipped. This provision makes it very
expensive and difficult to restore the current COLA benefit. We have tried in the 2009, 2011, 2013, and 2015 legislative sessions to get a true ad hoc COLA benefit, but have failed. However, we intend to pursue this again in the future.

We continue to address rising health care costs. While we have some excess coverage we are largely self insured on employee health. The City continues to monitor all costs of the Health Plan. For the 2014 Plan year, the City increased the amount of deductibles and out of pocket cost for the covered members. The City completed a dependent eligibility audit to ensure that all members are eligible for coverage on the Plan. Effective January 2015 the Medicare eligible members will be transitioned off of the Plan and provided a stipend to supplement insurance costs. During 2015 the City completed a financial review of the stability of the Health Plan and made the decision to complete an RFP process for medical, pharmacy, dental, stop loss and flexible spending administration. Effective January 1, 2016 Aetna Life Insurance Company began provide the plan administration for the medical and dental programs. The City was able to take advantage of better discounts by contracting with a national carrier For the 2015/2016 the city saw $5.1 million net reduction in health plan costs driven by a reduction in claims from $24.2 million to 18.0 million, we believe directly related to the Aetna contract. For the 2016/2017 fiscal year we recorded claims at $17.3 million. For the 2017/2018 fiscal year we expect to see claims of $19.2 million. Employer health plan premiums for the 2018/2019 fiscal year will increase 5% and anticipate ending the 2018/2019 fiscal year with $5.6 million in reserves, slightly above the $5.0 million target. Overall, the City is very pleased in the cost saving measures experienced by the Health Plan during the last few years.

The City has a significant investment in streets, parks, buildings, rolling stock, our solid waste collection system and landfill, our Water and Sewer Utility, and other infrastructure. Historically, a great deal of our capital budget is for replacement of our infrastructure. During the summer of 2016 the City completed a three month long community engagement program titled Wise Investment. In November 2016 the voters approved $109 million in tax supported debt to fund street and public safety infrastructure. This approval allows the City to begin addressing aging infrastructure and will provide budgetary relief to future budgets. The Council also approved a 3% increase in Water and Sewer rates to fund year three ($29.1 million) of a five year, $140 million, Water and Sewer capital program.

The 2018/2019 capital budget is $87.4 million. The Water and Sewer Fund includes capital projects of $34.4 million of this amount $29.1 million financed with bond financing. During 2019 the City will fund $19.9 million in street and public safety projects with third (year three) general obligation bond issue. The Airport Fund has $7.7 million in capital projects with $6.1 million in federal grant funding.

About $199 million in new property was added to the tax roll this year compared to $237 million last year and $212 million the year before. Our taxable values increased to $13.1 billion. However, due to the frozen taxes, $10.8 billion was subject to levy at the 2018/2019 tax rate of $0.36838. The previous year’s tax rate was $0.36364.

FUTURE OUTLOOK

Amarillo is the 14th-largest city, by population, in the state of Texas and the largest in the Texas Panhandle. Amarillo was originally known for agriculture and oil and gas production, and these activities are still very important to our economy. However, Amarillo now has a more diversified local economy. Amarillo is a regional trade center and medical center for a vast area including the Panhandle of Texas, parts of New Mexico, Colorado, Oklahoma and even southern Kansas. Amarillo also has diverse major industries in the defense industry, aviation/aerospace, food production, traffic and transportation, medical & health care and business and financial services.

Amarillo started as a railroad town and the railroad is still important. The Burlington Northern Santa Fe (BNSF) Railway complex in Amarillo moves hundreds to thousands of cars daily, carrying different types of merchandise including coal, chemicals, agricultural and consumer products. The Union Pacific Railroad also sends substantial shipments to or through Amarillo. Due to our central location, we expect travel and transportation to remain major industries in Amarillo.

Amarillo is located on Historic Route 66. Traffic and transportation have historically been an important industry in Amarillo. Amarillo is centrally located in the United States and well connected by highway, air, and rail systems. Interstate 40 runs through Amarillo, making for easy access from California all the way to North Carolina. Interstate 27 bisects the city from north to south. Amarillo is the only major city between Albuquerque and Oklahoma City going east-west. Also, Amarillo is the only major city to the ski resorts of New Mexico and Colorado from the Dallas/Fort Worth Metroplex. The large traffic volume from Interstate 40, Interstate 27, and State Highway 287 helps support our hotel industry along with restaurants and tourism. A large portion of our hotel tax is allocated to support and encourage travel and tourism in our community. Half of our hotel tax is appropriated to conventions and tourism through a contract with our local Chamber of Commerce. For the 2018/2019 budget, a total of $1,949,579 has been appropriated to our convention and tourism efforts with an additional $469,319 to subsidize events at our Civic Center. Our 2015/2016 year was a record year for hotel tax collections, surpassing the previous 2014/2015 record year. Thus, 2017/2018 may be difficult to come in higher, but we are forecasting a modest increase.

Amarillo also serves as a regional airport for the area. The Rick Husband Amarillo International Airport has 37 flights daily, with destinations to major airline hubs including Dallas, Ft. Worth, Denver, and Houston. In 2011, our remodeled air terminal was in
Amarillo serves as a regional medical center for our area and the medical community is very important to Amarillo’s economy. Amarillo is home to a Veteran’s Hospital, which includes a 120-bed veteran’s nursing home. Amarillo’s two major hospitals are Baptist Saint Anthony’s Hospital (BSA) and Northwest Texas Hospital (NWTH). Baptist Saint Anthony’s Hospital rated in the top 100 hospitals in the United States for several years. Northwest Texas Hospital is home to the area’s only level III designated trauma center. As the population continues to age, we expect the medical community to become more important in the future.

Texas Tech University has a consolidated 20-acre medical center comprising the schools of pharmacy, medicine and allied health located in west Amarillo. The allied health school trains students in physical therapy. The medical school produces family physicians, pediatricians, obstetrics and gynecology doctors and doctors specializing in internal medicine.

Historically, oil and gas production were major industries in the Panhandle. According to the September 2017 Amarillo Economic Analysis, we have 13 active drilling rigs in the Panhandle compared to 9 last year. Oil prices have been erratic, but compared to this time last year, oil is up at $44.63 per barrel compared to $38.05 for the same month last year. Natural gas is at $3.02 per mcf compared to $2.84 last year.

The Texas Panhandle is one of the most unique and diversified agricultural areas in the world. The temperate weather conditions and the availability of irrigation water have made the area well suited to a number of agricultural enterprises.

Agriculture is still an important industry in the Panhandle have gone from drought conditions in 2011 (driest year on record), 2012 and 2013 to 2015 when the City received 34.63 inches of precipitation and the 4th wettest year on record. Principal crops are corn, wheat, cotton, and sorghum. However, more than 25 crops are grown commercially in our trade area according to AgriLife Extension Office. Most local commodity prices are doing well; however, wheat and corn prices are down from last year. According to the September 2017 Amarillo Economic Analysis, area wheat was at $3.77 per bushel up from $3.23 the year before; corn is at $3.71 per bushel compared to $3.15 last year. Cotton increased to $71.40 per pound, compared to $61.30 last year. In recent years, the Panhandle has also become a major hog and dairy production area.

The Texas Panhandle is often referred to as the Cattle Feeding Capital of the World. The Texas Cattle Feeders Association is located in Amarillo and represents cattle feeders in Texas, Oklahoma and New Mexico, an area known as Cattle Feeding Country. According to the Texas Cattle Feeders Association, the above cattle feeding area is the largest in the nation. Also according to the Texas Cattle Feeders Association, this cattle feeding area produces about 6 million fed cattle annually, which is about 28% of the nation’s beef. Our area has an ample harvest of locally grown feed grains, a mild climate, and large major meat packers with modern plants in our area. The meat packing industry is a major employer in Amarillo. The September 2017 Amarillo Economic Analysis reported fed cattle at $104.97 per hundred weight which decreased slightly from $105.00 per hundred weight for the prior year. One of our largest employers is Tyson Foods, which operates a beef processing plant in Amarillo.

We have seen steady growth in our tax base since 1993. However, over the last few years, additions to the tax roll were at a decreasing rate. We still expect additions to the tax roll in the near-term. As previously mentioned, sales tax is our largest single revenue source. Our 2017/2018 year will be a record year for sales tax receipts surpassing our 2015/2016 previous record. We expect sales tax receipts to increase next year, but at a more modest rate. Historically, sales tax receipts have done well. Our unemployment rate is still one of the lowest in the State. Our unemployment rate increased to 3.6% in September according to the Bureau of Labor Statistics. The national unemployment rate for September was 3.7% and the State of Texas unemployment rate was 3.8%.

Amarillo has experienced continued growth in population. We expect the population to continue to grow by 1.5% to 2% annually. Amarillo’s census population for the year 2000 was 173,627 compared to 157,615 in 1990. The 2018 population is estimated to be 202,800. According to a recent study, Amarillo is expected to grow to about 240,000 by 2020.

Construction during the last ten years has remained strong. The new residential construction for the ten year period has fluctuated with a high $161 million to a low of $115 million with average new residential of $137 million for the ten year time period. Likewise new commercial building as fluctuated with a high $192 million to a low of $48 million with average new commercial of $109 million for the ten year time period. Building has remained strong for 2018 with new residential permits of
$150 million and new commercial permits of $139 million, with both areas over the ten year average. The 2015/2016 fiscal year reflects revenue of $1.5 million in building permits, down slightly from the prior year of $1.6 million. Estimates for the 2017/2018 and 2018/2019 fiscal year reflect stable projections of $1.5 million and $1.6 million respectively.

The City has taken a multi-pronged approach to redevelop downtown. One of the most important steps was the creation of a downtown Tax Increment Reinvestment Zone #1 (TIRZ #1). Taxes from the increase in property value in the TIRZ #1 will be earmarked for, and reinvested in, the TIRZ #1. Since three other taxing entities participate in the TIRZ #1, more funds will be invested in the TIRZ #1. Ever since the creation of the TIRZ #1 we have seen steady increase in the TIRZ #1 property values. In 2006, the base year, TIRZ property values were $139 million. In 2018, TIRZ values are $238 million. The TIRZ #1 has helped with funding for downtown projects, which were some of the anchors indentified in our Downtown Strategic Action Plan, as well as residential housing, convention hotel(s), more retail, commercial and office development, and family venue(s).

We have engaged a developer for a convention hotel, parking garage and multi-purpose event center. The Amarillo Local Government Corporation was created in 2011 to oversee the project. Construction improvements to downtown are in process with the construction of 373,000 square foot building for Southwestern Public Service at an estimated value of $42.7 million was completed in April 2017. The convention hotel (226 rooms) opened in August 2017. And, the LGC completed the parking garage and retail space of $15 million during April 2017. The City has secured an AA baseball team and the funding of $45.4 million dollar multipurpose event venue (MPEV) and estimates the completion of the MPEV project first quarter 2019.

The City has contracted with Center City of Amarillo Inc. for several years. Center City Inc. is dedicated to the revitalization of Downtown Amarillo by focusing on community, social, recreational, and economic interests. Center City is a nationally recognized member of both the Texas and National Main Street programs. The City contracted with Center City Inc. for $181,650 to provide administration and facade improvements downtown. During the summer months, Center City's "High Noon on the Square" provides live music and their annual Block Party which is always well attended.

The Amarillo Economic Development Corporation (AEDC) is the primary economic development engine of the Amarillo community, focused on industry growth and job creation through business attraction and retention initiatives. In 1989, the citizenry of Amarillo approved a measure to increase the sales tax rate by one-half cent to be dedicated to economic development programs. The vote proved to be a proactive one, as Amarillo was the second city in Texas to approve the sales tax for economic development in the first year the program was made available through the Texas Legislature.

The mission of AEDC is to attract businesses to Amarillo which offer highly-skilled, highly-paid positions; to expand and retain existing local businesses in Amarillo; and to create a business environment conducive to entrepreneurship. The AEDC targets companies whose primary function is to produce goods or services that are then sold outside of the immediate trade area, thereby introducing new monies into the local economy. This strategy is met by implementing aggressive business recruitment programs, local business retention and expansion programs, and promoting the Amarillo, Texas brand worldwide.

In 2018, AEDC approved up to $69 million in grant funds to Texas Tech University for the development of a College of Veterinary Medicine. These funds will be used toward the construction of facilities adjacent to Texas Tech University Health Sciences Center in Amarillo. This project provides job growth in Amarillo and educational opportunities that support the largest industry in the region.

The AEDC continued its partnership with West Texas A&M University through the EnterPrize Challenge, a local business plan competition funded by AEDC and facilitated by the WT Enterprise Center. The 23rd annual Amarillo EnterPrize Challenge awarded five grants totaling $450,000 to new and emerging companies expected to create more than 36 new jobs and make substantial investments in the regional economy. To date, 91 businesses have received cash grants totaling more than $63 million, resulting in 902 new jobs and $156 million in new revenue to the Amarillo economy. By contractual agreement, Texas Panhandle Regional Development Corporation (TPRDC) acts as the small business financing arm of AEDC. TPRDC provides small business financing for owner-occupied commercial real estate. This Certified Development Company approved nine Small Business Administration 504 loans totaling over $14.7 million, which leveraged $7.3 million in bank financing and $2.4 million in owner equity. For the year, this program was responsible for the creation of 48 new jobs. TPRDC also funded four loans in 2018 totaling just under $2.5 million.

In addition to employment and business opportunities, Amarillo offers a high quality of life for our citizens. The arts are well represented in Amarillo. The Globe-News Center for the Performing Arts is home to the Amarillo Symphony, Amarillo Opera and the Lone Star Ballet, while also hosting a variety of concerts, touring shows and special performances. Located in downtown Amarillo, the 10-story, 70,000 square-foot facility has a 1,300-seat auditorium with state-of-the-art acoustics. The theater has a full proscenium stage and stage equipment. The Center also serves as an education center, has a large rehearsal hall and support facilities such as offices, dressing rooms, and wardrobe rooms. The Globe News Center serves as an education center for a five-state region of Texas, Oklahoma, New Mexico, Colorado, and Kansas. The Center’s "Window on a Wider World" works with arts, science, cultural organizations, and educational institutions to promote excellence in interdisciplinary arts, science and cultural programs. Its primary goal is to integrate arts, science and cultural programming into the core curriculum of math, science, language arts and social studies.

The Globe News Center above is a part of our Civic Center Complex. Our Civic Center has a coliseum, auditorium, and meeting room space. The coliseum has 4,870 permanent seats and an additional 1,800 seats can be added to the floor. The
The auditorium seats 2,500. The Civic Center has conventions, concerts, musicals, and plays; and is home to our hockey team and arena football team. There is currently an architectural study of the Civic Center underway, which should have some recommendations for updating the facility.

The fairground is also home to the Amarillo National Center (ANC). The ANC is an 113,400 square foot livestock area with approximately 4,900 fixed seats. The ANC has attracted and hosted several large livestock events, the American Quarter Horse Association’s Adequan Select Championship, the West Texas Futurity Cutting and the Tri-State Fair Rodeo. The ANC has made us very competitive in attracting new events to Amarillo.

The American Quarter Horse Association’s home is in Amarillo. The American Quarter Horse Association is the world’s largest equine breed registry and membership organization. The American Quarter Horse Association hosts the Quarter Horse Museum, which is adjacent to their headquarters on Interstate 40.

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The Amarillo Museum of Art is located on the Amarillo College campus and features painting, prints and sculptures. The Panhandle Plains Historical Museum, which is located in nearby Canyon, Texas is the largest museum in the State of Texas. The Panhandle Plains Museum has archeology, paleontology and geology exhibits, an art collection and hosts traveling exhibits. For the children, we have the Don Harrington Discovery Center and Space Theater, which has several hands-on exhibits and a planetarium.

There are several outdoor activities in the Amarillo area. We now have 64 parks in Amarillo. The Palo Duro Canyon State Park, Caprock Canyon State Park and the Alibates Flint Quarries National Monument are all in the Amarillo area. The outdoor musical drama, Texas, is held each summer at Palo Duro Canyon State Park. We have a zoo, an amusement park, a water park, two skate parks, and the Amarillo Botanical Gardens.

Amarillo has a state-of-the-art shooting complex facility located on 34.8 acres of land. The site includes a 5,000 square-foot building, 36 high-power rifle-shooting positions and 20 pistol-shooting positions. The complex is intended for joint public use and police training. Other area law enforcement agencies also utilize the facility.

Amarillo is well represented by higher education. Texas Tech University has a medical and pharmacy school here in Amarillo, along with a graduate engineering program. The Texas Tech School of Medicine trains third and fourth year medical students and offers residency training in family and community medicine, obstetrics and gynecology, internal medicine and pediatrics. The Texas Tech School of Allied Health Sciences currently offers a master's degree in physical therapy. The School of Pharmacy has a four year Doctor of Pharmacy degree. Amarillo’s community college is Amarillo College. West Texas A & M University (WTAMU) is located in nearby Canyon. With help from the AEDC, WTAMU now has a campus in downtown Amarillo. Both Amarillo College and West Texas A & M University are known for producing high quality graduates.

We believe the future for Amarillo is bright. Amarillo has an ample workforce, low taxes and utilities, and the best-funded economic development corporation in the State. Amarillo has a diverse economy, business and employment opportunities, and education and recreation opportunities.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 12, 2018</td>
<td>Budget training begins.</td>
</tr>
<tr>
<td>April 27, 2018</td>
<td>Division Directors submit operating and capital budget requests to Accounting.</td>
</tr>
<tr>
<td>May 28, 2018</td>
<td>Audit of Departmental operating and capital budgets are complete.</td>
</tr>
<tr>
<td>June 1, 2018</td>
<td>Finance submits operating and capital budgets with cash flows to City Manager for review.</td>
</tr>
<tr>
<td>August 7, 2018</td>
<td>City Manager submits operating and capital budgets with related budget material to City Council. Operating and capital budgets filed with City Secretary for public inspection.</td>
</tr>
<tr>
<td>August 7, 2018 - August 9, 2018</td>
<td>City Manager reviews operating and capital budgets with City Council.</td>
</tr>
<tr>
<td>September 2018</td>
<td>Various hearings on the operating and capital budgets and the adoption by the City Council.</td>
</tr>
<tr>
<td>October 1, 2018</td>
<td>Budget goes into effect.</td>
</tr>
</tbody>
</table>
## CITY OF AMARILLO
### COMMUNITY STATISTICS

#### DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Age Group</th>
<th>Percentage</th>
<th>Race/Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1890</td>
<td>482</td>
<td>Under 18</td>
<td>28%</td>
<td>White</td>
<td>83.2%</td>
</tr>
<tr>
<td>1900</td>
<td>1,442</td>
<td>18 thru 64</td>
<td>60%</td>
<td>Black</td>
<td>6.4%</td>
</tr>
<tr>
<td>1950</td>
<td>74,246</td>
<td>65 and older</td>
<td>12%</td>
<td>Other</td>
<td>10.4%</td>
</tr>
<tr>
<td>1990</td>
<td>157,615</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>173,627</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>190,695</td>
<td></td>
<td></td>
<td>Hispanic*</td>
<td>30.7%</td>
</tr>
<tr>
<td>2017 (projected)</td>
<td>202,800</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### LAND USE PROPORTIONS

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right of Way</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Industrial</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>12%</td>
<td>Amarillo MSA</td>
</tr>
<tr>
<td>Vacant</td>
<td>36%</td>
<td>United States</td>
</tr>
</tbody>
</table>

#### LABOR FORCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>145,539 (97.0%)</td>
<td></td>
</tr>
<tr>
<td>Unemployment</td>
<td>4,102</td>
<td></td>
</tr>
<tr>
<td>Amarillo MSA</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>Texas</td>
<td>5.0%</td>
<td></td>
</tr>
</tbody>
</table>

#### 2014 HOUSING UNITS

<table>
<thead>
<tr>
<th>Type</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>59,606</td>
</tr>
<tr>
<td>Duplex</td>
<td>2,378</td>
</tr>
<tr>
<td>Multi-Family</td>
<td>16,682</td>
</tr>
<tr>
<td>Mobile Homes</td>
<td>3,585</td>
</tr>
<tr>
<td>TOTAL</td>
<td>82,251</td>
</tr>
</tbody>
</table>

#### PUBLIC SAFETY

<table>
<thead>
<tr>
<th>Service</th>
<th>Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual calls for Police</td>
<td>104,920</td>
</tr>
<tr>
<td>Annual calls for all Fire</td>
<td>20,544</td>
</tr>
<tr>
<td>Number of fire stations</td>
<td>13</td>
</tr>
<tr>
<td>Number of fire hydrants</td>
<td>4,102</td>
</tr>
<tr>
<td>Number of outdoor warning sirens</td>
<td>89</td>
</tr>
</tbody>
</table>

#### PHYSICAL INFRASTRUCTURE

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miles of streets</td>
<td>1023</td>
</tr>
<tr>
<td>Miles of street overlay</td>
<td>4.65</td>
</tr>
<tr>
<td>Number of street lights</td>
<td>10,627</td>
</tr>
<tr>
<td>Signalized intersections</td>
<td>271</td>
</tr>
<tr>
<td>Miles of storm sewers</td>
<td>189.50</td>
</tr>
</tbody>
</table>

#### AMARILLO INTERNATIONAL AIRPORT

<table>
<thead>
<tr>
<th>Airport Services</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of passenger airlines</td>
<td>3</td>
</tr>
<tr>
<td>Scheduled flights</td>
<td>32</td>
</tr>
<tr>
<td>Annual number of passengers</td>
<td>373,885</td>
</tr>
<tr>
<td>Annual Aircraft Operations</td>
<td>64,540</td>
</tr>
</tbody>
</table>

#### SOLID WASTE MANAGEMENT

<table>
<thead>
<tr>
<th>Waste Management</th>
<th>Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of solid waste customers</td>
<td>67,230</td>
</tr>
<tr>
<td>Landfill acreage</td>
<td>662</td>
</tr>
<tr>
<td>Tons of waste collected</td>
<td>154,964</td>
</tr>
<tr>
<td>Tons of waste landfilled</td>
<td>238,360</td>
</tr>
</tbody>
</table>
## CITY OF AMARILLO
### COMMUNITY STATISTICS

### CULTURE AND RECREATION

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of libraries</td>
<td>5</td>
</tr>
<tr>
<td>Rounds of golf played annually (2 courses)</td>
<td>85,318</td>
</tr>
<tr>
<td>Total library holdings</td>
<td>397,313</td>
</tr>
<tr>
<td>Municipal swimming pools</td>
<td>3</td>
</tr>
<tr>
<td>Library volumes loaned annually</td>
<td>1,565,059</td>
</tr>
<tr>
<td>Annual swimming pool attendance</td>
<td>55,506</td>
</tr>
<tr>
<td>Civic Center (auditorium, coliseum, Grand Plaza and Globe News Center)</td>
<td>410,000 SF</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>32</td>
</tr>
<tr>
<td>Civic Center event days</td>
<td>1,493</td>
</tr>
<tr>
<td>Tennis Center attendance</td>
<td>25,746</td>
</tr>
<tr>
<td>Civic Center annual attendance</td>
<td>583,474</td>
</tr>
<tr>
<td>Soccer fields</td>
<td>44</td>
</tr>
<tr>
<td>Number of Parks and Playgrounds</td>
<td>64</td>
</tr>
<tr>
<td>Jogging trail mileage</td>
<td>39.14</td>
</tr>
<tr>
<td>Park acreage</td>
<td>2,936</td>
</tr>
<tr>
<td>Baseball and softball fields</td>
<td>26</td>
</tr>
</tbody>
</table>

### MUNICIPAL SEWER UTILITY

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of wastewater treatment plants</td>
<td>2</td>
</tr>
<tr>
<td>Daily average of sewage treated (gallons)</td>
<td>16,885,581</td>
</tr>
<tr>
<td>Miles of fixed route service (annual)</td>
<td>578,614</td>
</tr>
<tr>
<td>Daily average of reclaimed water sold to industries (gallons)</td>
<td>8,992,127</td>
</tr>
<tr>
<td>Fixed route passengers (annual)</td>
<td>306,018</td>
</tr>
<tr>
<td>Wastewater collection mains (miles)</td>
<td>984.73</td>
</tr>
<tr>
<td>Spec-Trans passengers (annual)</td>
<td>50,840</td>
</tr>
</tbody>
</table>

### MUNICIPAL WATER UTILITY

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active water accounts</td>
<td>72,348</td>
</tr>
<tr>
<td>Water distribution mains (miles)</td>
<td>1,165.53</td>
</tr>
<tr>
<td>Daily average water production (gallons)</td>
<td>43,407,570</td>
</tr>
<tr>
<td>Number of water wells</td>
<td>126</td>
</tr>
<tr>
<td>Maximum daily production capacity (gallons)</td>
<td>138,000,000</td>
</tr>
<tr>
<td>Surface water allocation (gallons) (Lake Meredith)</td>
<td>2,415,080,000</td>
</tr>
<tr>
<td>Roberts County (CRMWA) water allocation (gallons)</td>
<td>9,133,110,000</td>
</tr>
</tbody>
</table>

### CLIMATE

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Average Temperature</td>
<td>57°</td>
</tr>
<tr>
<td>Annual Average Snowfall</td>
<td>18°</td>
</tr>
<tr>
<td>Annual Average Rainfall</td>
<td>20°</td>
</tr>
<tr>
<td>Average Wind Speed (miles per hour)</td>
<td>13</td>
</tr>
</tbody>
</table>

### PROFESSIONAL SPORTS

- Amarillo Bulls - North American Hockey League
- Amarillo Venom – Champions Indoor Football League
PUBLIC SCHOOLS

<table>
<thead>
<tr>
<th>School District</th>
<th>Elementary Schools</th>
<th>Intermediate/ Middle Schools</th>
<th>High Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amarillo Independent School District</td>
<td>37</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Canyon Independent School District</td>
<td>8</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>River Road Independent School District</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Bushland Independent School District</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Highland Park School District (same facility)</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

HIGHER EDUCATION FACILITIES

<table>
<thead>
<tr>
<th>Institution</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Texas A &amp; M University</td>
<td>more than 10,000 enrollment per semester</td>
</tr>
<tr>
<td>Amarillo College</td>
<td>more than 10,000 enrollment per semester</td>
</tr>
<tr>
<td>Texas Tech University Health Sciences Center</td>
<td>School of Medicine – over 70 medical students and 75 residents</td>
</tr>
<tr>
<td>Texas Tech University Health Sciences Center</td>
<td>School of Allied Health – 52 students</td>
</tr>
<tr>
<td>Texas Tech University Health Sciences Center</td>
<td>School of Pharmacy – 251 students</td>
</tr>
<tr>
<td>Texas A &amp; M Research and Extension Center</td>
<td></td>
</tr>
<tr>
<td>Wayland Baptist University Amarillo Campus</td>
<td></td>
</tr>
</tbody>
</table>

TEN LARGEST TAXPAYERS (2017 TAX ROLL)

<table>
<thead>
<tr>
<th>Taxpayer</th>
<th>Type of Business</th>
<th>Taxable Value</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSA Hospital, LLC</td>
<td>Hospital</td>
<td>$127,643,215</td>
<td>1.058%</td>
</tr>
<tr>
<td>Southwestern Public Service</td>
<td>Electric Utility</td>
<td>$111,123,564</td>
<td>0.921%</td>
</tr>
<tr>
<td>Walmart Real Estate</td>
<td>Retail Stores</td>
<td>$101,808,220</td>
<td>0.844%</td>
</tr>
<tr>
<td>Northwest Texas Healthcare</td>
<td>Hospital</td>
<td>$89,048,264</td>
<td>0.738%</td>
</tr>
<tr>
<td>Case Properties</td>
<td>Apartments</td>
<td>$80,146,894</td>
<td>0.664%</td>
</tr>
<tr>
<td>BNSF Railway Company</td>
<td>Rail Transport</td>
<td>$74,913,526</td>
<td>0.621%</td>
</tr>
<tr>
<td>Amarillo Mall, LLC</td>
<td>Westgate Mall</td>
<td>$63,855,673</td>
<td>0.529%</td>
</tr>
<tr>
<td>Atmos Energy</td>
<td>Natural Gas Utility</td>
<td>$62,038,146</td>
<td>0.514%</td>
</tr>
<tr>
<td>Toot’ n Totum, Inc.</td>
<td>Convenience Stores</td>
<td>$44,299,279</td>
<td>0.367%</td>
</tr>
<tr>
<td>Amarillo National Bank</td>
<td>Financial Institution</td>
<td>$40,193,034</td>
<td>0.333%</td>
</tr>
</tbody>
</table>
## MAJOR NON-GOVERNMENTAL EMPLOYERS IN AMARILLO

<table>
<thead>
<tr>
<th>Taxpayer</th>
<th>Type of Business</th>
<th>Estimated Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tyson Foods</td>
<td>Beef Slaughter and Production</td>
<td>3,700</td>
</tr>
<tr>
<td>Baptist/St. Anthony’s Health Systems</td>
<td>Hospital</td>
<td>2,700</td>
</tr>
<tr>
<td>Northwest Texas Healthcare</td>
<td>Hospital</td>
<td>1,950</td>
</tr>
<tr>
<td>Xcel Energy</td>
<td>Energy Provider</td>
<td>1,431</td>
</tr>
<tr>
<td>Walmart Supercenters</td>
<td>Retail Stores</td>
<td>1,359</td>
</tr>
<tr>
<td>Bell Helicopter, Inc.</td>
<td>Aerospace Company</td>
<td>1,251</td>
</tr>
<tr>
<td>Affiliated Foods</td>
<td>Food Products Supplier</td>
<td>1,250</td>
</tr>
<tr>
<td>Western National Life</td>
<td>Life Insurance</td>
<td>1,002</td>
</tr>
<tr>
<td>Burlington Northern Santa Fe</td>
<td>Rail Transport</td>
<td>805</td>
</tr>
<tr>
<td>Toot ‘n Totum</td>
<td>Convenience Stores</td>
<td>800</td>
</tr>
</tbody>
</table>
LOCATION AND CLIMATE
The City of Amarillo is located on the boundary of Potter and Randall Counties in the High Plains of the Texas Panhandle, and is currently the county seat of Potter County. The City is located at the crossroads of Interstate Highway 40 and Interstate Highway 27, with the Burlington Northern and Santa Fe Railway intersecting the heart of the City. Amarillo is approximately 120 miles north of Lubbock, 360 miles northwest of Dallas-Fort Worth, 285 miles east of Albuquerque, New Mexico, and 265 miles west of Oklahoma City, Oklahoma.

Geographically, Amarillo is located within the High Plains section of the Great Plains. The High Plains is a vast, gradually sloping apron of material that was washed down from the Rocky Mountains. Beneath the limestone caprock covering the High Plains, is an agglomerate of gravel, sand, and clay carried down from the Continental Divide called the Ogallala Formation. The Ogallala is significant to the Panhandle as it provides irrigation water and a portion of the industrial and municipal water for this region.

Amarillo has a dry, semi-arid climate with four distinct seasons. Temperatures in the High Plains vary greatly depending on the time of year. Amarillo temperatures range from an average low of 23°F (January) to an average high of 91°F (July) with temperatures topping 100°F approximately five times per year. From October 2016 to September 2017 Amarillo had an average low of 23.6°F (December), an average high of 94.3°F (July), received 25.7” of rain, and 10” of snow. Humidity averages are low, occasionally dropping below 15 percent in the spring. Low humidity moderates the effect of high summer afternoon temperatures, permits evaporative cooling systems to be very effective, and provides many pleasant evenings and nights.

The average annual precipitation for Amarillo is 20.36 inches. Measurable precipitation falls on an average of 72 days per year. Snowfall averages 18.0 inches annually in Amarillo. Snow is most frequent during the winter months, but some of the heavier snowfalls have occurred in March. Snow has fallen as early as September and as late as May.

The Texas Panhandle is one of the windiest regions in the United States. As westerly winds flow over the Rocky Mountains, low pressure forms to the east of the mountains in the High Plains. This very persistent low pressure is what leads to the strong average wind speeds of 13.1 mph from predominately south and southwesterly direction for Amarillo. Amarillo is known for its spacious skies, and clean air.

HISTORY
The City of Amarillo had its beginnings in 1887 near a bend in the Fort Worth and Denver (FW&D) Railroad, then under construction. This railroad was the first in the Panhandle of Texas, opening the way for settlers. By way of showing the importance of the railroad to early settlement, the first streets were laid parallel to the railroad lines. The economy was based on cattle, and this location became one of the largest cattle shipping points in the world.

The point where the FW&D crossed the Santa Fe railroad, completed in 1898, was a logical site for the growth of what was to become the Panhandle’s premier city, Amarillo. The completion of the Santa Fe railway assured the City’s future and inaugurated a new period of stability. Amarillo was incorporated in 1899, and the young city grew quickly. The early 1900s were a time of growth for Amarillo when the discovery of natural gas in the area made the City the heart of the Panhandle’s oil and gas business. By 1910, telephone services along with water, gas, and electric systems were in place. New churches, schools, and a library were built. Three new railroad depots were built as the City became linked to a new transcontinental rail line. The first automobiles were used and a new streetcar system was initiated. In 1913, following state-enabling legislation, Amarillo wrote its own charter and became one of the first cities in the United States to adopt the commission-manager form of government. This was considered quite progressive and was part of a movement to clean up government.
From cattle trails and railroads, to highways and airports; transportation has always been the cornerstone of Amarillo’s economy. In the 1920s, the City boomed both in population and assembly when the construction of Route 66 passed through Amarillo, connecting Chicago to Los Angeles. West Sixth Street was paved as part of Route 66 in 1921. The interstate highway system allowed Americans to become more mobile, and since the early days of automobile travel, Amarillo has been an important stopping point for travelers.

During the 1930s, the City was significantly influenced by a growing reliance on automobiles. Oil and gas production kept Amarillo from feeling the full effects of the Depression. With increased traffic, the downtown area became congested and more parking was needed. The opening of Wolflin Village Shopping Center drew retail trade out of downtown and into the southwestern portion of the City. Thus allowing downtown to become the financial heart of the city with its banks and other office buildings.

Amarillo’s next link to the world was heralded by the opening of the Amarillo Army Air Base in 1942 (later known as the Amarillo Air Force Base). With the Air Base closing in 1968, Amarillo’s population decreased by approximately 11,000 people by 1970. Strong leadership helped the City survive and thrive after this event. Over time, the Air Base would become the Amarillo International Airport, now known as the Rick Husband International Airport.

In the 1950s, due to the increase in traffic along Route 66, the highway moved from Sixth Street to Amarillo Boulevard. Interstate Highway 40 opened in 1976, continuing Amarillo’s tradition as a respite for travelers and further connected the region. Other changes in the 1960s included a bond election passed to build a new Civic Center, the start of the Amarillo Medical Center, and construction of the new international airport terminal. The 1960s provided the building blocks for Amarillo’s future as a regional center with cultural, medical, and transportation services.

The 1970s were a period of recovery for Amarillo, as the population and development grew during this decade. The late 1980s and early 1990s were a period of moderate growth. Downtown Amarillo saw major private investments in buildings (predominately banking facilities and offices), a new regional mall in western Amarillo was constructed as well as numerous apartment complexes in the area. A maximum-security prison located east of city limits, named the Clements Unit became operational in 1990 and housed 3,619 inmates. In 1994, the prison was expanded to house 1,000 more inmates. Also in 1994, the Neal Unit, a new women’s prison housing 1,667 inmates was completed. In 1997, this unit was changed to a men’s prison.

In 2008, Amarillo finalized a Downtown Strategic Action Plan. Key goals include maintaining Downtown as a financial, government, and civic center for Amarillo and surrounding areas; attracting urban-type lifestyle living, and continuing to support the Civic Center area by developing quality hotels in an effort to draw a wide array of conventions and conferences to Amarillo. In 2006, a Tax Increment Reinvestment Zone was established to support downtown efforts outlined in the plan. Starting with a base value of $139.5 million, the zone has grown to a taxable value of $238.3 million in 2018.

In 2009, the City of Amarillo hired a consultant to assist the community in developing a new Comprehensive Plan. The Comprehensive Plan is a document designed to represent the Community’s vision and goals regarding development, redevelopment, and community enhancement over the next 15 to 20 years and beyond. Through a variety of community and leadership outreach efforts, the appointed Steering Committee helped sharpen the focus of each section of this plan and on October 12, 2010, the plan was adopted by Amarillo’s City Council. Initial implementation projects included establishing a drainage utility fee, a mobility study along the Soncy Rd/Loop 335 corridor, and modification of the City’s annexation ordinance.

Today, new residential areas continue to develop in various parts of Amarillo. Residential building permits issued continue to grow in 2018, with 355 permits through July, which are on track to exceed the annual permits for 2017 at 479 and 2016 at 493 issued. The Amarillo Metropolitan Statistical Area was ranked 41st in the world by the 2017 3rd Quarter 14th Annual Demographia International Housing Affordability
Survey. The Amarillo area was also ranked 43rd of 150 largest cities in the nation by WalletHub 2017’s best cities for families.

Amarillo’s Relationship to the Region and the State
The regional trade territory surrounding Amarillo is made up of 55 counties and portions of five states. Amarillo is the regional service center for the Texas Panhandle. Its isolation is one of the City’s most significant characteristics and assets. Amarillo’s geographic location and its relationship to major transportation facilities are important reasons for the significance of regional wholesale and retail trade. Wholesale and retail trades comprise about 17% of the Amarillo area’s employment. Average retail sales for the area totaled $3.7 billion for calendar year 2017.

According to the 2010 US Census Bureau, Amarillo is the 14th largest city in Texas with a population of approximately 190,695. The July 2017 estimate from the U.S. Census Bureau shows Amarillo growing to 199,826 since 2010. Having an average increase of 1% to 2% each year, Amarillo is an important developing metropolitan center in the southwest. The conversion of Amarillo from a local to regional urban service center over the past several decades reflects a nationwide trend toward dominant urban centers and the City’s commitment to meeting the needs of surrounding communities.

LOCAL ECONOMY
Although Amarillo was a city built solely on agriculture and energy production, Amarillo’s economic base has diversified significantly. Today’s economy is comprised of business and industry ranging from energy research and development, beef processing, agriculture, copper refining, wholesale distribution, fiberglass production, defense contracting, aviation maintenance, metal machining and finishing, to oil and gas production. The economy consists of all the manufacturing and service tools necessary for the operation of the City and the region. Amarillo’s business attitude, central location and low cost of living make it an attractive destination for new businesses. The Amarillo Metropolitan Statistical Area or City of Amarillo was ranked by the following companies:

- 9 of 150 Best Large Cities to Start a Business (2017 WalletHub)
- 7 of 180 Best Cities for Hispanic Entrepreneurs (2018 WalletHub)
- 48 of 200 in the cost of doing business (2016 Forbes Best Small Places for Business and Careers)
- 85 of 201 large cities (2017 Milken Institute Best Performing Cities Index)
- 151 of 383 economic strength ranking (2018 POLICOM Corporation)

Local governmental entities in the Amarillo area have remained extremely strong, and are presently in sound financial condition. The City of Amarillo adheres to a policy of a balanced budget and conservative management of the City’s resources, as do all local taxing entities. Planned construction is carefully budgeted on a “pay as you go” basis and consequently, the City has maintained a strong financial condition for the benefit of the taxpayers.

Another indicator of the City’s traditionally stable and strong economy is total sales tax collections. In 1980, the City’s tax receipts for retail sales were $7.7 million. In 1989, the citizens of Amarillo displayed their pro-business attitude by approving a 1% sales tax increase of which half is dedicated to property tax relief and half is dedicated to economic development, bringing the total City sales tax rate to 2% overall. Tax receipts for retail sales remain strong. Not including the half cent Economic Development sales tax, City collections for 2012-13, 2013-14 and 2014-15 fiscal years were at an all-time high of $48.01 million, $51.68 million, and $54.42 million, consecutively. City sales tax collections for the 2015-16 and 2016-17 fiscal year were well over $55 million. Collections for the 2017-18 fiscal year are estimated to increase to over $56.5 million.

Amarillo was created as an agricultural servicing center and a significant portion of its economy is still based upon the important economic activity. In fact, the Texas High Plains is one of the most unique and diversified agricultural areas in the world. The temperate weather conditions and the availability of irrigation water have made the area well suited for a number of agricultural enterprises.
Cash receipts for crops, value-added livestock, and livestock products totaled in excess of $4.7 billion in the 26 counties known as the High Plains Trade Area. The total of value-added agricultural commodities, government payments to producers, and payroll of agribusiness firms averaged more than $6.2 billion per year in the trade area for 2009 through 2012.

The 26 county region of Texas referred to as the High Plains Area is one of the most important agricultural areas in the world. The counties in the area were selected on the assumption that Amarillo served as their primary regional trade center. Approximately one-tenth the size of Texas, the impact on the regional and statewide economies from the High Plain’s livestock operations was estimated to be $8.1 billion and $10.1 billion, respectively. The area has access to an ample supply of feed grains, a mild climate, and large major meat packers with modern plants which makes it ideal for cattle feeders. One of the most highly productive agricultural regions in the world, the Texas High Plains is often referred to as the Cattle Feeding Capital of the World. During the 2009-2012 time period, fed cattle marketed in the area averaged just under 5 million head, which corresponded to 78.5 percent of the states’ total.

The same conditions that brought the cattle industry to the area have also attracted the hog and dairy industries. According to the 2012 Census of Agriculture, over 600,000 head of hogs raised annually, making the Panhandle region the top hog producer in the state. Seaboard Farms, Texas Farm, and Smithfield Inc. have all established significant hog operations in the Texas and Oklahoma panhandles. The October 2011 issue of The Texas Association of Dairymen acknowledged Castro County, located within the Texas Panhandle, for becoming the number one milk producer in the State.

Crop production is also important to the region’s economy. More than 25 crops are grown commercially in the area including over half of the state’s corn and wheat production. Other major crops for this area include grain sorghum, ensilage, hay, and cotton. A number of industries in Amarillo are related to agriculture, including grain storage and distribution, livestock feed companies, meat and cheese processing, packaging and distributing, fertilizer and pesticide distribution. As has been the case in the past, the future of agricultural production in the High Plains is bright.

Amarillo is also an important hub for natural resource storage and/or extraction. Mined resources include oil, gas, and helium. Although Amarillo is not located directly in a major oil-producing field, it benefits heavily from the region’s petroleum industry. Despite stabilization and cutbacks in petroleum development, the industry will remain a significant element of the Amarillo economy. Amarillo is known as the “Helium Capital of the World” because a large percentage of the world’s helium supply is located within 250 miles of Amarillo. The Cliffside Gas Field is owned by the federal government and operated by the Bureau of Land Management. The Amarillo Helium Plant, on the western edge of the City, was built in 1929 to process helium-rich natural gas. Although the plant has closed, area gas fields will continue to store government and privately owned crude helium for many years to come.

The professional and technical services segment of the economy includes such services as medical, financial, real estate, insurance, and other miscellaneous services. There has been an increase in employment in these types of services in the past decade. There is expected to be a continued gradual increased demand for such required services in the Amarillo area.

Manufacturing firms employ 11% of the total work force in the Amarillo area according to the Align Amarillo Economic Development Strategic Plan adopted in 2017. Additionally, Amarillo’s centralized geographic location is an ideal strategic transportation service hub for the United States.

Amarillo has become a strong leader in the aviation manufacturing industry. The Bell Helicopter Amarillo Assembly Center is a leader in the latest vertical lift aircraft technology. Bell Helicopter’s facility in Amarillo is the final assembly and delivery site for the V-22 Osprey, the UH-1Y Yankee, and the AH-1Z Zulu, all destined for the Armed Forces of the United States. Amarillo’s facility will soon build Bell’s newest commercial helicopter, the Bell 525 Relentless, the first ever super-medium helicopter. The Amarillo Bell Helicopter facility employs approximately 1,250 workers. The decision to add commercial work to the facility’s programs fit easily into the plant’s overall growth plan and took advantage of the state-of-the-art facilities as well as the partnership with the City of Amarillo and the Amarillo Economic Development Corporation.
Because of the numerous attractions in and around Amarillo, tourism is a major industry. Some of the more prominent tourist attractions are Palo Duro Canyon State Park, which hosts the annual musical production "TEXAS" in the Pioneer Amphitheater, Panhandle-Plains Historical Museum, Don Harrington Discovery Center, Amarillo Museum of Art, Amarillo Little Theatre, Amarillo Symphony, the Lone Star Ballet, and American Quarter Horse Hall of Fame and Museum. Also, annual events such as the World Championship Ranch Rodeo, the July 4th fireworks show, Tri-State Fair and Rodeo, Pirates of the Canyon Balloon Festival, Good Times Celebration Barbeque Cook-off and various professional sporting events bring numerous visitors to Amarillo each year. Tourism and convention activities in Amarillo contributed to over $325 million, with nearly two million overnight visitors, to the area’s economy in 2016. The variety of attractions in this portion of Texas not only adds to the economy, but also to Amarillo’s quality of life. The City continues to promote growth in this area, most recently by announcing plans to construct a $40 million multi-purpose event venue (MPEV) downtown, which will be home to a new AA affiliated baseball team coming in spring 2019.

Local, state, and federal governments continue to be a consistent and growing source for employment in the Amarillo area. According to the US Bureau of Labor Statics, between 2017 and 2018, over 100 new local government jobs were created. The government sector of Amarillo’s economy encompasses a wide array of public employers, such as the independent school districts, higher educational institutions, prison systems, and other state operated facilities; federal agencies, including the United States Postal Service, United States Department of Agriculture, and the Pantex Plant operated by the Department of Energy; and local public employers, such as the City of Amarillo as well as Potter and Randall Counties.

The adequate reserves of land and energy along with Amarillo’s geographic location are an ideal place for business and industry. The same type of commitment that has made Amarillo what it is today drives current City leaders to continue to vigorously attract future business and industrial development.

COST-OF-LIVING/QUALITY OF LIFE

The cost-of-living index measures relative price levels for consumer goods and services in many cities throughout the nation. The cost-of-living index does not measure inflation but it does compare relative prices at a single point in time using a national average of 100 as a base. The following table shows the differences between Amarillo’s overall cost-of-living and that of other Texas cities.

<table>
<thead>
<tr>
<th>City</th>
<th>Composite Index</th>
<th>Percent Difference*</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMARILLO</td>
<td>86.0</td>
<td>Base</td>
</tr>
<tr>
<td>Austin</td>
<td>96.5</td>
<td>+12.2%</td>
</tr>
<tr>
<td>Corpus Christi</td>
<td>94.9</td>
<td>+10.3%</td>
</tr>
<tr>
<td>Dallas</td>
<td>100.8</td>
<td>+17.2%</td>
</tr>
<tr>
<td>El Paso</td>
<td>87.9</td>
<td>+ 2.2%</td>
</tr>
<tr>
<td>Lubbock</td>
<td>91.0</td>
<td>+ 5.8%</td>
</tr>
<tr>
<td>Odessa</td>
<td>94.5</td>
<td>+ 9.9%</td>
</tr>
<tr>
<td>San Antonio</td>
<td>87.8</td>
<td>+ 2.1%</td>
</tr>
</tbody>
</table>

*Between Amarillo and other cities

CONSUMER PRICE INDEX

The consumer price index (CPI) represents price changes for items individuals purchase for living such as food, clothing, automobiles, homes, home furnishings, fuel, etc. This index measures only prices and
CITY OF AMARILLO

does not take into account changes due to quantity or quality differences. Many times, CPI is used by
economists to determine whether prices are increasing or decreasing from month to month.

A variation of this national index has been developed for the Southern Region to measure the prices of a
fixed basket of goods and services representing consumption patterns of the region. It is realized that in
a dynamic economy, measures such as CPI are complicated by the fact that many factors vary including
price levels, employment, output, value of assets, and demographic patterns. The Regional CPI is an
individual region index which measures the change in prices in a particular region. It does not determine
whether prices or living costs are higher or lower compared to other locations.

The South Region’s CPI is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>South Urban CPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>200.361</td>
</tr>
<tr>
<td>2008</td>
<td>208.681</td>
</tr>
<tr>
<td>2009</td>
<td>207.845</td>
</tr>
<tr>
<td>2010</td>
<td>211.338</td>
</tr>
<tr>
<td>2011</td>
<td>218.618</td>
</tr>
<tr>
<td>2012</td>
<td>223.242</td>
</tr>
<tr>
<td>2013</td>
<td>226.721</td>
</tr>
<tr>
<td>2014</td>
<td>230.552</td>
</tr>
<tr>
<td>2015</td>
<td>230.147</td>
</tr>
<tr>
<td>2016</td>
<td>232.692</td>
</tr>
<tr>
<td>2017</td>
<td>237.456</td>
</tr>
<tr>
<td>2018*</td>
<td>242.004</td>
</tr>
</tbody>
</table>

*2018 CPI is based on average of first and second quarter data
Source: U.S. Bureau of Labor Statistics, CPI, All items in South Urban, all urban consumers, not
seasonally adjusted (Base 1982-84=100).

QUALITY OF LIFE

The City of Amarillo and the associated region have a high quality of life that make living and working in
the area very attractive. Below is a brief discussion of various quality of life aspects in and around
Amarillo.

Schools
Educational institutions in Amarillo, from the public elementary schools to the higher learning institutions,
are highly valued symbols of community identity and achievement. Amarillo is well represented on every
educational level. Texas Tech has medical and pharmacy schools located in Amarillo, and with our
nation’s aging population, both schools should do very well in the future. Amarillo is home to Amarillo
College (AC), Wayland Baptist and Vista College also have campuses in Amarillo, and West Texas A&M
University is less than 20 miles from Amarillo with a satellite campus located in downtown Amarillo. In the
2003 legislative session, the legislature authorized Texas colleges and universities to set their own tuition.
Amarillo’s educational facilities are discussed in more detail below.

School Districts
Within the corporate city limits of the City of Amarillo, there are five independent school districts. The
Amarillo Independent School District (AISD) is made up of 37 elementary schools including one magnet
school centering on mathematics, science, and the arts; three 6th grade campuses; nine middle schools
including one middle school focusing on mathematics, science, and technology; four high schools and
two specialty campuses. Amarillo Area Center for Advanced Learning (AACAL) is an extension of the
home high school campuses and offers classes in the following specialized areas: Automotive
Technology, Computer Systems Technology, Engineering Technology, Health Science Technology, and
Animal Science Technology. North Heights Alternative School focuses on credit recovery and preparing students to become self-directed learners.

The Canyon Independent School District (CISD) has eight elementary schools; three intermediate schools (grades 5 and 6); two junior high schools (grades 7 and 8); two high schools and one alternative education high school in the Amarillo area. River Road Independent School District (RRISD) has one elementary, intermediate, middle, and high school respectively. Highland Park Independent School District (HPISD) has a facility that serves elementary, junior high, and high school students located within the Amarillo city limits. These school districts are generally located in areas of the City which are less densely developed than AISD. The Bushland Independent School District (BISD) has one elementary, middle school and high school respectively and is located in the southwestern portion of Potter County.

There are also several private, religious, and vocational schools that meet the educational needs of the community.

**Higher Education Facilities**

West Texas A&M University (WTAMU), a member of the Texas A&M University system, celebrated its centennial year during 2010 with a long history of educational excellence. High quality academic offerings that are both engaging and challenging combined with a dedicated faculty committed to teaching excellence have helped WTAMU earn top-tier status for regional universities in the western United States by *U.S. News and World Report*.

University officials are preparing for WTAMU’s second century with an ambitious plan to enhance the campus and set the stage for future growth. New facilities, high-tech classrooms, renovations and improvements along with the University’s Amarillo Center guarantee that students of today and tomorrow will enjoy a college experience that prepares them for a life of learning, leadership, and service.

Amarillo College (AC) is an accredited community college offering 143 degree and certificate programs, instruction on six campuses as well as one outreach center. The 2016 Fall Semester academic enrollment was 10,087, and an additional 24,000 area residents continued their education in one of AC’s Professional Development and Personal Enrichment classes.

AC’s Washington Street campus is 24 acres in size and is located adjacent to S.W. 24th Avenue and Washington Street. The West Campus, being 41 acres in size, located north of the Amarillo Medical Center and is the primary location for Allied Health, Nursing, and Criminal Justice training. An 8-acre downtown campus houses the Business and Industry Center while the East Campus, located near the Amarillo International Airport, mainly focuses on Industrial and Transportation Technologies.

Community Link, AC’s outreach center in Northeast Amarillo, offers GED courses, basic computer training as well as English as a Second Language courses. AC has two additional campuses located in the outlying communities of Hereford to the southwest of Amarillo and Dumas to the north of Amarillo.

Wayland Baptist University (WBU), whose main campus is in Plainview, Texas, conducts night and weekend classes in Amarillo for students earning degrees in business administration, human services, career technology education, Christian studies, management, and applied science.

Texas Tech University Health Sciences Center (TTUHSC) began operations in Amarillo with the School of Medicine (SOM) in 1972. The school offered elective clinical rotations in space borrowed from Northwest Texas Healthcare System and the Veterans Affairs Health Care System.

In 2002, the SOM moved into a new 155,000 square-foot building located at 1400 S. Coulter St. The Amarillo campus is not only home to the SOM, but now also encompasses the schools of allied health sciences and pharmacy. The campus is located in Amarillo’s 400-acre Regional Medical Center.

The first TTUHSC program moved to Amarillo in 1974 when five resident physicians began family medicine training. A pediatrics program began in 1978, followed by obstetrics and gynecology in 1979 and internal medicine in 1988. Since the medical school graduated its first class in 1974, it has produced
over 3,000 physicians. The applicant pool is very competitive and the medical class size has recently increased from 147 to 150 students. Richard Jordan, M.D., serves as the SOM regional dean.

When the School of Allied Health Sciences opened in 1994, it was housed in the Amarillo Speech and Hearing Center. The school’s academic and clinical programs are now at the Coulter Street location. The school offers a Doctor of Physical Therapy, and trains approximately 60 students annually. Michael Hooten, Ed.D. serves as the School of Allied Health Sciences’ regional dean.

The state-of-the-art School of Pharmacy (SOP) has grown steadily since it opened in 1996. The school presently admits 115 first-year students to its Amarillo campus annually, and the program’s growth has produced regional campuses in Abilene, Lubbock and Dallas/Fort Worth. The SOP in Amarillo also has the distinctive honor of being home of the Texas Pharmacy Museum.

In 2007, the Laura W. Bush Institute for Women’s Health (LWBIWH) was established at TTUHSC. The institute was first launched in Amarillo and has grown to serve communities in Lubbock, El Paso, the Permian Basin and San Angelo as well. The institute builds research, education and outreach programs to improve the lives of women and their families.

TTUHSC at Amarillo is also home to InfantRisk Center, the Amarillo Breast Center of Excellence, SiMCentral and the West Texas Influenza Center.

On top of being a teaching facility, TTUHSC at Amarillo also provides care to area residents offering first-class medical services in family medicine, internal medicine, surgery, obstetrics and gynecology, pediatrics, psychiatry and geriatrics. Medical care is open to all. TTUHSC is committed to providing top-notch training for future medical professionals while offering first-class medical treatment to its neighbors.

The Texas AgriLife Research and Extension Center, located at 6500 W. Amarillo Boulevard, provides information, technology, and assistance in the areas of agriculture, community development, and family and consumer sciences. This is one of 13 research centers within the Texas A&M System. Texas AgriLife Research in Amarillo is dedicated to science that will help make crop and livestock production in the region more efficient. Also housed at the AgriLife Center is the district office of the Texas AgriLife Extension Service, which has a network of agents and specialists trained to aid producers, homeowners, and families with its many programs. The Texas A&M Veterinary Diagnostic Laboratory, located next door, assists veterinarians, feedyard managers, and cattlemen in diagnosing the causes of diseases and other health problems affecting livestock in the region.

Amarillo’s Professional Sports Teams
In the fall of 2010, the Amarillo Bulls began their inaugural Season in the North American Hockey League, by offering exciting, affordable family entertainment. The Bulls team consisted of some of North America’s best young hockey players, ranging from age 17 to 20, in an effort to advance their hockey careers and to receive a College Scholarship. Since its existence, over 50 players have received scholarships with West Point, Air Force Academy and Princeton. The players are amateurs, receiving no salary, and they stay with local families making Amarillo their new home. These players give back to the community by helping local charities. An Amarillo Bull player has won the NAHL Community Service award four straight years in a row. The Amarillo Bulls have won the oldest Hockey trophy in the United States, the coveted NAHL Robertson Cup. The seven-month season, from September to March, consists of 28 regular season home games which are played in the Amarillo Civic Center’s Coliseum.

Amarillo welcomed The Amarillo Dusters, a professional indoor football team of the Intense Football League, in 2004. In 2010, the Amarillo Dusters became the Amarillo Venom. The Venom joined the Lone Star Football League for the 2012 season. They won back-to-back Championships in the years 2012 and 2013. The Venom proudly plays in the Amarillo Civic Center’s Coliseum during the months of March through July.
In spring 2019, the City of Amarillo will welcome back AA affiliated baseball for the first time since 1982. The Amarillo Sod Poodles is affiliated with the San Diego Padres and will play in the new $45.5 million MPEV which is currently under construction. The new state of the art facility will be located in downtown Amarillo and offer yet another affordable family entertainment option for the community and surrounding area.

PARKS AND RECREATION

Park land, open space, and recreational facilities serve an important function for the City of Amarillo. The park system improves the quality of life by providing recreational opportunities for the community as well as protecting the natural environment. The location and design of park land and open space can be beneficial to Amarillo's image by providing a visual improvement to a neighborhood and, in some cases, serve as a buffer between differing land uses. Park and open space facilities in Amarillo are comprised of school playgrounds, school parks, linear and ornamental parks, neighborhood, community, and regional parks. Amarillo currently has 64 parks and 2 golf complexes that combined with areas of developed recreation open space total 2,168 acres which is 74% of the 2,935 acres of dedicated open space. Amarillo’s municipal golf courses include Ross Rogers and Comanche Trail Golf Complexes, both with 36 holes each. Other areas of recreational opportunity include 3 public swimming pools, 2 concrete skate parks, 15 water spray grounds, the Amarillo National Tennis Center and the Amarillo Zoo.

In addition to Amarillo’s parks system, recreational areas of the community are supplemented by the various improvements found on elementary, middle school, and high school sites. These sites are located throughout the city and provide athletic-type facilities for students. Middle school sites contributing to Amarillo’s open space include Austin, Bonham, Bowie, Crockett, Fannin, Houston, Mann, Travis, De Zavala, and Westover. Facilities for recreational activities such as baseball, soccer, track events, and football are also found at high schools such as Amarillo, Caprock, Palo Duro, Tascosa, Randall, River Road, and Highland Park. Privately owned recreational facilities such as the Maverick Club, Amarillo Netplex, numerous health clubs, as well as the Amarillo Country Club and Tascosa Golf Club also provide community recreation and leisure services.

Additional projects funded through the Parks Capital Improvement budget that were completed in recent years include the following:

- Design and construction of the splash pad and playground at Gene Howe Park.
- Design and construction of the PlayZone at Medical Center Park. The new playground and splash pad provide access, transition and functionality for everyone regardless of their physical limitations or special needs. This was a public-private partnership with the Southwest Chapter of Ambucs which, without their vision and generous donation, would not have been possible.
- Design and construction of a new playground and swings at Mesa Verde School Park. This was a joint effort between the Parks and Recreation Department and the Community Development Block Grant.
- Design and construction of a concrete crosswalk with surface safety lighting and signage to enhance safety for pedestrian and bicycles at the Georgia Street and Rock Island Rail Trail crossing. Additional benches and bicycle “fix-it” stations were also placed at this location.

Major Regional Recreation Facilities

Numerous major recreational areas are located in the Texas Panhandle region and provide Amarillo citizens the opportunity to participate in outdoor activities such as boating, fishing, camping, hunting, etc. Even though the regional facilities may be up to 55 miles from Amarillo, they are considered supplemental to Amarillo’s park system due to the type, size, and quality of recreational opportunities provided.

Area lakes, such as Greenbelt Reservoir located north of Clarendon, Lake McClellan south of Pampa, Lake Mackenzie east of Tulia, and Lake Meredith near Fritch, offer public fishing and boating recreation. The Canadian River, located north of Amarillo, provides areas for hunting and off-road driving and riding. Buffalo Lake Conservation area, a wildlife refuge near Canyon, and Wildcat Bluff Nature Center, west of Amarillo, provide both active and passive recreational areas from hiking trails to picnic areas.
Palo Duro State Park, located southeast of Amarillo, is one of Texas’ most spectacular scenic features since the colorful, rugged terrain of this canyon provides a sharp contrast to the plains of the Panhandle. The park offers camping, hiking, picnicking, mountain biking, and horseback riding. An amphitheater is also situated within the park where the Nation’s best-attended outdoor musical drama “TEXAS” is performed seasonally. “TEXAS” has been named one of North America’s 100 Best Events in 2013 by the American Bus Association.

MUNICIPAL ADMINISTRATION

Municipal administration services are housed in Amarillo City Hall, the Simms Building and associated public buildings known as the Municipal Complex. The complex is located in the vicinity of S.E. 7th Avenue and Buchanan Street and includes City Hall, Civic Center, Simms Building, Centennial Plaza, Central Library, Globe News Performing Arts Center, Facilities Administration Building, and associated parking areas. The entire municipal complex is appropriately located at the edge of the Central Business District and is accessible to the transit system.

City Hall

The Amarillo Sunday News-Globe, on Sunday January 8, 1967, announced the Grand Opening of the new Municipal Building and estimated the attendance to be more than 8,000 people. The article read: “First Jewel in the setting that will become the Civic Center Complex in 1968 is the new Municipal Building completed last month. It is now the home for 21 city governmental offices and has four levels that incorporate 84,000 square feet of floor space. The Municipal Building, like the Auditorium-Coliseum combination being constructed to the north, was financed through the sale of bonds authorized by the voters in 1964. It cost $2,126,427, including the land, architect fees, paving, lighting, and storm sewer relocation. The outside finish consists of pre-cast concrete panels in which marble chips have been mingled and it will conform architecturally with the Auditorium-Coliseum.” Originally, a water fountain and pool were constructed at the main entrance with the stairs wrapping around either side of the water feature.

The Municipal Building today is known as the Amarillo City Hall Building and is currently home to over ten city departments. The building has several of its original design features; however, one notable change has been the removal of the water fountain and pool adjacent to the main entrance to make room for the installation of a ramp and steps, making the building more accessible for all community members. City Hall is home to the Mayor’s office, City Council, Finance Department, Utility Billing, Vital Statistics, Parks and Recreation Administration, Human Resources, the City Attorney offices as well as many other departments. As established in 1968, the City Hall building remains a focal point for the citizens to access their city officials and services.

Simms Municipal Building

On January 22, 2016 the City of Amarillo hosted the Jim Simms Municipal Building open house. The opening of the Simms Building represents a $4.25 million renovation project and will provide an addition of 62,000 in square footage for municipal office space. The Simms Municipal Building is home to the City Care Clinic, Amarillo Emergency Communications Center (AECC), the Office of Emergency Management (OEM), Community Development, Environmental Health, Building Safety, Public Works, Engineering, Traffic, Planning and Utilities Engineering departments.

The remodeled municipal building was named after the late Councilman Jim Simms, who passed away Nov. 12, 2014 at the age of 73 following a lengthy illness. In a unanimous vote by a previous Amarillo City Council, the new facility was renamed in his honor marking his accomplishments and efforts as a public servant.

Amarillo Civic Center Complex

When the Amarillo Civic Center opened in 1968, it housed a coliseum (7,000 capacity) and an auditorium (2,324 capacity). In 1978, the first expansion of the Civic Center added what is now known as the South Exhibit Hall and Regency Room. In 1989, the coliseum was renamed the Cal Farley Coliseum in memory
of Mr. Farley. In 1990, the Grand Plaza was added. This unique venue for banquets, parties, and dances enclosed an outdoor area, giving the Civic Center its first indoor ballroom complete with Texas shaped terrazzo floor and Gulf of Mexico fountain. In 2003, the most recent expansion was completed, adding the North Exhibit Hall and the Heritage Ballroom. A jewel in the heart of downtown Amarillo, the Globe-News Center for the Performing Arts houses a 1,300 seat auditorium and the Gilliland Education Center. Opened in January 2006, the facility is owned by the City of Amarillo and operated as part of the Amarillo Civic Center Complex. The idea behind the facility was birthed in 1999, when Caroline Bush Emeny opened fundraising for the Center with a very generous donation. The overall project cost was approximately $32 million. The acoustically sound, state-of-the-art facility was designed by Holzman Moss Architects and hosts an average of 100 ticketed performances annually.

The Amarillo Civic Center and the Globe-News Center of the Performing Arts are the center of cultural activity in Amarillo; including symphonies, concerts, ballets, Broadway shows, and sporting events. Conventions, conferences, graduations, community meetings, parties, and consumer shows round out the bulk of events that take place at the facility. Totaling over 400,000 square feet, nine separate events can be accommodated at any one time within the complex. Resident companies and primary use tenants include the Amarillo Venom, Amarillo Bulls, Amarillo Opera, Amarillo Symphony, Lone Star Ballet, Window on a Wider World, and the Broadway Spotlight Series. More than 600,000 patrons attend approximately 1,000 events each year.

Police Department and Municipal Courts Building
In 1992, the Police Department and Municipal Courts relocated to a newly renovated building located at S.E. 3rd Avenue and Taylor Street in downtown Amarillo. This facility was purchased from private owners who absorbed the entire cost of renovation. The facility allows for most Police Department functions to be located in one building. In 2010, the 6th floor of the Police Department was renovated. After the renovation was completed, the Uniform Division was relocated to that floor. The renovation of the 3rd floor followed to address the expanded needs of the Detective Division. Future plans include renovations to the 4th and 7th floor to address anticipated growth of the Police Department. Additionally, the Municipal Court received a much needed court document storage space, as well as larger jury and customer service areas. This facility has improved the Police Department by enhancing efficiency and improving crime fighting capabilities.

Solid Waste Collection
The City of Amarillo provides its citizens with a state-of-the-art solid waste collection system, which utilizes dumpsters and fully automated loading trucks. This system collects approximately 175,032 tons of solid waste annually and transports it to the City of Amarillo Solid Waste Transfer Station. There are approximately 70,204 residential accounts and 6,487 commercial accounts. The dumpster system has proven to be a very cost effective operation because one person driving and operating a self-loading truck can serve 9,500 residences daily. The automated system saves on labor and labor-related costs. A fully automated system also eliminates most of the hazards to collection work such as back injuries resulting from heavy lifting and other injuries associated with physical contact of waste materials. There are 60 automated residential routes, six hand pick-up residential routes, and 19 commercial routes served. However, with expanding development, more routes will be needed in the near future. This system will be evaluated in the near future to improve service by adding a curbside automated collection system. This new system will provide automated loading trucks in areas that do not have an alley for the current style of trucks. Areas that have hand collection and alleys that are too tight for alley dumpsters will benefit greatly from a new style of collection truck.

Amarillo Sanitary Landfill
The Sanitary Landfill for the City of Amarillo is five miles west of the city limits in Potter County. Sanitary landfilling is a method of disposing solid waste on land without creating nuisances or hazards to public health or safety. Principles of engineering are used to confine the waste to the smallest practical volume and to cover it with layers of earth at pre-set intervals.

The current landfill site is permitted by the Texas Commission of Environmental Quality to include 662 acres, of which 486 acres are suitable for disposing of solid waste. The existing site is ideal and is
expected to be utilized for over 100 years. Amarillo, therefore, has a long-term commitment to burying its solid waste at this location. The landfill disposes of approximately 282,000 tons of waste per year.

The Amarillo Sanitary Landfill has been successful in disposing of its solid waste because of proper preliminary planning and design of the site, the application of proper engineering principles, and the competent operation of the facility. The benefits of disposing of waste in this fashion include the relatively low cost of disposal, no pollution of air, land or water, and the potential future use of the site once operations are completed.

Amarillo Animal Management and Welfare Department
The Amarillo Animal Management and Welfare Department as well as the Amarillo Panhandle Humane Society are located at 3501 S. Osage St. and are open to the public from 10:00 AM to 6:00 PM, Monday through Friday, and 10:00 AM to 5:00 PM Saturday.

The following services are provided by Amarillo’s Animal Management and Welfare Department:

- Impoundment of stray or unwanted animals,
- Enforcement of City ordinances and state laws pertaining to animals,
- Pet education and awareness programs,
- Investigation of cruelty and welfare cases,
- Capture and relocation of wild animals,
- Investigation of animal bites/attacks,
- Quarantine for rabies observation,
- Removal and pickup of deceased animals,
- Adoption of pets,
- Respond to citizen complaints

Rick Husband Amarillo International Airport
The Rick Husband Amarillo International Airport became a public use airport in 1941 when the City of Amarillo purchased the current airfield portion of the airport in order to receive development assistance from the federal government. The military utilized the airport in World War II and the airport became the Amarillo Air Force Base in 1951. The airport operated as a joint-use facility through 1968.

In February of 2003, Amarillo City Council voted to change the name of the Amarillo International Airport to Rick Husband International Airport in memory of Astronaut Colonel Rick Husband who was born and raised in Amarillo, Texas. Colonel Husband was the Commander of the Space Shuttle Columbia and died alongside his entire crew, ironically over Texas, on February 1, 2003 as the shuttle disintegrated upon reentry after their 16-day mission in space.

In 2011, the Rick Husband International Airport completed a multi-million dollar air terminal rehabilitation project. The project included a major renovation of the existing terminal building consisting of a dedicated meet-and-greet area, a consolidated gate area, a spacious security screening checkpoint, new passenger boarding bridges, and a new inline baggage screening system. In 2012, the terminal building storm water drainage system was significantly upgraded and the upper level terminal drive roadway was rebuilt.

Currently, the terminal apron is undergoing a large maintenance project that includes the replacement of numerous sections of 22 inch thick concrete. Planned projects for the 2018 budget year include replacement of the terminal flight information display system, replacement of the terminal public address system, replacement of the airfield lighting electrical system and electrical control vault, replacement of most of the airport’s closed circuit TV security monitoring system, replacement of the core hardware and software that runs the access control system, and major repairs to taxiways “C” and “J.”

In calendar year 2017, the airport enplaned 333,067 passengers onto aircraft of the 3 airlines serving the airport, American Airlines, United Airlines, and Southwest Airlines. American Airlines began service from Amarillo to Phoenix in April 2018. With the addition of the Phoenix service, the airport is on track to eclipse the 2017 enplaned passengers total by at least 2.7 percent. If recent trends continue, it is possible that enplaned passengers in 2018 may exceed the 2017 total by 4.0 percent.
**Amarillo Public Library**

Amarillo citizens have enjoyed library service since 1902, when a group of women known as the JUG (Just Us Girls) Club formed a lending library of 123 books. Potter County assumed responsibility for the library in 1921, until the City of Amarillo took over in 1940.

Today, the Amarillo Public Library System consists of a Central (Downtown) Library and four branches, serving close to 3,300 people every day. The library collection includes close to 415,000 books, magazines, and media materials which circulate 1.6 million times per year. The Library maintains 90 public computers and provides free WIFI access to cardholders, both of which supply over 80,000 hours of internet access per year. Non-profit organizations from across the state take advantage of meeting facilities available for a small fee at all five library locations.

The Amarillo Public Library also offers a great many other resources and services.

- The Library’s Community Reading Program, AMARILLO READS, offers English as a Second Language and Citizenship Classes, Adult Reading Skills Tutoring, Summer Reading Club for all ages, and annual Community Reads.
- Story Time Classes for young children are available 16 times each week at various times and locations to make Story Times available to all Amarillo families.
- Additional activities take place each month for school-age kids and teens, including science, music, art, and social activities.
- Programs for adults include book discussion groups, film series, craft programs, fraud prevention classes, technology workshops, free GED tutoring, and health and financial literacy programs.
- The Library's website, [www.amarillolibrary.org](http://www.amarillolibrary.org), offers:
  - Downloadable magazines, eBooks and audio books
  - Language instruction
  - Assistance for job seekers
  - Test preparation for a variety of scholastic and professional exams
  - Access to consumer information
  - Reader's advisory resources
  - Streaming video of independent and classic films
  - Web-based story books for children
  - Online encyclopedias
  - Photo archive of digital images related to Amarillo and Panhandle history
  - Genealogy resources

**Amarillo Public Library Locations and Contact Information:**

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Library</td>
<td>413 E 4th Ave</td>
<td>806-378-3054</td>
</tr>
<tr>
<td>East Branch</td>
<td>2232 E 27th Ave</td>
<td>806-342-1589</td>
</tr>
<tr>
<td>North Branch</td>
<td>1500 NE 24th Ave</td>
<td>806-381-7931</td>
</tr>
<tr>
<td>Northwest Branch</td>
<td>6100 W 9th Ave</td>
<td>806-359-2035</td>
</tr>
<tr>
<td>Southwest Branch</td>
<td>6801 W 45th Ave</td>
<td>806-359-2094</td>
</tr>
</tbody>
</table>

The Amarillo Public Library System is a member of, and serves as the headquarters for, the Harrington Library Consortium (HLC). HLC is a multi-institutional cooperative library network serving more than 130 Libraries in Texas and Oklahoma. HLC membership allows public, school, academic, and special libraries to share resources and provide additional services to patrons. The Consortium also offers member libraries consulting services, continuing education opportunities, support for literacy, English as a Second Language, and automation projects. HLC membership enables the Amarillo Public Library to increase the quality and quantity of resources available to the citizens of Amarillo and to serve as a leader in library innovations throughout the state of Texas.

**Fire Stations**

The Amarillo Fire Department (AFD) responds to approximately 22,340 alarms annually (2017). Of these incidents, 15,759 (70.5%) are Basic and Advanced Life Support emergency medical services (EMS).
responses. The AFD is also responsible for mitigating emergencies involving structural and wildland fires, hazardous materials, technical rescue, aircraft emergencies, and non-emergency assistance calls.

Rapid response times are closely related to the distribution of fire stations throughout Amarillo. In the last fifty years, Amarillo has experienced significant growth geographically - from 38 square miles to 103 square miles. During that time, the population also increased by 74,000 (36.0%). Until 2009 the AFD had not opened a new fire station in the City to keep up with this growth. City leaders addressed this problem by adding Fire Station #11 (2009) in the Westcliff subdivision, Fire Station #12 (2011) near The Shores subdivision, and Station #13 (2013) in John Stiff Park. The addition of Fire Station #13 will allow the Department to relocate Fire Station #3 from the Estacado area south to Oxford Street, and Fire Station #9 north to I-40 and Paramount in the FY18/19 Fiscal Year. The moves will ensure firefighters continue to quickly arrive at the scene of emergency incidents.

Major Medical Facilities
Amarillo is a major health care center for portions of five states and includes three acute care hospitals, several medical-education facilities, long-term health care facilities, and medical clinics. The major hospitals and their respective locations are identified below:

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baptist Saint Anthony’s Hospital</td>
<td>1600 Wallace Blvd. (Medical Center)</td>
</tr>
<tr>
<td>Northwest Texas Health Care System</td>
<td>1501 S Coulter St. (Medical Center)</td>
</tr>
<tr>
<td>Veterans Affairs Health Care System</td>
<td>6010 W Amarillo Blvd. (Medical Center)</td>
</tr>
</tbody>
</table>

Amarillo Medical Center
In 1959, Amarillo began developing into a regional health care center and continues to be committed to provide an array of health care services to a large geographic area. Under the sponsorship of the Amarillo Area Foundation, the Medical Center is the product of cooperation and interaction among private enterprise, local and county governments, and voluntary nonprofit groups. This multi-purpose medical complex, consisting of facilities which provide hospital and health care, medical research, and vocational and professional training; is designed to promote the development of a coordinated program of health care by concentrating a full range of services in a single location. Significant institutions include Texas Tech University, Veteran’s Hospital, Baptist Saint Anthony’s Hospital, and Northwest Texas Healthcare System.

Texas Tech University has a consolidated 20-acre Medical Center comprising the schools of pharmacy, medicine, and allied health located in Amarillo. The pharmacy and medical research have brought in millions of research dollars to Amarillo from several health organizations and pharmaceutical companies. Amarillo is home to a Veteran’s Hospital with 55 beds The VA also houses a veteran’s nursing home. Baptist Saint Anthony’s Hospital (BSA), is a general medical and surgical hospital in Amarillo with 445 beds. BSA has the region’s first designated level three neonatal intensive care unit, was listed as one the nation’s 100 Top Hospitals® by IBM Watson Health, and is a Certified Primary Stroke Center. Northwest Texas Healthcare System is also a major general medical and surgical hospital in Amarillo with 431 beds. Northwest Texas Healthcare System is the area’s Designated Advanced Level 3 Trauma Facility and home to LIFESTAR. NWTHS is also a Certified Primary Stroke Center and an Accredited Wound and Hyperbaric Oxygen Therapy provider.

Each acute care hospital in Amarillo is within the Medical Center where ample undeveloped property for additional facilities is available. Therefore, most major medical facilities are expected to be constructed in the Medical Center area in the future.

Amarillo Economic Development Corporation
The Amarillo Economic Development Corporation (Amarillo EDC) was created to foster economic development in the City and to manage the revenues from the 0.5% City sales tax increase that Amarillo voters approved in 1989. Economic development strategies are met by implementing aggressive business recruitment programs, local business retention and expansion programs, and promoting the
Amarillo EDC and Amarillo, Texas, brands worldwide. The corporation consists of a five-member board appointed by the City Council. Ten-percent of the annual sales tax receipts are allocated to the Amarillo EDC’s Operating Fund with the remaining 90% allocated to the Project Fund. Amarillo EDC Operating Fund expenses consist of all administrative, promotional and marketing costs associated with operating the entity. The Amarillo EDC’s Project Fund invests in capital projects, issues grants, loans and other incentives to local and outside industry to create primary jobs and capital investment in the Amarillo community. The Amarillo EDC has been instrumental in bringing new business and industry to Amarillo, and assisting existing companies via variety of incentive programs that provide grants and loans.

**Center City of Amarillo, Inc.**

In 1989, a group of community leaders began to share their concerns about the decline of the central area of the City. Out of the process grew Center City of Amarillo, Inc. Center City is a nonprofit organization dedicated to the historic preservation and revitalization of Downtown Amarillo by focusing community, social, aesthetic, recreational, and economic interests in Amarillo’s historic core area. Center City is recognized as a National and Texas Main Street Program under the Texas Historical Commission. Center City spearheaded the application and designation of the Amarillo Cultural District of the Texas Commission on the Arts in 2016.

Center City projects include:

- High Noon on the Square, a series of free outdoor summer concerts on the grounds of the historic Potter County Courthouse,
- Createl!, a downtown art festival to celebrate the Amarillo Cultural District of the Texas Commission on the Arts.
- Jazztober, a downtown music event held weekly during the month of October,
- Center City Electric Light Parade, a holiday parade in cooperation with the Parks & Recreation Department. The parade ends with the lighting of the city’s Christmas tree at the Civic Center,
- Amarillo Community Market, a downtown market with fresh produce, baked goods, arts and crafts all produced within a 150-mile radius of Amarillo held June to October,
- The Center City Electric Light Parade, a lighted nighttime Christmas parade and tree lighting event,
- Hoof Prints of the Great American Quarter Horse, an art in public places project,
- Design Review, a partnership with the City of Amarillo to provide façade grants. The cumulative façade grants since 1996 topped $1 million in fiscal year 2016-2017.
- Restoration of historical signs along Polk Street including the Paramount sign and the Kress sign,
- Partnerships with other downtown organizations including the Center City Tax Increment Reinvestment Zone and Downtown Amarillo, Inc.,
- Partnerships with other nonprofit organizations gathering people downtown, including the Amarillo Museum of Art, Susan G. Komen Race for the Cure, the Coors Cowboy Club Rodeo and Longhorn Cattle Drive, the Working Ranch Cowboy Association, Amarillo Convention & Visitor Council, and the Amarillo Chamber of Commerce,
- Historical preservation efforts with the Amarillo Historical Preservation Foundation, the Texas Historical Commission, the Texas Downtown Association and Preservation Texas. Center City has won five Texas Downtown Association Presidential awards for restoring or adapting historical downtown buildings.
- Center City hosted the Summer Training for Texas Main Street Managers in 2018 and hosted the Texas Historical Commission quarterly meeting in Amarillo to showcase our beautiful downtown improvements.
- A street banner program to welcome residents and visitors to the downtown neighborhood, and
- Downtown business memberships to retain and recruit new businesses to the downtown area
Sixth Street
Sixth Street in Amarillo is Texas’ most intact collection of commercial buildings possessing significant associations with early Route 66. With over 100 antique shops, restaurants, and bars, this area is listed on the National Register of Historic Places. This section of street represents the roadside architecture and development produced by the first transcontinental highway linking mid-America to the west coast. The Sixth Street Enhancement Project consists of landscaping, beautification, and historic preservation. A Route 66 mural is in place and a landscaped gateway near the Georgia Street entrance welcomes visitors.

Rails to Trails Project
A construction contract was awarded to Fuller Construction of Amarillo for $2.6 million to complete the construction of a 3.88-mile section of the Amarillo Rails to Trails Project. The multi-purpose trail, which serves as a linear park, extends from the intersection of SW 7th Avenue and Crockett Street to Coulter Street. A special dedication/grand opening was held in April of 2005. The trail was named the Rock Island Rail Trail in order to give recognition to the historical significance of the railroads that once traveled this section of the City.

In April of 2015, the City of Amarillo developed a specific Master Plan for the Amarillo Rock Island Rail Trail (Phase II). The project originated with a desire to increase the use of the existing Trail by improving safety and connectivity. The Rock Island Rail Trail Master Plan seeks to build on prior efforts by advancing the long-term development of the Trail as a true multi-modal transportation system within Amarillo’s overall transportation system.

Amarillo-Potter Events District
On January 17, 1989, the voters of the City of Amarillo and Potter County approved a venue project along with the corresponding tax levies. The approved project consists of an expansion of the Civic Center convention facility and the construction of the Tri-State Fairgrounds Event Center. The Tri-State Fairgrounds Event Center (officially the Amarillo National Center) is used for community events including rodeos, livestock shows, agricultural expositions, promotional events and other civic or charitable events. The facility has 5,000 permanent seats and is designed to complement, not compete with, the existing Civic Center facility.

Strategic Action Plan for Downtown
In 2008, the City of Amarillo adopted the Strategic Action Plan for Downtown Amarillo after almost two years of research and community meetings. The Plan covers a large area from the railroad tracks north of downtown, to 12th Avenue on the south, and from the east railroad tracks to Washington/Adams Street on the west. This accounts for nearly a 116-square block area. Recommendations in the Plan included the formation of a Tax Increment Reinvestment Zone, which was established in 2006 and a proposed Business Improvement District for downtown. Other goals in the plan include developing approximately 400 to 600 new housing units in Downtown, attract multiple retail centers, draw family-friendly venues, develop one or more quality hotels with at least 300 rooms to support and meet needs of the revitalized downtown area, and retain and grow Downtown as a financial, business, and government center.

Related to the above, the City adopted the Downtown Amarillo Urban Design Standards, an overlay zoning district, in 2010 to provide guidance for modifications to building exteriors, walkways, landscaping and signage within downtown. These standards are to aid in protecting downtown property owners’ investments by providing for quality redevelopment in a safe, attractive, pedestrian-friendly environment, producing a better livable downtown. A Local Government Corporation Board was formed to encourage, implement, and manage downtown projects. This board will explore the feasibility of potential projects as well as expedite and facilitate construction of City projects.

Completed downtown development/redevelopment projects include:

- Courtyard by Marriott near Polk St. and 8th Ave.
CITY OF AMARILLO

- Ellwood Park near Washington St. and Park Pl.
- Happy State Bank near Pierce St. and 10th Ave.
- Cal Farley’s Alumni Housing near Monroe St. and 11th Ave.
- Toot 'n Totum Convenience Store near Buchanan St. and 9th Ave.
- Potter County Courthouse near Fillmore St. & 6th Ave.
- Amarillo College parking lot near the Downtown Campus
- The Lofts on 10th Ave. near Tyler St. and 10th Ave.
- Multi-level Parking Garage and Retail space near Buchanan St. and 7th Ave.
- Buchanan St. walkway improvements from 10th Ave. to 6th Ave.
- Xcel Energy Amarillo Headquarters Office near Buchanan St. and 7th Ave.
- Embassy Suites Convention Center Hotel near Pierce St. and 6th Ave.
- Herring Bank near Pierce St. and 6th Ave.
- Woolworth Building at 636 S. Polk St.
- Levine’s Building at 800 S. Polk Street
- Firestone Building at 1004 S. Tyler St.
- West Texas A&M University Downtown Amarillo Campus near Tyler St. and 7th Ave.
- Dubs Development Restaurant Space near Polk St. and 7th Ave.

Ongoing downtown development/redevelopment projects include:

- Multi-Purpose Entertainment Venue near Buchanan St. and 7th Ave.
- Barfield Hotel near Polk St. and 6th Ave.
CITY OF AMARILLO
SUMMARIES - ALL FUNDS
2018/2019

RESOURCES

<table>
<thead>
<tr>
<th>Resource</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales &amp; Mixed Beverage Tax</td>
<td>13%</td>
</tr>
<tr>
<td>Water Sales</td>
<td>13%</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>11%</td>
</tr>
<tr>
<td>Gross Receipts Business Taxes</td>
<td>6%</td>
</tr>
<tr>
<td>Sanitation Charges</td>
<td>5%</td>
</tr>
<tr>
<td>Other General Fund Revenue</td>
<td>8%</td>
</tr>
<tr>
<td>Drainage Assessment</td>
<td>1%</td>
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<tr>
<td>Sewer Charges</td>
<td>5%</td>
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<tr>
<td>Airport</td>
<td>4%</td>
</tr>
<tr>
<td>Fleet Services</td>
<td>4%</td>
</tr>
<tr>
<td>All Other Revenue</td>
<td>4%</td>
</tr>
<tr>
<td>Capital Projects Funds</td>
<td>6%</td>
</tr>
<tr>
<td>Employee Insurance</td>
<td>4%</td>
</tr>
<tr>
<td>Bond Proceeds</td>
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<td>Reserves</td>
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<tr>
<td>Other General Fund Revenue</td>
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<td>Sanitation Charges</td>
<td>6%</td>
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<tr>
<td>Gross Receipts Business Taxes</td>
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<tr>
<td>Property Taxes</td>
<td>6%</td>
</tr>
<tr>
<td>Sales &amp; Mixed Beverage Tax</td>
<td>13%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>2%</td>
</tr>
<tr>
<td>Water and Sewer Utility</td>
<td>24%</td>
</tr>
<tr>
<td>Airport</td>
<td>4%</td>
</tr>
<tr>
<td>Drainage Utility</td>
<td>4%</td>
</tr>
<tr>
<td>Information Services</td>
<td>1%</td>
</tr>
<tr>
<td>Fleet Services</td>
<td>4%</td>
</tr>
<tr>
<td>Employee Insurance</td>
<td>6%</td>
</tr>
<tr>
<td>Special Revenue Funds</td>
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</tr>
<tr>
<td>Risk Management</td>
<td>5%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>6%</td>
</tr>
<tr>
<td>General Fund</td>
<td>41%</td>
</tr>
</tbody>
</table>

The total revenue before interfund transfers is $444,228,284, with $69,982,933 in interfund transfers, resulting in a net revenue of $374,245,351.

EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>41%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>2%</td>
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<tr>
<td>Water and Sewer Utility</td>
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<tr>
<td>Airport</td>
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<tr>
<td>Drainage Utility</td>
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<td>Information Services</td>
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<td>Fleet Services</td>
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<td>Employee Insurance</td>
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<tr>
<td>Special Revenue</td>
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<tr>
<td>Risk Management</td>
<td>5%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>6%</td>
</tr>
</tbody>
</table>
| Total Expenditures (Before Interfund Transfers) $449,556,169
| INTERFUND TRANSFERS $69,982,933
| NET EXPENDITURES $379,573,236

Budgeted expenditures exceed estimated revenues by $5.3 million for the 2018/2019 fiscal year. Excess reserves will be used to fund capital projects in the General Fund, the Water and Sewer Fund, the Airport Fund, the Fleet Services Fund and the Capital Projects Funds. Total expenditures do not include non-cash budgeted items such as depreciation.
### CITY OF AMARILLO
SUMMARY OF RESOURCES AND EXPENDITURES
ALL BUDGETED FUNDS - FISCAL YEAR 2018/2019

<table>
<thead>
<tr>
<th></th>
<th>GENERAL INTEREST &amp; REDEMPTION</th>
<th>ENTERPRISE FUNDS</th>
<th>INTERNAL SERVICE FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVAILABLE FUNDS:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance 10/01/17 (See Below)</td>
<td>42,757,840</td>
<td>4,602,698</td>
<td>45,599,100</td>
</tr>
<tr>
<td>Fiscal Year 2017/2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales, Receipts &amp; Revenue</td>
<td>178,569,874</td>
<td>6,449,080</td>
<td>96,468,724</td>
</tr>
<tr>
<td>Other Sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M &amp; O Expenditures</td>
<td>174,815,810</td>
<td>82,150,183</td>
<td>52,442,167</td>
</tr>
<tr>
<td>Less: Depreciation</td>
<td>(19,196,278)</td>
<td>(7,427,588)</td>
<td></td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>48,005,334</td>
<td>8,305,333</td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>174,815,810</td>
<td>8,203,918</td>
<td>133,813,086</td>
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<tr>
<td>AVAILABLE FUNDS:</td>
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<tr>
<td>Balance 10/01/18</td>
<td>46,511,904</td>
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<td>43,719,367</td>
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<td>Sales, Receipts &amp; Revenue</td>
<td>182,818,989</td>
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<td>98,174,555</td>
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<td>Other Sources</td>
<td></td>
<td></td>
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<td>M &amp; O Expenditures</td>
<td>185,751,940</td>
<td>84,704,563</td>
<td>54,213,793</td>
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<tr>
<td>Less: Depreciation</td>
<td>(20,136,727)</td>
<td>(7,440,653)</td>
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<td>53,815,239</td>
<td>7,750,000</td>
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<td>Debt Service</td>
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<td>Total Expenditures</td>
<td>185,751,940</td>
<td>10,841,165</td>
<td>145,171,574</td>
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<td>AVAILABLE FUNDS:</td>
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<tr>
<td>Balance 10/01/19</td>
<td>43,578,953</td>
<td>630,882</td>
<td>42,286,240</td>
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</table>

### DETAIL OF BALANCES AT 10/01/19

|                |                  |                  |                        |
| Reserves for S/L & A/L | 1,110,841        | 1,288,247         | 738,900                |
| Debt Service Reserves * | 42,468,112       | 630,882           | 1,646,496              |
| Committed for Future Capital/Projects |                  | 0                 | 39,351,498             | 18,329,583          |
| **BALANCE** | 43,578,953        | 630,882           | 42,286,240             | 19,068,484          |

Available funds calculation:

|                |                  |                  |                        |
| Cash & Investments | 44,042,847        | 4,584,414         | 141,983,095            | 39,133,305          |
| (Appreciation) Depreciation in Investments | 75,583            | 5,105             | 154,831                | 47,121             |
| Assets to be converted to Cash | 10,075,618        | 32,269            | 11,331,854             | 2,714,125          |
| Less: Liabilities & Encumbrances | (11,436,208)      | (19,090)          | (30,996,798)           | (22,137,835)        |
| Less: Construction in Progress Balances |                  | 76,873,882        | (1,632,525)            |                        |
| **Balance 10/01/17** | 42,757,840        | 4,602,698         | 45,599,100             | 18,124,191          |

*The Debt Service Reserve in the General Fund is an appropriation of the maximum potential lease payment to the Venue District.*
<table>
<thead>
<tr>
<th>SPECIAL REVENUE</th>
<th>CAPITAL IMPROVEMENTS</th>
<th>BUDGET TOTAL BEFORE INTERFUNDS</th>
<th>INTERFUND TRANSFERS</th>
<th>NET BUDGETED FUNDS</th>
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<td>7,954,040</td>
<td>22,269,772</td>
<td>141,307,641</td>
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<tr>
<td>25,016,803</td>
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<td>23,124,755</td>
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<td>335,381,775</td>
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<tr>
<td>23,124,755</td>
<td>77,889,939</td>
<td>472,092,419</td>
<td>(66,736,971)</td>
<td>405,355,448</td>
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<td>25,168,947</td>
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<td>398,664,390</td>
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<td>24,180,939</td>
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<tr>
<td>24,180,939</td>
<td>28,623,312</td>
<td>449,556,169</td>
<td>(69,982,933)</td>
<td>379,573,236</td>
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<tr>
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<td>9,301,667</td>
<td>125,700,322</td>
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<tr>
<td>10,260,200</td>
<td>9,301,667</td>
<td>119,711,060</td>
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<td>9,301,667</td>
<td>125,700,322</td>
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<td>8,502,948</td>
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<tr>
<td>1,098,112</td>
<td>275,597</td>
<td>(1,647,020)</td>
<td>(3,540,257)</td>
<td>(40,076,611)</td>
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<tr>
<td>7,954,040</td>
<td>22,269,772</td>
<td>141,307,641</td>
<td>0</td>
<td>141,307,641</td>
</tr>
</tbody>
</table>

75
CITY OF AMARILLO
ALL FUNDS
2018/2019

RESOURCES

$444,228,284 TOTAL RESOURCES

EXPENDITURES

$449,556,170 TOTAL EXPENDITURES

Utility sales, sanitation charges, and drainage assessment make up the largest source of revenue at $105,101,086. This includes water and sewer sales along with charges for solid waste collection and drainage utility assessments. The second largest revenue source is sales and mixed beverage tax of $59,223,965. Budgeted salaries and benefits make up $162,701,638 of the City's total budgeted expenditures. Non-cash items such as depreciation are not included in the above graph, and interdepartmental reimbursements of $4,474,423 are netted against other charges.
Public Safety, which includes Police, Fire, Animal Management and Welfare and Municipal Court departments, requires the greatest funding, which is nearly quadruple the next largest category of Leisure Services. No single revenue source will fund Public Safety, although the sales tax comes nearest. Of the $91,261,820 budgeted for Public Safety, Police is $48,245,194 and Fire is $32,827,170.
The above graph compares actual 2016/2017 revenues to budgeted 2017/2018 and budgeted 2018/2019. Sales tax makes up the largest portion of General Fund revenue for the 2018/2019 fiscal year at 32%, followed by property taxes at 22%. Actual sales tax receipts, including mixed beverage sales tax, for the 2016/2017 fiscal year were down slightly at $56.4 million, and are projected to increase slightly to approximately $57.8 million for the 2017/2018 fiscal year. We have increased them to $59.2 million for the 2018/2019 budget year.

Business receipts and sanitation receipts account for approximately 26% of total General Fund budgeted revenue for the 2018/2019 fiscal year. All other revenue categories make up approximately 20% of total revenue.
<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL</th>
<th>Revised</th>
<th>Budgeted</th>
</tr>
</thead>
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<tr>
<td></td>
<td>FY2016</td>
<td>FY2017</td>
<td>FY2018</td>
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<td>30300 Current Year’s Levy</td>
<td>37,688,318</td>
<td>39,499,293</td>
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<td>30320 Prior Year’s Levy</td>
<td>326,564</td>
<td>317,362</td>
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<td>286,085</td>
<td>271,967</td>
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<td>30200 Ad Valorem Tax Collection</td>
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<td>2,926,238</td>
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<td>956,411</td>
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<td>857,612</td>
<td>874,765</td>
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<td>57,843,453</td>
<td>59,233,965</td>
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<td>21,516</td>
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<td>480</td>
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<td>160</td>
<td>160</td>
<td>240</td>
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<td>31770 Taxicab Licenses</td>
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<td>33220 Zoning Board Appl Fees</td>
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<td>33347 Surrender Fee</td>
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<td>Budgeted FY2018</td>
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<tr>
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<td>39670 Tsf In fr Photo Traff En</td>
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</table>
During the 1990/1991 fiscal year a ½ cent sales tax increase was implemented. After implementing the additional ½ cent, sales tax revenue became one of the most significant revenue source compromising 13% of total City funds and 32% of the General Fund revenue. Sales tax revenue has remained extremely strong for the City. After a slight dip in 2016/2017 fiscal year, projections for the 2017/2018 fiscal year have increased approximately 2.70% over 2016/2017, and projections for the 2018/2019 fiscal year have been budgeted with a slight increase of 2.46% over the 2017/2018 revised estimate.
From 1990 to 1994 the City’s tax base eroded. However, during this period other revenue sources, especially the sales tax revenue, mitigated this decrease in property values. During 1995, the tax base increased over the previous high 1991 level by 2.6%. Annually from 1995, the City has seen modest increases in the tax base, which is reflected in the above graph with slight yearly property tax collection increases. We expect this trend towards higher tax base values to continue and expect to see a modest increase in property values next year.

During May of 2000, City of Amarillo voters approved a 12% pay increase for Police Officers and Fire Fighters and a corresponding 20% property tax increase, which will be used to fund the 12% salary increase. Also during the 2000 fiscal year, voters approved the issuance of General Obligation bonds to pay for the construction of a new library branch. During 2007 the City Council approved the 2007 Certificates of Obligation bonds. During 2016 City of Amarillo voters approved two propositions to fund $109 million in capital improvements to City streets and public safety departments over a five-year period. Due to the 2016 election, the debt service property tax rate will increase from $0.03666 to $0.04140 during 2018/2019.

The tax rate for the 2018/2019 fiscal year is $0.36838 per $100 property value with a maintenance and operating rate of $0.32698 and a debt service rate of $0.04140.
CITY OF AMARILLO
RATIO OF TAX COLLECTIONS TO CURRENT YEAR'S LEVY

<table>
<thead>
<tr>
<th>YEAR</th>
<th>LEVY</th>
<th>% LEVY</th>
<th>CURRENT ROLL COLLECTIONS</th>
<th>AMOUNT</th>
<th>% LEVY</th>
<th>PRIOR ROLL COLLECTIONS</th>
<th>AMOUNT</th>
<th>% LEVY</th>
<th>TOTAL TAX COLLECTIONS</th>
<th>AMOUNT</th>
<th>% LEVY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/2010</td>
<td>30,409,776</td>
<td>* 100.0%</td>
<td>29,765,279</td>
<td>97.9%</td>
<td>368,736</td>
<td>1.2%</td>
<td>30,134,015</td>
<td>99.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010/2011</td>
<td>30,639,878</td>
<td>* 100.0%</td>
<td>30,165,267</td>
<td>98.6%</td>
<td>350,943</td>
<td>1.2%</td>
<td>30,526,300</td>
<td>99.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011/2012</td>
<td>32,159,248</td>
<td>* 100.0%</td>
<td>31,644,920</td>
<td>98.4%</td>
<td>355,182</td>
<td>1.1%</td>
<td>32,000,102</td>
<td>99.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012/2013</td>
<td>32,832,489</td>
<td>* 100.0%</td>
<td>32,288,606</td>
<td>98.3%</td>
<td>449,309</td>
<td>1.4%</td>
<td>32,737,915</td>
<td>99.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013/2014</td>
<td>35,684,675</td>
<td>* 100.0%</td>
<td>35,118,419</td>
<td>98.5%</td>
<td>312,444</td>
<td>0.9%</td>
<td>35,430,863</td>
<td>99.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014/2015</td>
<td>37,270,434</td>
<td>* 100.0%</td>
<td>36,704,939</td>
<td>98.4%</td>
<td>355,182</td>
<td>1.1%</td>
<td>36,704,939</td>
<td>99.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015/2016</td>
<td>39,236,666</td>
<td>* 100.0%</td>
<td>38,577,745</td>
<td>98.5%</td>
<td>355,182</td>
<td>0.9%</td>
<td>38,577,745</td>
<td>99.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/2017</td>
<td>40,948,124</td>
<td>* 100.0%</td>
<td>40,435,788</td>
<td>98.7%</td>
<td>355,182</td>
<td>0.9%</td>
<td>40,435,788</td>
<td>99.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017/2018</td>
<td>44,661,456</td>
<td>* 100.0%</td>
<td>44,012,786</td>
<td>98.7%</td>
<td>355,182</td>
<td>0.8%</td>
<td>44,012,786</td>
<td>99.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018/2019</td>
<td>46,112,284</td>
<td>* 100.0%</td>
<td>45,490,264</td>
<td>98.7%</td>
<td>355,182</td>
<td>0.8%</td>
<td>45,490,264</td>
<td>99.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ANALYSIS OF PROPERTY VALUATIONS AND TAX RATE

<table>
<thead>
<tr>
<th>YEAR</th>
<th>REAL ESTATE</th>
<th>BUSINESS</th>
<th>TOTAL</th>
<th>AMOUNT</th>
<th>%</th>
<th>AMOUNT</th>
<th>%</th>
<th>GENERAL</th>
<th>I&amp;R</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/2010</td>
<td>10,147,687,093</td>
<td>1,413,365,790</td>
<td>11,561,052,883</td>
<td>100.0%</td>
<td>0.28239</td>
<td>0.02770</td>
<td>0.31009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010/2011</td>
<td>10,299,410,694</td>
<td>1,351,284,199</td>
<td>11,650,694,893</td>
<td>100.0%</td>
<td>0.28279</td>
<td>0.02730</td>
<td>0.31009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011/2012</td>
<td>10,737,236,627</td>
<td>1,379,495,572</td>
<td>12,116,732,199</td>
<td>100.0%</td>
<td>0.29230</td>
<td>0.02779</td>
<td>0.32009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012/2013</td>
<td>10,941,419,006</td>
<td>1,417,493,921</td>
<td>12,358,912,927</td>
<td>100.0%</td>
<td>0.29276</td>
<td>0.02733</td>
<td>0.32009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013/2014</td>
<td>11,063,215,720</td>
<td>1,510,766,292</td>
<td>12,573,982,012</td>
<td>100.0%</td>
<td>0.31335</td>
<td>0.02674</td>
<td>0.34009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014/2015</td>
<td>11,489,089,001</td>
<td>1,579,344,589</td>
<td>13,068,433,590</td>
<td>100.0%</td>
<td>0.31915</td>
<td>0.02594</td>
<td>0.34509</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015/2016</td>
<td>11,896,261,823</td>
<td>1,650,461,901</td>
<td>13,546,723,724</td>
<td>100.0%</td>
<td>0.32686</td>
<td>0.02506</td>
<td>0.35072</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016/2017</td>
<td>12,372,427,053</td>
<td>1,767,776,977</td>
<td>14,140,204,030</td>
<td>100.0%</td>
<td>0.32998</td>
<td>0.02374</td>
<td>0.35072</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017/2018</td>
<td>13,069,862,666</td>
<td>1,820,657,962</td>
<td>14,890,520,628</td>
<td>100.0%</td>
<td>0.33666</td>
<td>0.02366</td>
<td>0.36364</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018/2019</td>
<td>13,472,051,057</td>
<td>1,842,147,371</td>
<td>15,314,198,428</td>
<td>100.0%</td>
<td>0.32698</td>
<td>0.03666</td>
<td>0.36838</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From 1990 to 1993, the City's tax base had eroded; however, during this period, other revenue sources -- especially the sales tax revenue -- mitigated this decrease in property values. From 1994 to 2018, the City's assessed values have increased annually. As the chart above reflects, we have seen increasing assessed values for the last ten years from $11.6 billion in 2009/10 to $15.3 billion in 2018/19.

The City is participating in the Downtown Tax Increment Reinvestment Zone (TIRZ #1) and the East Gateway Tax Increment Reinvestment Zone (TIRZ #2). The City's participation will be:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/2010</td>
<td>$120,921</td>
</tr>
<tr>
<td>2010/2011</td>
<td>$126,241</td>
</tr>
<tr>
<td>2011/2012</td>
<td>$137,216</td>
</tr>
<tr>
<td>2012/2013</td>
<td>$164,493</td>
</tr>
<tr>
<td>2013/2014</td>
<td>$178,714</td>
</tr>
<tr>
<td>2014/2015</td>
<td>$173,400</td>
</tr>
<tr>
<td>2015/2016</td>
<td>$186,602</td>
</tr>
<tr>
<td>2016/2017</td>
<td>$182,363</td>
</tr>
<tr>
<td>2017/2018</td>
<td>$216,691</td>
</tr>
<tr>
<td>2018/2019</td>
<td>$308,136</td>
</tr>
</tbody>
</table>

*The City is participating in the Downtown Tax Increment Reinvestment Zone (TIRZ #1) and the East Gateway Tax Increment Reinvestment Zone (TIRZ #2). The City's participation will be:

**Included in the tax levy is a property tax increase to fund the 2017 General Obligation bonds issue.

***Included in the tax levy is a property tax increase to fund the 2018 General Obligation bonds issue.
Property taxes decreased during the 1990/1991 fiscal year from 40.40 cents per $100 of assessed property value, to 27.20 cents. In that same fiscal year an additional \( \frac{1}{2} \) cent sales tax was implemented to offset the property tax decrease.

Assessed values have annually increased from $11.6 billion in the 2009/2010 fiscal year to $15.3 billion for the 2018/2019 fiscal year. For the current fiscal year, the tax rate is $0.36838 cents per $100 of property value. The debt service portion of the property tax rate is $0.04140 cents per $100 of property values for the 2018/2019 fiscal year.
The above graph compares actual 2016/2017 expenditures to budgeted 2017/2018 and budgeted 2018/2019 expenditures. Public Safety expenditures are the most significant portion of the total budget, representing 49% of total budgeted expenditures.

Public Safety budgeted expenditures for the 2018/2019 fiscal year include $48.2 million for the Police department and $32.8 million for the Fire department. Leisure services represents 13% of the General Fund total budgeted by expenditures with the majority of the expenditures going towards the Parks and Recreation ($15.9 million) and Library departments ($4.2 million).
### CITY OF AMARILLO
### SUMMARY OF RESOURCES AND EXPENDITURES
### ENTERPRISE FUNDS - FISCAL YEAR 2018/2019

<table>
<thead>
<tr>
<th>AVAILABLE FUNDS:</th>
<th>WATER &amp; SEWER TOTAL</th>
<th>AIRPORT UTILITY</th>
<th>DRAINAGE UTILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance 10/01/17 (See Below)</td>
<td>45,599,100</td>
<td>35,597,884</td>
<td>6,315,958</td>
</tr>
<tr>
<td>Fiscal Year 2017/2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales, Receipts &amp; Revenue</td>
<td>96,468,724</td>
<td>79,903,289</td>
<td>10,761,171</td>
</tr>
<tr>
<td>Other Sources</td>
<td>35,464,628</td>
<td>27,785,012</td>
<td>7,679,616</td>
</tr>
<tr>
<td>M &amp; O Expenditures</td>
<td>82,150,183</td>
<td>64,867,562</td>
<td>14,112,128</td>
</tr>
<tr>
<td>Less: Depreciation</td>
<td>(19,196,278)</td>
<td>(13,641,567)</td>
<td>(5,422,162)</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>48,005,334</td>
<td>36,723,306</td>
<td>8,857,028</td>
</tr>
<tr>
<td>Debt Service</td>
<td>22,853,847</td>
<td>20,229,803</td>
<td>1,870,900</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>133,813,086</td>
<td>108,179,103</td>
<td>19,417,894</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AVAILABLE FUNDS:</th>
<th>WATER &amp; SEWER TOTAL</th>
<th>AIRPORT UTILITY</th>
<th>DRAINAGE UTILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance 10/01/18</td>
<td>43,719,367</td>
<td>35,107,082</td>
<td>5,338,851</td>
</tr>
<tr>
<td>Fiscal Year 2018/2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales, Receipts &amp; Revenue</td>
<td>98,174,555</td>
<td>81,465,540</td>
<td>10,679,475</td>
</tr>
<tr>
<td>Other Sources</td>
<td>45,563,893</td>
<td>29,093,283</td>
<td>6,470,610</td>
</tr>
<tr>
<td>M &amp; O Expenditures</td>
<td>84,704,563</td>
<td>66,309,092</td>
<td>14,777,743</td>
</tr>
<tr>
<td>Less: Depreciation</td>
<td>(20,136,727)</td>
<td>(14,509,052)</td>
<td>(5,403,162)</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>53,815,239</td>
<td>34,359,038</td>
<td>7,726,600</td>
</tr>
<tr>
<td>Debt Service</td>
<td>26,788,499</td>
<td>23,361,905</td>
<td>1,871,025</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>145,171,574</td>
<td>109,520,983</td>
<td>18,972,206</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AVAILABLE FUNDS:</th>
<th>WATER &amp; SEWER TOTAL</th>
<th>AIRPORT UTILITY</th>
<th>DRAINAGE UTILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance 10/01/19</td>
<td>42,286,240</td>
<td>36,144,922</td>
<td>3,516,730</td>
</tr>
<tr>
<td>Fiscal Year 2018/2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales, Receipts &amp; Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M &amp; O Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Depreciation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### DETAIL OF BALANCES AT 10/01/19

| Reserves for S/L & A/L | 1,288,247 | 1,036,936 | 176,441 | 74,870 |
| Debt Service Reserves | 1,646,496 | 1,646,496 | 0 | 0 |
| For Future Water Rights Purchases | 11,879,293 | 11,879,293 | | |
| Committed for Future Capital/Projects | 27,472,205 | 21,582,197 | 3,340,289 | 2,549,718 |
| **BALANCE** | 42,286,240 | 36,144,922 | 3,516,730 | 2,624,588 |

Available funds calculation:

| Cash & Investments | 141,983,095 | 122,988,437 | 10,423,417 | 8,571,241 |
| (Appreciation) Depreciation in Investments | 154,831 | 118,091 | 18,915 | 17,825 |
| Assets to be converted to Cash | 11,331,854 | 10,636,703 | 407,519 | 287,632 |
| Less: Liabilities & Encumbrances | (30,996,798) | (27,840,566) | (2,381,525) | (774,707) |
| Less: Construction in Progress Balances | (76,873,882) | (70,304,781) | (2,152,368) | (4,416,733) |
| **Balance 10/01/17** | 45,599,100 | 35,597,884 | 6,315,958 | 3,685,258 |

Note: Converted to cash includes due froms and prepaids.
CITY OF AMARILLO
WATER AND SEWER UTILITY
2018/2019

REVENUE

$110,558,823 TOTAL REVENUE

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER SALES</td>
<td>$55,405,685</td>
<td>50.1%</td>
</tr>
<tr>
<td>SEWER CHARGES</td>
<td>$24,442,561</td>
<td>22.1%</td>
</tr>
<tr>
<td>INTEREST EARNINGS</td>
<td>$958,500</td>
<td>0.9%</td>
</tr>
<tr>
<td>SALE OF RECLAIMED WATER</td>
<td>$477,000</td>
<td>0.4%</td>
</tr>
<tr>
<td>OTHER REVENUE</td>
<td>$181,794</td>
<td>0.2%</td>
</tr>
<tr>
<td>BOND PROCEEDS</td>
<td>$29,093,283</td>
<td>26.3%</td>
</tr>
</tbody>
</table>

EXPENDITURES

$109,520,983 TOTAL EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES &amp; BENEFITS</td>
<td>$15,445,513</td>
<td>14.1%</td>
</tr>
<tr>
<td>MAINTENANCE AND OPERATIONS</td>
<td>$26,751,390</td>
<td>24.4%</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>$34,359,038</td>
<td>31.4%</td>
</tr>
<tr>
<td>DEBT SERVICE</td>
<td>$23,361,905</td>
<td>21.3%</td>
</tr>
<tr>
<td>CRMWA AMORTIZATION &amp; INTEREST</td>
<td>$9,603,137</td>
<td>8.8%</td>
</tr>
</tbody>
</table>

Water sales and sewer charges of $79.8 million account for 72% of the Water and Sewer Fund revenues. Total expenditures do not include non-cash items such as depreciation.

The 2018/2019 budget includes a 3% increase in water and sewer charges which will be used to help fund capital improvements to the water and sewer system.
<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL FY2016</th>
<th>Revised FY2017</th>
<th>Budgeted FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>31650 Grease Trap Permit Fees</td>
<td>0</td>
<td>0</td>
<td>92,225</td>
</tr>
<tr>
<td><strong>31400 Business License and Per</strong></td>
<td>0</td>
<td>0</td>
<td><strong>92,225</strong></td>
</tr>
<tr>
<td>34010 Water Metered Sales</td>
<td>48,620,594</td>
<td>52,194,639</td>
<td>52,764,943</td>
</tr>
<tr>
<td>34030 Sewer Charges</td>
<td>21,570,449</td>
<td>22,894,437</td>
<td>23,611,003</td>
</tr>
<tr>
<td>34040 Ind Waste Sewer Surchar</td>
<td>218,437</td>
<td>180,000</td>
<td>196,000</td>
</tr>
<tr>
<td>34045 Liq. Waste Disp. Fee</td>
<td>62,265</td>
<td>76,660</td>
<td>144,000</td>
</tr>
<tr>
<td>34060 Sale of Reclaimed Water</td>
<td>512,347</td>
<td>390,364</td>
<td>477,000</td>
</tr>
<tr>
<td>34070 Water Service Charges</td>
<td>1,373,862</td>
<td>1,360,116</td>
<td>1,360,000</td>
</tr>
<tr>
<td>34080 Door Tag Fees</td>
<td>85,181</td>
<td>81,711</td>
<td>80,500</td>
</tr>
<tr>
<td><strong>34000 Utility Sales &amp; Services</strong></td>
<td><strong>72,443,134</strong></td>
<td><strong>77,177,927</strong></td>
<td><strong>78,633,446</strong></td>
</tr>
<tr>
<td>34210 Water Tap Fees</td>
<td>218,965</td>
<td>231,719</td>
<td>232,000</td>
</tr>
<tr>
<td>34220 Sewer Tap Fees</td>
<td>88,051</td>
<td>82,050</td>
<td>82,000</td>
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<tr>
<td>34230 Water Frontage Charges</td>
<td>0</td>
<td>550</td>
<td>2,300</td>
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<tr>
<td>34240 Sewer Frontage Charges</td>
<td>3,437</td>
<td>3,437</td>
<td>3,500</td>
</tr>
<tr>
<td>34266 Lab Fees</td>
<td>149,495</td>
<td>122,278</td>
<td>139,000</td>
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<tr>
<td><strong>34200 Tap Fees and Frontage Ch</strong></td>
<td><strong>459,948</strong></td>
<td><strong>440,034</strong></td>
<td><strong>458,800</strong></td>
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<tr>
<td>35216 Forfeited Disc.-Water&amp;S</td>
<td>1,241,421</td>
<td>1,255,225</td>
<td>1,233,000</td>
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<tr>
<td><strong>35000 Fines and Forfeitures</strong></td>
<td><strong>1,241,421</strong></td>
<td><strong>1,255,225</strong></td>
<td><strong>1,233,000</strong></td>
</tr>
<tr>
<td>35420 Owner Participation</td>
<td>40,569</td>
<td>40,569</td>
<td>68,000</td>
</tr>
<tr>
<td><strong>35300 Construction Participati</strong></td>
<td><strong>40,569</strong></td>
<td><strong>40,569</strong></td>
<td><strong>68,000</strong></td>
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<tr>
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<td>553,732</td>
<td>939,514</td>
<td>940,000</td>
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<td>37115 Unrealized G/L</td>
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<td>0</td>
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<td>37125 Other Interest Income</td>
<td>12,533</td>
<td>18,424</td>
<td>18,500</td>
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<td><strong>37109 Interest Earnings</strong></td>
<td><strong>394,951</strong></td>
<td><strong>957,938</strong></td>
<td><strong>958,500</strong></td>
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<td>37154 Other Rental Income</td>
<td>53,065</td>
<td>59,662</td>
<td>58,824</td>
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<tr>
<td>37155 Surface Land Rental</td>
<td>139,096</td>
<td>139,955</td>
<td>139,955</td>
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<tr>
<td><strong>37150 Rent</strong></td>
<td><strong>192,160</strong></td>
<td><strong>199,617</strong></td>
<td><strong>198,779</strong></td>
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<td>37130 Discounts Earned</td>
<td>1,733</td>
<td>683</td>
<td>500</td>
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<td>37140 Returned Check Fees</td>
<td>40,080</td>
<td>42,840</td>
<td>43,000</td>
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<td>37141 Merchant Service Fees</td>
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<td>0</td>
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<tr>
<td>37418 Non City Damage Claim</td>
<td>14,856</td>
<td>44,874</td>
<td>26,950</td>
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<td>37435 Sale of Scrap</td>
<td>35,859</td>
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<td>21,000</td>
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<td>37465 NBV Asset Disposal</td>
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<td>-11,205</td>
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<td><strong>37400 Miscellaneous Revenue</strong></td>
<td><strong>-170,283</strong></td>
<td><strong>-168,020</strong></td>
<td><strong>-177,210</strong></td>
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<tr>
<td><strong>TREVENUE Total Revenues</strong></td>
<td><strong>74,601,899</strong></td>
<td><strong>79,903,289</strong></td>
<td><strong>81,465,540</strong></td>
</tr>
</tbody>
</table>

The Wastewater Treatment line includes the River Road Water Reclamation Plant ($3.6 million), the Hollywood Road Wastewater Treatment Plant ($4.7 million), and Laboratory Administration ($2.1 million) for the 2018/2019 fiscal year.
Terminal building related revenues of $7.0 million account for 41% of the Airport Fund revenues. Grants in Aid of $6.5 million, or 38% of the total Airport Fund revenues, will be used to fund the majority of capital purchases. Total expenditures do not include non-cash budgeted items such as depreciation.
The above graph compares actual 2016/2017 revenues to budgeted 2017/2018 and budgeted 2018/2019 revenues. Revenue budgeted from the terminal building area accounts for approximately 41% of total receipts budgeted for the Airport during the 2018/2019 fiscal year. The airfield revenue represents 12% of total budgeted funds, while hanger and grounds, interest and other revenue account for 9% of total revenue. For the 2018/2019 fiscal year, grant revenues of $6.5 million (38% of total revenue) are estimated to fund capital projects.
<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL FY2016</th>
<th>Revised FY2017</th>
<th>Budgeted FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>32825 TxDOT Assistance</td>
<td>0</td>
<td>0</td>
<td>37,500</td>
</tr>
<tr>
<td>32800 Other Governmental Reven</td>
<td>0</td>
<td>0</td>
<td>37,500</td>
</tr>
<tr>
<td>34310 Landing Fees</td>
<td>503,167</td>
<td>545,802</td>
<td>550,000</td>
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<tr>
<td>34315 Passenger Facility Charg</td>
<td>1,223,894</td>
<td>1,358,250</td>
<td>1,326,856</td>
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<tr>
<td>34320 Fuel Flowage Comm</td>
<td>125,076</td>
<td>122,000</td>
<td>125,000</td>
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<tr>
<td>34340 Fuel &amp; Oil commission O</td>
<td>0</td>
<td>0</td>
<td>4,800</td>
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<tr>
<td>34300 Airfield Fees and Commis</td>
<td>1,852,137</td>
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<tr>
<td>34410 Airline Rentals</td>
<td>1,944,624</td>
<td>1,918,570</td>
<td>2,050,000</td>
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<tr>
<td>34420 Restaurant Commissions</td>
<td>183,649</td>
<td>200,000</td>
<td>210,500</td>
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<tr>
<td>34460 Other Terminal Building</td>
<td>109,700</td>
<td>109,394</td>
<td>72,000</td>
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<tr>
<td>34470 Car Rental Commissions</td>
<td>1,060,962</td>
<td>1,044,393</td>
<td>940,000</td>
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<td>34471 Customer Facility Charge</td>
<td>595,564</td>
<td>610,141</td>
<td>611,465</td>
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<td>34472 CONRAC Fuel Revenue</td>
<td>259,932</td>
<td>265,108</td>
<td>259,932</td>
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<td>34480 Auto Parking Commission</td>
<td>2,979,947</td>
<td>2,750,000</td>
<td>2,839,116</td>
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<tr>
<td>34400 Terminal Building Area R</td>
<td>7,134,378</td>
<td>6,897,605</td>
<td>6,983,013</td>
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<tr>
<td>34620 Krams Inc Lease</td>
<td>302,577</td>
<td>226,933</td>
<td>113,467</td>
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<tr>
<td>34630 Leading Edge Lease</td>
<td>433,073</td>
<td>430,684</td>
<td>433,073</td>
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<tr>
<td>34640 Bell Helicopter Rents</td>
<td>468,976</td>
<td>473,103</td>
<td>473,100</td>
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<tr>
<td>34650 Fixed Base Operator Lea</td>
<td>93,771</td>
<td>94,798</td>
<td>94,797</td>
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<tr>
<td>34660 Other Build Rentls – Ai</td>
<td>40,231</td>
<td>40,231</td>
<td>40,376</td>
</tr>
<tr>
<td>34665 PRANA Master Lease</td>
<td>150,741</td>
<td>117,977</td>
<td>117,977</td>
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<tr>
<td>34680 Ground Rentals</td>
<td>166,387</td>
<td>119,956</td>
<td>108,776</td>
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<tr>
<td>34715 Ground Transportation Fe</td>
<td>0</td>
<td>4,175</td>
<td>14,400</td>
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<tr>
<td>34600 Other Building &amp; Ground</td>
<td>1,655,757</td>
<td>1,507,857</td>
<td>1,395,966</td>
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<tr>
<td>34700 Adverting Commission</td>
<td>37,960</td>
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<td>42,000</td>
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<tr>
<td>34800 Other</td>
<td>37,960</td>
<td>42,000</td>
<td>42,000</td>
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<tr>
<td>35610 Grant In Aid – Federal</td>
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<td>6,435,110</td>
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<tr>
<td>35700 Grants - State</td>
<td>25,692</td>
<td>74,966</td>
<td>35,500</td>
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<tr>
<td>35500 Other Governmental Reven</td>
<td>25,692</td>
<td>7,679,616</td>
<td>6,470,610</td>
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<tr>
<td>37110 Interest Income</td>
<td>73,571</td>
<td>107,315</td>
<td>110,840</td>
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<tr>
<td>37115 Unrealized G/L</td>
<td>-21,880</td>
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<td>0</td>
</tr>
<tr>
<td>37109 Interest Earnings</td>
<td>51,691</td>
<td>107,315</td>
<td>110,840</td>
</tr>
<tr>
<td>37155 Surface Land Rental</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>37150 Rent</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>37141 Merchant Service Fees</td>
<td>-66,287</td>
<td>-59,956</td>
<td>-65,000</td>
</tr>
<tr>
<td>37410 Miscellaneous Revenue</td>
<td>40,134</td>
<td>117,057</td>
<td>35,000</td>
</tr>
<tr>
<td>37451 TSA LEO Reimbursement</td>
<td>109,140</td>
<td>121,740</td>
<td>132,000</td>
</tr>
<tr>
<td>37450 TSA LEO Reimbursement</td>
<td>109,140</td>
<td>121,740</td>
<td>132,000</td>
</tr>
<tr>
<td>37400 Miscellaneous Revenue</td>
<td>82,987</td>
<td>178,841</td>
<td>102,000</td>
</tr>
<tr>
<td>39676 Tsf in fr Airport PFC Fu</td>
<td>1,167,175</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>39100 Operating Transfers In</td>
<td>1,167,175</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TREVENUE Total Revenues</td>
<td>12,009,278</td>
<td>18,440,787</td>
<td>17,150,085</td>
</tr>
</tbody>
</table>
Drainage Utility Fund recurring revenues are almost entirely composed of $5.9 million in drainage assessment fees. There are $10.0 million in bond proceeds that will be used to fund capital projects. Total expenditures do not include non-cash budgeted items such as depreciation.

The 2018/2019 budget includes a 4% increase in drainage assessments which will be used to help fund capital improvements to the drainage system. The budget also includes $10.0 million in bond proceeds that will be used to address capital improvements needs for the drainage system.
<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL FY2016</th>
<th>Revised FY2017</th>
<th>Budgeted FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>34755 Drainage Assessment</td>
<td>5,452,126</td>
<td>5,608,500</td>
<td>5,832,840</td>
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<tr>
<td>34800 Other</td>
<td>5,452,126</td>
<td>5,608,500</td>
<td>5,832,840</td>
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<tr>
<td>35218 Forfeited Disc.-Drainage</td>
<td>88,359</td>
<td>91,700</td>
<td>91,700</td>
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<tr>
<td>35000 Fines and Forfeitures</td>
<td>88,359</td>
<td>91,700</td>
<td>91,700</td>
</tr>
<tr>
<td>35420 Owner Participation</td>
<td>12,444</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>35300 Construction Participa</td>
<td>12,444</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>37110 Interest Income</td>
<td>71,238</td>
<td>104,064</td>
<td>105,000</td>
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<tr>
<td>37115 Unrealized G/L</td>
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<td>0</td>
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<td>37109 Interest Earnings</td>
<td>51,432</td>
<td>104,064</td>
<td>105,000</td>
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<tr>
<td>37410 Miscellaneous Revenue</td>
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<td>0</td>
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<tr>
<td>37465 NBV Asset Disposal</td>
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<tr>
<td>37400 Miscellaneous Revenue</td>
<td>4,486</td>
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<tr>
<td>TREVENUE Total Revenues</td>
<td>5,608,847</td>
<td>5,804,264</td>
<td>6,029,540</td>
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</table>
### CITY OF AMARILLO
#### SUMMARY OF RESOURCES AND EXPENDITURES
##### INTERNAL SERVICE FUNDS - FISCAL YEAR 2018/2019

<table>
<thead>
<tr>
<th></th>
<th>TOTAL</th>
<th>FLEET SERVICES</th>
<th>INFORMATION &amp; RISK TECHNOLOGY</th>
<th>MANAGEMENT</th>
<th>EMPLOYEE INSURANCE</th>
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<tbody>
<tr>
<td><strong>AVAILABLE FUNDS:</strong></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Balance 10/01/17 (See Below)</td>
<td>18,124,191</td>
<td>8,898,122</td>
<td>1,960,367</td>
<td>2,992,319</td>
<td>4,273,383</td>
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<td>Fiscal Year 2017/2018</td>
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<td></td>
<td></td>
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<tr>
<td>Sales, Receipts &amp; Revenue</td>
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<td>16,581,585</td>
<td>6,077,079</td>
<td>6,401,889</td>
<td>25,000,000</td>
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<tr>
<td>Other Sources</td>
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<td>0</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>M &amp; O Expenditures</td>
<td>52,442,167</td>
<td>17,064,839</td>
<td>5,552,719</td>
<td>5,959,644</td>
<td>23,864,965</td>
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<tr>
<td>Less: Depreciation</td>
<td>(7,427,588)</td>
<td>(7,207,424)</td>
<td>(220,165)</td>
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<td>Capital Expenditures</td>
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<td>7,530,034</td>
<td>775,299</td>
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<td>925,000</td>
<td></td>
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<td></td>
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<tr>
<td>Total Expenditures</td>
<td>54,244,911</td>
<td>18,312,449</td>
<td>6,107,853</td>
<td>5,959,644</td>
<td>23,864,965</td>
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<tr>
<td><strong>AVAILABLE FUNDS:</strong></td>
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<td></td>
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</tr>
<tr>
<td>Balance 10/01/18</td>
<td>17,939,832</td>
<td>7,167,257</td>
<td>1,929,592</td>
<td>3,434,565</td>
<td>5,408,418</td>
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<tr>
<td>Fiscal Year 2018/2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales, Receipts &amp; Revenue</td>
<td>56,115,892</td>
<td>16,729,416</td>
<td>6,374,896</td>
<td>7,155,457</td>
<td>25,856,122</td>
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<td>0</td>
<td></td>
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<tr>
<td>M &amp; O Expenditures</td>
<td>54,213,793</td>
<td>16,684,605</td>
<td>5,797,045</td>
<td>6,077,607</td>
<td>25,654,537</td>
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<tr>
<td>Less: Depreciation</td>
<td>(7,440,653)</td>
<td>(7,017,827)</td>
<td>(422,826)</td>
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<td>Capital Expenditures</td>
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<td>Total Expenditures</td>
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<td>16,980,878</td>
<td>6,274,219</td>
<td>6,077,607</td>
<td>25,694,537</td>
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<tr>
<td><strong>AVAILABLE FUNDS:</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance 10/01/19</td>
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<td>6,915,796</td>
<td>2,030,270</td>
<td>4,512,415</td>
<td>5,610,003</td>
</tr>
</tbody>
</table>

### DETAIL OF BALANCES AT 10/01/19

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves for S/L &amp; A/L</td>
<td>738,900</td>
<td>321,954</td>
<td>374,049</td>
<td>19,827</td>
<td>23,070</td>
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<td>Debt Service Reserves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Committed for Future Capital/Projects</td>
<td>18,329,583</td>
<td>6,593,842</td>
<td>1,656,220</td>
<td>4,492,588</td>
<td>5,586,933</td>
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<tr>
<td><strong>BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>19,068,484</td>
<td>6,915,796</td>
<td>2,030,270</td>
<td>4,512,415</td>
<td>5,610,003</td>
</tr>
</tbody>
</table>

Available funds calculation:

|                          |       |                |                               |            |                     |
| Cash & Investments       | 39,133,305 | 11,698,656  | 3,678,175                     | 15,447,152 | 8,309,322           |
| (Appreciation) Depreciation in Investments | 47,121 | 12,027 | 4,970 | 21,234 | 8,890 |
| Assets to be converted to Cash | 2,714,125 | 24,334 | 12,264 | 1,503,712 | 1,173,815 |
| Less: Liabilities & Encumbrances | (22,137,835) | (2,589,927) | (349,485) | (13,979,779) | (5,218,644) |
| Less: Existing Progress Balances | (1,632,525) | (246,968) | (1,385,557) | 0 | 0 |
| **Balance 10/01/17**     |       |                |                               |            |                     |
|                         | 18,124,191 | 8,898,122  | 1,960,367                     | 2,992,319  | 4,273,383           |

Note: Converted to cash includes A/R balances, due froms and prepaids.
<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL FY2016</th>
<th>Revised FY2017</th>
<th>Budgeted FY2018</th>
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<tr>
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<tr>
<td>39530 Tsf In fr Airport</td>
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<tr>
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</tr>
<tr>
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<td>---------------</td>
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<td>657</td>
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<tr>
<td><strong>37109 Interest Earnings</strong></td>
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</table>
Most of the City’s grant funding is from the Housing and Urban Development Department, which is reflected in our Community Development and Housing Grant ($13,191,151). Public Safety and Other Grants includes $318,700 in Police related grants and $294,900 in Municipal Court related funding. Health Department functions reflect funding in the amount of $7,237,285 including $4,755,222 for the Health Department and $2,482,063 for the WIC grants.
<table>
<thead>
<tr>
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<th>Payments Program</th>
<th>Shelter Plus Care</th>
<th>Supportive Housing</th>
<th>Emergency Shelter</th>
<th>Community Development Block Grant</th>
<th>Housing Partnership Program</th>
<th>Affordable Housing</th>
<th>HMIS Technology Fund</th>
<th>Court Fund</th>
<th>Security Fund</th>
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**AVAILABLE FUNDS CALCULATION**

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<th>Assets to be converted to Cash</th>
<th>Liabilities &amp; Encumbrances</th>
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* Includes the Justice Assistant Grant and the Selective Traffic Enforcement Program*
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# City of Amarillo

## Revenue Summary

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| **2010 - CDBG Fund** | | | |
| 35300 Construction Participations | 19,532 | 0 | 0 |
| 35500 Other Governmental Revenues | 1,277,982 | 1,429,137 | 1,607,011 |
| 39100 Operating Transfers In | 11,744 | 27 | 0 |
| **TREVENUE Total Revenues** | 1,309,258 | 1,429,164 | 1,607,011 |

| **2020 - Housing** | | | |
| 35000 Fines and Forfeits | 160,173 | 1,574 | 0 |
| 35500 Other Governmental Revenues | 9,897,732 | 10,315,858 | 10,365,559 |
| 37109 Interest Earnings | 1,823 | 1,000 | 1,000 |
| 37400 Miscellaneous Revenue | 36,441 | 33,760 | 41,058 |
| 39100 Operating Transfers In | 3,660 | 0 | 0 |
| **TREVENUE Total Revenues** | 10,099,829 | 10,352,192 | 10,407,617 |

| **2030 - Home Investment Partnership** | | | |
| 35500 Other Governmental Revenues | 936,924 | 502,168 | 726,074 |
| **TREVENUE Total Revenues** | 936,924 | 502,168 | 726,074 |

| **2040 - Shelter Plus Care Fund** | | | |
| 35500 Other Governmental Revenues | 413,534 | 305,000 | 305,000 |
| **TREVENUE Total Revenues** | 413,534 | 305,000 | 305,000 |
## City of Amarillo

### Revenue Summary

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## City of Amarillo

### Revenue Summary

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<td><strong>2790 - Town Square PID</strong></td>
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<td>29,514,592</td>
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# City of Amarillo

## Revenue Summary

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<th></th>
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<tbody>
<tr>
<td><strong>5200 - Water and Sewer System Fund</strong></td>
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<td>31400 Business License and Per</td>
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<td>16,472,756</td>
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<td><strong>6200 - Information Technology Fund</strong></td>
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<td>6,374,896</td>
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## City of Amarillo

### Revenue Summary

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<tr>
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<tbody>
<tr>
<td><strong>6300 - Risk Management Fund</strong></td>
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### Bond Proceeds

| Bond Proceeds | 39,093,283 |

### Total Revenue

| Total Revenue | 444,228,283 |
City of Amarillo

Summary of Expenditures by Activity Classification

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City of Amarillo

Summary of Expenditures by Activity Classification

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# City of Amarillo

## Summary of Expenditures by Activity Classification

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City of Amarillo

Summary of Expenditures by Activity Classification

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2530 WIC Grant Fund
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2610 Justice Assistance Grant
Public Safety

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2620 APD Seized Property Fund
Public Safety

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2660 Leose Training Program Fu
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Transportation

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2670 AIP Pantex Project Fund
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## City of Amarillo

### Summary of Expenditures by Activity Classification

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<td>618,125</td>
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<td>2740 Tutbury Public Imprv Dist</td>
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<td>2780 Redstone PID</td>
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<td>83,043</td>
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<td>2790 Town Square PID</td>
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<td>10,841,164</td>
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# City of Amarillo

## Summary of Expenditures by Activity Classification

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<thead>
<tr>
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<tbody>
<tr>
<td>5200 Water and Sewer System Funds</td>
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<td>Utility Services</td>
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<td>1,844,481</td>
<td>2,081,565</td>
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### Development Services

| 52115 Capital Projects & Development | 1,120,621 | 1,540,262 | 1,303,253 |

### Water and Sewer System Funds

| 5200 Water and Sewer System Funds | 62,571,740 | 100,821,298 | 100,668,130 |

### 5400 Airport Fund

#### Transportation

| 54110 Department of Aviation | 12,820,245 | 13,170,225 | 14,158,559 |
| 54120 Airport Transfers | 0 | 9,530,650 | 7,726,600 |
| 54170 Rental Car Facility | 852,262 | 728,671 | 750,208 |
| 5420 Airport PFC fund | 1,167,175 | 0 | 0 |
| 5400 Airport Fund | 14,839,682 | 23,429,546 | 22,635,367 |

### 5600 Drainage Utility Fund

#### Utility Services

| 56100 Drainage Utility | 3,291,673 | 3,672,838 | 4,360,873 |
| 56200 Drainage Utility Transfers | 0 | 2,425,000 | 11,729,601 |
| 5600 Drainage Utility Fund | 3,291,673 | 6,097,838 | 16,090,474 |

### 6100 Fleet Services Fund

#### Support Services

| 61110 Fleet Services Operation | 8,888,670 | 9,029,221 | 9,318,244 |
| 61120 Equipment Replacement | 12,973,013 | 14,734,429 | 14,225,461 |
| 6100 Fleet Services Fund | 21,861,683 | 23,763,650 | 23,543,705 |

### 6200 Information Technology Fund

#### Support Services

| 62010 IT Administration | 934,747 | 771,722 | 793,206 |
| 62021 IT Enterprise Applications | 1,297,395 | 1,428,232 | 1,706,723 |
| 62022 IT Support | 821,935 | 633,483 | 417,619 |
| 62023 IT Print Services | 144,737 | 160,000 | 51,717 |
| 62024 IT GIS | 167,137 | 149,632 | 134,704 |
| 62031 IT Public Safety | 311,422 | 321,685 | 304,729 |
| 62032 IT Infrastructure | 1,072,634 | 775,468 | 1,003,696 |
City of Amarillo

Summary of Expenditures by Activity Classification

<table>
<thead>
<tr>
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<tr>
<td>62170 IT GIS</td>
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<td>0</td>
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<tr>
<td>62180 IT Print Services</td>
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<tr>
<td>62190 Telecommunication</td>
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6300 Risk Management Fund

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<tr>
<td>63110 Self Insurance General</td>
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<td>63115 Unemployment Claims</td>
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<td>63120 Fire &amp; Extended Coverage</td>
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<td>63125 Workers Compensation</td>
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<td>63160 General Liability</td>
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<td>63170 Police Professional</td>
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<td>63185 Automobile Liability</td>
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<td>63190 Auto Physical Damage</td>
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6400 Employee Insurance Fund

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6500 Employee Flexible Spndng

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Total Expenditures

450,764,218

Capital Improvement Programs

28,623,312

Depreciation

(27,577,380)

Water and Sewer Debt Service

23,361,906

Airport Principal Debt Service

1,740,000

Drainage Utility Principal Debt Service

812,425

Fleet Services Principal Debt Service

455,000

Interfund Transfers

(69,982,933)

Net Expenditures

379,573,236
## City of Amarillo

### Summary of Expenditures by Object Classification

<table>
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<tr>
<th></th>
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<td>60000 Contractual Services</td>
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| **2010 - CDBG Fund** | | | |
| 41000 Personal Services | 384,540 | 371,037 | 323,429 |
| 51000 Supplies | 8,547 | 12,744 | 8,506 |
| 60000 Contractual Services | 773,926 | 905,000 | 1,041,624 |
| 70000 Other Charges | 147,018 | 140,199 | 102,984 |
| **SUB_TOTAL Sub Total** | 1,314,031 | 1,428,980 | 1,476,542 |
| **TEXPENSES Total Expenses** | 1,314,031 | 1,428,980 | 1,476,542 |

| **2020 - Housing** | | | |
| 41000 Personal Services | 533,034 | 546,459 | 595,114 |
| 51000 Supplies | 34,543 | 19,260 | 13,038 |
| 60000 Contractual Services | 9,347,292 | 7,886,814 | 9,546,139 |
| 70000 Other Charges | 300,269 | 213,111 | 251,185 |
| **SUB_TOTAL Sub Total** | 10,215,138 | 8,665,644 | 10,405,476 |
| 92000 Operating Transfers | 1,950 | 0 | 0 |
| **TEXPENSES Total Expenses** | 10,217,088 | 8,665,644 | 10,405,476 |

| **2030 - Home Investment Partnership** | | | |
| 41000 Personal Services | 41,092 | 32,520 | 50,012 |
| 51000 Supplies | 1,592 | 5,000 | 5,000 |
| 60000 Contractual Services | 887,127 | 451,051 | 653,017 |
| 70000 Other Charges | 15,075 | 12,598 | 16,583 |
| **SUB_TOTAL Sub Total** | 944,885 | 501,168 | 724,611 |
| **TEXPENSES Total Expenses** | 944,885 | 501,168 | 724,611 |

| **2040 - Shelter Plus Care Fund** | | | |
| 60000 Contractual Services | 413,534 | 305,000 | 305,000 |
| **SUB_TOTAL Sub Total** | 413,534 | 305,000 | 305,000 |
| **TEXPENSES Total Expenses** | 413,534 | 305,000 | 305,000 |

| **2050 - Supportive Housing Fund** | | | |
| 60000 Contractual Services | 2,250 | 0 | 0 |
| **SUB_TOTAL Sub Total** | 2,250 | 0 | 0 |
| 92000 Operating Transfers | 3,660 | 0 | 0 |
| **TEXPENSES Total Expenses** | 5,910 | 0 | 0 |
### City of Amarillo

#### Summary of Expenditures by Object Classification

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<td>134,640</td>
<td>332,640</td>
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<td><strong>TEXPENSES Total Expenses</strong></td>
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<td>134,640</td>
<td>332,640</td>
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<td><strong>2090 - Court Security Fund</strong></td>
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## City of Amarillo

### Summary of Expenditures by Object Classification

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## City of Amarillo

Summary of Expenditures by Object Classification

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City of Amarillo

Summary of Expenditures by Object Classification

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### City of Amarillo

#### Summary of Expenditures by Object Classification

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City of Amarillo

Summary of Expenditures by Object Classification

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## USE OF FUNDS BY DIVISION

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**SECTIONS:**
- PS - PUBLIC SAFETY
- AD - ADMINISTRATION
- SS - SUPPORT SERVICES
- LS - LEISURE SERVICES
- TR - TRANSPORTATION
- UT - UTILITY SERVICES
- DS - DEVELOPMENT SERVICES
- HH - HEALTH AND HUMAN SERVICES
- PD - PUBLIC IMPROVEMENT DISTRICTS
## Relationship Between City Organization, Budget, and Fund Structure (Continued)

### Use of Funds by Division

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### Sections:
- PS - Public Safety
- AD - Administration
- SS - Support Services
- LS - Leisure Services
- TR - Transportation
- UT - Utility Services
- DS - Development Services
- HH - Health and Human Services
- PD - Public Improvement Districts
CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1040 Judicial</td>
<td>532,140</td>
<td>540,610</td>
<td>553,142</td>
</tr>
<tr>
<td>1232 Emergency Management Serv</td>
<td>423,812</td>
<td>457,195</td>
<td>508,110</td>
</tr>
<tr>
<td>1270 AECC</td>
<td>4,344,708</td>
<td>4,565,775</td>
<td>4,704,899</td>
</tr>
<tr>
<td>1305 Municipal Court</td>
<td>1,313,098</td>
<td>1,364,429</td>
<td>1,374,996</td>
</tr>
<tr>
<td>1610 Police</td>
<td>41,189,285</td>
<td>41,148,001</td>
<td>43,026,669</td>
</tr>
<tr>
<td>1640 Civilian Personnel</td>
<td>4,757,258</td>
<td>4,942,102</td>
<td>5,218,525</td>
</tr>
<tr>
<td>1670 Tobacco Senat Bill 55</td>
<td>418</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1680 TSU Tobacco Enforcement P</td>
<td>17,400</td>
<td>12,120</td>
<td>0</td>
</tr>
<tr>
<td>1710 Animal Management &amp; Welfa</td>
<td>2,751,792</td>
<td>2,760,508</td>
<td>3,048,309</td>
</tr>
<tr>
<td>1910 Fire Operations</td>
<td>30,498,969</td>
<td>30,424,803</td>
<td>31,270,906</td>
</tr>
<tr>
<td>1930 Fire Marshal</td>
<td>828,240</td>
<td>917,565</td>
<td>953,215</td>
</tr>
<tr>
<td>1940 Fire Civilian Personnel</td>
<td>650,872</td>
<td>613,233</td>
<td>603,049</td>
</tr>
<tr>
<td>1000 General Fund</td>
<td>87,307,992</td>
<td>87,746,341</td>
<td>91,261,820</td>
</tr>
</tbody>
</table>

2080 Court Technology Fund
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20800 Court Technology</td>
<td>94,385</td>
<td>134,640</td>
<td>332,640</td>
</tr>
<tr>
<td>2080 Court Technology Fund</td>
<td>94,385</td>
<td>134,640</td>
<td>332,640</td>
</tr>
</tbody>
</table>

2090 Court Security Fund
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20910 Court Security Fund</td>
<td>154,525</td>
<td>137,899</td>
<td>148,943</td>
</tr>
<tr>
<td>2090 Court Security Fund</td>
<td>154,525</td>
<td>137,899</td>
<td>148,943</td>
</tr>
</tbody>
</table>

2210 Safe and Sober TXDOT Prog
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>22150 Safe and Sober TXDOT Pr</td>
<td>214,902</td>
<td>208,000</td>
<td>180,607</td>
</tr>
<tr>
<td>22160 Click It or Tickit</td>
<td>12,422</td>
<td>10,700</td>
<td>9,000</td>
</tr>
<tr>
<td>2210 Safe and Sober TXDOT Prog</td>
<td>227,324</td>
<td>218,700</td>
<td>189,607</td>
</tr>
</tbody>
</table>

2400 Hazardous Material Transp
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>24130 OEM Projects</td>
<td>119,204</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2400 Hazardous Material Transp</td>
<td>119,204</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

2430 Emergency Mgt Service & E
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>24380 Homeland Security Grants</td>
<td>15,586</td>
<td>110,791</td>
<td>104,522</td>
</tr>
<tr>
<td>24390 SHSP LETPA</td>
<td>15,516</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2430 Emergency Mgt Service &amp; E</td>
<td>31,102</td>
<td>110,791</td>
<td>104,522</td>
</tr>
</tbody>
</table>

2450 Louisiana Refugee Disaste
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>24510 Louisiana Refugee Disast</td>
<td>176,901</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>24520 KDHAP Katrina Dis HAP</td>
<td>38,852</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2450 Louisiana Refugee Disaste</td>
<td>215,753</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

2610 Justice Assistance Grant
Public Safety

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>26110 JAG Traffic Enforcement</td>
<td>52,609</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>2610 Justice Assistance Grant</td>
<td>52,609</td>
<td>50,000</td>
<td>50,000</td>
</tr>
</tbody>
</table>
## CITY OF AMARILLO
### SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2620 APD Seized Property Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26210 Narcotics Unit</td>
<td>41,332</td>
<td>93,553</td>
<td>90,350</td>
</tr>
<tr>
<td>26220 APD Seized Property Fund</td>
<td>41,332</td>
<td>93,553</td>
<td>90,350</td>
</tr>
<tr>
<td>26620 Leose Training- Fire Civ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26610 Leose Training-Police</td>
<td>21,717</td>
<td>21,000</td>
<td>21,000</td>
</tr>
<tr>
<td>26620 Leose Training- Fire Civ</td>
<td>2,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2660 Leose Training Program Fu</td>
<td>23,717</td>
<td>21,000</td>
<td>21,000</td>
</tr>
<tr>
<td>2670 AIP Pantex Project Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26710 AIP Pantex Project Fund</td>
<td>164,224</td>
<td>172,371</td>
<td>171,048</td>
</tr>
<tr>
<td>26720 AIP Pantex Project Fund</td>
<td>164,224</td>
<td>172,371</td>
<td>171,048</td>
</tr>
<tr>
<td>Public Safety Total Expenditures</td>
<td>88,432,167</td>
<td>88,685,295</td>
<td>92,369,930</td>
</tr>
</tbody>
</table>
The mission of the Amarillo Police department is to provide excellent public service and law enforcement to the community, with the goal of keeping Amarillo a safe place to live, work, and play. The department shall provide this service by utilizing best practices in law enforcement, continuous improvement in leadership and professionalism, and partnership with the community.

Strategic Approach

The City of Amarillo Police Department provides a full array of law enforcement services. The department engages in strategic planning to ensure alignment with the City’s values, goals, and objectives. The department adheres to the Texas Police Chiefs’ Association Best Practices to ensure police services are provided to community in an efficient and effective manner, and that individuals rights are protected. The Police Department’s community policing and engagement initiatives provide valuable feedback for strategic planning. The Police Department tracks a variety of performance indicators for specific units as outlined below. However, the primary performance measures monitored for strategic planning purposes are:

- Crime Rate – As measured by the FBI Uniform Crime Report.
- Traffic Safety – As measured by traffic crashes reported to the Police Department.
- Response Times – As measured by the mean response times to calls for service in the Computer Aided Dispatch (CAD) System.
- Quality of Service – As measured by an Annual Community Survey
The Amarillo Police Department provides police services within a community of approximately 201,291 people covering about 101 square miles and almost 1,000 miles of roadway. The department is authorized 371 commissioned law enforcement officers, and budgeted to employ 371 officers. Current staffing is 333 officers. There are 66 full-time and three part-time civilian personnel.

The department is divided into two major bureaus: Line Operations and Staff Services. Both bureaus are commanded by an Assistant Chief who holds the rank of Colonel. Line Operations includes Uniform Division and Detectives Division, while Staff Operations includes Service Division, Training and Personnel Division, Crime Prevention Unit, and Amarillo Emergency Communications Center (AECC) operations, Crime Analysis Unit, and Budget Management.

The operations and administration of the Amarillo Police Department impacts the citizens of Amarillo by delivering quality police services in the most cost-effective way. All programs and services provided by the Police Department support the Blue Print for Amarillo, Public Safety Pillar.

**Programs**

**Police Department Administration/Support**

**2018/19 Budget — $906,350**

The Police Department Administration is tasked with the overall management, policy development, and budget administration. Police Administration engages in strategic planning for the department, coordination of efforts with other City departments, other criminal justice agencies, and the community to enhance public safety. This program is responsible for managing the Texas Police Chiefs’ Best Practices Program. Establishing partnerships community organizations and participating in community events is also an important responsibility for Police Administration. These organizations and events include: National Night Out, Community Alliance of Leaders in Law Enforcement, Barrio Group, Urban Project, St. John’s Baptist Church, Discovery Center, Power Church, N.A.A.C.P., United Way Day of Caring, Big Brothers Big Sisters, and others throughout the year. Police Administration is also responsible for monitoring and disseminating the department’s primary performance measures.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Crashes</td>
<td>5,595</td>
<td>5,175*</td>
<td>4,989*</td>
</tr>
<tr>
<td>Total Fatality Crashes</td>
<td>26</td>
<td>22**</td>
<td>20**</td>
</tr>
<tr>
<td>Total DWI Crashes</td>
<td>243</td>
<td>238¹</td>
<td>251¹</td>
</tr>
<tr>
<td>Overall Crime Rate (Uniform Crime Report, per 100,000 population)</td>
<td>+3.6%</td>
<td>-3%</td>
<td>-10%</td>
</tr>
<tr>
<td>Quality of Service</td>
<td>N/A</td>
<td>60.29%</td>
<td>&gt;70% Above Average or Excellent</td>
</tr>
<tr>
<td>Average response time to priority calls</td>
<td>8.15 Minutes</td>
<td>8.50 Minutes</td>
<td>8.00 Minutes</td>
</tr>
<tr>
<td>Average response time to non-priority calls</td>
<td>13.73 Minutes</td>
<td>12.5 Minutes</td>
<td>11.75 Minutes</td>
</tr>
</tbody>
</table>

* *Projections based on current five-year rolling average data
** *Projections based on current FY trend
¹ Projections based on current four-year rolling average
Police Investigations
2018/19 Budget — $9,831,055

Police Investigations is responsible for follow-up investigations of all police reports, the identification of offenders, case preparation for prosecution, and the recovery of stolen property.

The Crime Scene Investigation Unit responds to the scene of major crimes and collects physical, latent, and electronic evidence. This program also processes some evidence in the lab, primarily for fingerprint evidence, and prepares evidence for lab submission.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Case Presented for Prosecution</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of All Other Stolen Property Recovered</td>
<td>$667,749</td>
<td>$675,000</td>
<td>$680,000</td>
</tr>
<tr>
<td>Amount of Stolen Motor Vehicles Recovered (914 recovered @ average $5,816 each)</td>
<td>$6,130,392</td>
<td>$6,200,000</td>
<td>$6,300,000</td>
</tr>
<tr>
<td>Violent Crimes (per 1,000 population)*</td>
<td>7.6</td>
<td>7.4</td>
<td>7.2</td>
</tr>
<tr>
<td>Property Crimes (per 1,000 population)*</td>
<td>43.4</td>
<td>41.0</td>
<td>39.0</td>
</tr>
<tr>
<td>Clearance Rates (Violent)*</td>
<td>39.7%</td>
<td>41.0%</td>
<td>42.0%</td>
</tr>
<tr>
<td>Clearance Rates (Property)*</td>
<td>15.4%</td>
<td>17.0%</td>
<td>19.0%</td>
</tr>
</tbody>
</table>

* Data not available on a fiscal basis – numbers provided represent a calendar year.

Police Uniform Patrol
2018/19 Budget — $21,665,888

Uniform Patrol increases the safety of Amarillo citizens through marked and unmarked patrol and response to calls using the Texas Police Chiefs Association (TPCA) Best Practices standards. Officers are staffed 24 hours a day to meet the needs of the community. Officers respond to calls for service, investigate crimes and collect evidence, serve arrest warrants, gather criminal intelligence, enforce traffic laws.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Response Time to Priority Calls</td>
<td>8.15 Minutes</td>
<td>8.50 Minutes</td>
<td>8.00 Minutes</td>
</tr>
<tr>
<td>Average Response Time to Non Priority Calls</td>
<td>13.73 Minutes</td>
<td>12.50 Minutes</td>
<td>11.75 Minutes</td>
</tr>
<tr>
<td>Respond to Emergency Calls within 10 Minutes</td>
<td>80%</td>
<td>82%</td>
<td>84%</td>
</tr>
<tr>
<td>Respond to Non-Emergency Calls within 20 Minutes</td>
<td>85%</td>
<td>88%</td>
<td>90%</td>
</tr>
</tbody>
</table>
Police Canine
2018/19 Budget — $539,469

The Police Canine program uses police dogs to search buildings for suspects, track fleeing suspects, conduct narcotic searches, assist Uniform Patrol in service delivery, and provide educational programs to the public. In each search instance below, the canine performs an added function that a police officer cannot do (searching by smell).

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Searches Using Police Dogs</td>
<td>884</td>
<td>900</td>
<td>900</td>
</tr>
<tr>
<td>Cases Resolved Involving the Use of Police Dogs (Arrests)</td>
<td>119</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td>Number of Community Presentations</td>
<td>37</td>
<td>40</td>
<td>40</td>
</tr>
</tbody>
</table>

Police Motorcycle Patrol and Parking Enforcement
2018/19 Budget — $1,812,991

Police Motorcycle Patrol is responsible for traffic law enforcement and special events traffic planning. This program coordinates state grants for DWI, Selective Traffic Enforcement Program, and Click It or Ticket.

The Parking Enforcement program is staffed by a civilian parking enforcement officer assigned to patrol primarily the downtown Amarillo area and enforce parking regulations. APD supplements its parking enforcement operations with the use of the Handicap Enforcement Patrol program, which is comprised of volunteers from the community who patrol parking areas and enforce violations of parking in handicapped parking zones. The volunteers write citations, testify in court, and educate people on the correct display of parking placards.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Parking Enforcement Contacts by Parking Enforcement Officer</td>
<td>178</td>
<td>0*</td>
<td>500</td>
</tr>
<tr>
<td>Number of Parking Enforcement Contacts by Handicap Enforcement Patrol</td>
<td>1,350</td>
<td>1,200</td>
<td>1,300</td>
</tr>
<tr>
<td>Number of Traffic Warnings and Citations</td>
<td>36,275</td>
<td>36,000</td>
<td>36,000</td>
</tr>
<tr>
<td>Number of Traffic Plans Submitted</td>
<td>95</td>
<td>100</td>
<td>120</td>
</tr>
</tbody>
</table>

*Parking Enforcement Officer is out on extended medical leave
Police Uniform Specialized Unit
2018/19 Budget — $2,924,317

PACE Unit
The Proactive Criminal Enforcement Unit (PACE) is dedicated to working in partnership with other law enforcement agencies and divisions within the department to solve or reduce problems that affect the quality of life in the Amarillo community. This is accomplished by supporting the Uniform Patrol and Investigation programs by concentrating activities on known criminals who are responsible for crime trends and are currently under investigation. In an effort to prevent crime and provide a better quality of life in our community, PACE officers also undertake various problem-solving endeavors that may reach outside the traditional law enforcement function.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Complaints Investigated</td>
<td>131</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Arrests</td>
<td>398</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Proactive Contacts (Knock and Talk)</td>
<td>479</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>Stolen Autos Recovered</td>
<td>29</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Stolen Firearms Recovered</td>
<td>51</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Warrants Served</td>
<td>505</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>

Neighborhood Police Unit
Neighborhood Police Officers (NPO) are assigned to a neighborhood on a semi-permanent basis and strive to become familiar with community members in their assigned area. They provide residents with a central source of assistance for both law enforcement and non-law enforcement-type problems. It is the goal of the NPO unit to form a partnership with the residents of the community in order to reduce crime and fear of crime as well as to enhance quality of life in the community. Officers assigned to the NPO Unit receive specialized training, equipment (bicycles), and scheduling flexibility to fulfill this goal and are encouraged to be innovative and proactive in problem-solving and crime prevention. NPO’s work closely with other City departments, such as Building Safety and Fire Prevention, to provide a combined effort of evaluation and enforcement of quality of life issues.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Complaints Investigated</td>
<td>35</td>
<td>125</td>
<td>150</td>
</tr>
<tr>
<td>Arrests</td>
<td>226</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Community Meetings and Events</td>
<td>17</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>School Presentations</td>
<td>4</td>
<td>5</td>
<td>10</td>
</tr>
</tbody>
</table>

Police School Liaison
2018/19 Budget — $1,510,952

The Police School Liaison program is responsible for the security of students, teachers, administrators, and other employees of public schools within Amarillo city limits. Liaison officers also provide
educational programs designed to enhance safety at assigned schools, along with improving police community relations for students and the public in general.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Programs Conducted</td>
<td>189</td>
<td>205</td>
<td>205</td>
</tr>
<tr>
<td>Police Reports Made on School Campuses</td>
<td>630</td>
<td>650</td>
<td>650</td>
</tr>
<tr>
<td>Complaints Investigated; No Report</td>
<td>6,600</td>
<td>6,700</td>
<td>6,700</td>
</tr>
</tbody>
</table>

Police Student Crime Stoppers
2018/19 Budget — $107,455

The Police Student Crime Stoppers program collects tips on school and other crimes reported by students. It provides educational programs designed to keep students from becoming involved in illegal or dangerous activities.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Tips Received</td>
<td>160</td>
<td>180</td>
<td>180</td>
</tr>
<tr>
<td>Cases Resolved by Tips</td>
<td>75</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td>Educational Programs Conducted</td>
<td>45</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

Police Records Management
2018/19 Budget — $4,100,841

Police Records Management personnel provide essential support for the everyday operation of the department. Responsibilities include enforcement of the City’s alarm ordinance and wrecker service compliance.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property and Evidence Items Processed</td>
<td>22,027</td>
<td>24,297</td>
<td>25,847</td>
</tr>
<tr>
<td>Visual, Estimated Wrecker Inspections*</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Reports Typed by Typist</td>
<td>42,276</td>
<td>42,699</td>
<td>43,561</td>
</tr>
<tr>
<td>Open Records Requests Processed</td>
<td>3,166</td>
<td>3,801</td>
<td>4,225</td>
</tr>
</tbody>
</table>

*Texas Department of License and Regulations regulate wrecker services.

Police Training/Recruiting
2018/19 Budget — $1,466,163

The Police Training program is responsible for all department training, police academy, shooting complex, quartermaster supply, personnel files. This program is also responsible for coordinating the department’s recruitment efforts and hiring process.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Applicants</td>
<td>680</td>
<td>350</td>
<td>350</td>
</tr>
<tr>
<td>Training Hours Provided</td>
<td>45,815¹</td>
<td>46,400²</td>
<td>47,400</td>
</tr>
<tr>
<td>Shooting Complex Customers</td>
<td>8,744</td>
<td>8,800</td>
<td>8,850</td>
</tr>
<tr>
<td>Recruits Trained</td>
<td>21</td>
<td>20</td>
<td>25</td>
</tr>
</tbody>
</table>

¹2017 calendar year
²2018 calendar year

Police SWAT/Narcotics Unit
2018/19 Budget — $2,866,642

The Narcotics Unit is responsible for investigating the possession, sale, and distribution of illegal narcotics. Narcotic officers also investigate prostitution, gambling, and organized criminal activity. In addition to assisting the Narcotics Unit, the SWAT Team responds to high-risk incidents that require specialized tactical responses and equipment, including barricaded subjects, hostage situations, and high-risk search warrants or arrest warrants. They also assist state and federal law enforcement agencies with protection of high ranking officials and VIPs visiting Amarillo.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narcotics Investigation Arrests</td>
<td>1,560</td>
<td>1,600</td>
<td>1,650</td>
</tr>
<tr>
<td>Amount of Illegal Drugs Seized</td>
<td>342 lbs</td>
<td>250 lbs</td>
<td>250 lbs</td>
</tr>
<tr>
<td>Barricade Situations Responded To</td>
<td>21</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>High-Risk Warrants Served</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

Police Fleet Management
2018/19 Budget — $432,014

The Police Fleet Management department is responsible for a fleet of 231 vehicles, 16 trailers, and supporting equipment. Other responsibilities include ensuring physical inventory of police department assets annually and recommending equipment for vehicles while managing the rotation of fleet vehicles and ordering the vehicle equipment. Management of the Media/Technology Lab is another role of this department. Media/Technology provides technical support for fleet camera systems and electronic ticket writers. The Fleet Management staff troubleshoots vehicle electronic devices and assists investigations by processing audio and video devices to assist with investigations in support of the Detective Division.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Percent of Vehicles in Service</td>
<td>94%</td>
<td>94%</td>
<td>97%</td>
</tr>
<tr>
<td>Patrol</td>
<td>91%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Detective/Admin/Specialized Units</td>
<td>97%</td>
<td>98%</td>
<td>98%</td>
</tr>
</tbody>
</table>
Police Crime Prevention Unit
2018/19 Budget — $432,014

The Crime Prevention Unit is responsible for providing programs to the public, media relations, public information, community relations, and community contact point. The Amarillo Crime Stoppers program coordinator is part of the Crime Prevention Unit.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>FY 2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs Provided</td>
<td>140</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td>Media Releases Provided</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Community Contacts Made</td>
<td>75</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td>Crime Stopper Tips Leading to an Arrest</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Amount of Stolen Property Recovered by Crime Stoppers</td>
<td>$35,000</td>
<td>$35,000</td>
<td>$35,000</td>
</tr>
<tr>
<td>Rewards Paid Out by Crime Stoppers</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions (Sworn)</td>
<td>375</td>
<td>365</td>
<td>371</td>
</tr>
<tr>
<td>Permanent Positions (Civilian)</td>
<td>59</td>
<td>66</td>
<td>66</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Positions</td>
<td>437</td>
<td>434</td>
<td>440</td>
</tr>
</tbody>
</table>

2018/19 Expenditures by Funding Source

- General Fund: $48,245,194
- Special Revenue Funds: $350,957

Total Police Department 2018/19 Budget — $48,596,151
# City of Amarillo

## Department Staffing Report

### Department: Police

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>2.00 ADM005</td>
<td>ASSISTANT POLICE CHIEF</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 ADM700</td>
<td>POLICE CHIEF</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.00 POL720</td>
<td>CAPTAIN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>16.00 POL730</td>
<td>LIEUTENANT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>78.00 POL740</td>
<td>SERGEANT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>79.00 POL750</td>
<td>CORPORAL</td>
<td></td>
</tr>
<tr>
<td></td>
<td>191.00 POL760</td>
<td>POLICE OFFICER</td>
<td></td>
</tr>
<tr>
<td>371.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>371.00</td>
</tr>
</tbody>
</table>

371.00 Total Department 37,840,133

### Department: Civilian Personnel

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>4.00 CLR130</td>
<td>ADMINISTRATIVE SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>17.00 CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.00 CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12.00 CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.00 CLR415</td>
<td>ADMINISTRATIVE ASSISTANT IV</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 CLR605</td>
<td>TRAFFIC GUIDE/PARKING ENFORCEMENT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 CLR630</td>
<td>OFFICE MANAGER</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.00 CLR775</td>
<td>CIVILIAN INVESTIGATOR I</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 CLR779</td>
<td>POLICE DATA ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 CLR800</td>
<td>POLICE RECORDS MANAGER</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.00 PRF075</td>
<td>CRIME DATA ANALYST</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.00 PRF078</td>
<td>CRIME SCENE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 PRF105</td>
<td>DOMESTIC VIOLENCE TEAM COORDINATOR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 PRF155</td>
<td>ACCREDITATION AND COMPLIANCE COORDINATOR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 TEC155</td>
<td>FORENSIC VIDEO TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 TEC770</td>
<td>PHOTO TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.00 TEC771</td>
<td>EVIDENCE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 TRD050</td>
<td>RANGE OFFICER</td>
<td></td>
</tr>
<tr>
<td>66.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>66.00</td>
</tr>
</tbody>
</table>

66.00 Total Department 3,215,523

Part-Time Positions

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.00 HRL725</td>
<td>RANGE OFFICER</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.00 HRL775</td>
<td>CIVILIAN IDENTIFICATION TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td></td>
<td>Total Part-Time Positions</td>
<td>3.00</td>
</tr>
</tbody>
</table>

69.00 Total Department 3,215,523
Mission
The Amarillo Fire Department’s mission is to protect our community by providing the highest quality of compassionate and professional services.

Strategic Approach
The Amarillo Fire Department (AFD) fulfills our mission by providing emergency response and fire prevention services to the citizens of our city. The AFD is structurally organized into Fire Administration, Fire Operations, Fire Support, and the Fire Marshal’s Office (FMO) to provide oversight and management of our 11 service delivery programs.

The City’s size, 14th largest in the state, and its remoteness from other large populations requires AFD to be strategically, tactically, and technically capable of mitigating all types of emergencies. AFD’s approach to manage this responsibility is to maintain a highly-trained, well-equipped workforce. This is reflected in the budget requests for FY18. A specific example of this type of budget prioritization was seen in FY17 when the AFD enhanced the Wildland Program’s ability to prevent, mitigate, and respond to these types of emergencies. One of the most public displays of this occurred in January 2018 when the department conducted its first ever prescribed burn to help protect a wildland-urban interface area in south Amarillo.

It is not enough that the AFD merely provide emergency response. The Fire Department must be proactive in preventing fire and life safety emergencies from occurring. The strategic approach to accomplishing this goal is to provide code enforcement, fire investigations, mitigation of hazards such as reducing wildland-urban interface vegetation, and presenting safety training and information to the public through community engagement activities.

It is also critical the Fire Department be flexible enough to accept and adapt to changes that enhance capabilities to better serve the citizens. The AFD will address this through the eight Council Pillars,

Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$29,468,537</td>
<td>$29,182,133</td>
<td>$29,972,663</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,358,612</td>
<td>1,464,321</td>
<td>1,529,686</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,257,230</td>
<td>1,318,029</td>
<td>1,307,829</td>
</tr>
<tr>
<td>Other Charges</td>
<td>232,527</td>
<td>238,118</td>
<td>263,992</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>4,945</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(126,017)</td>
<td>(247,000)</td>
<td>(247,000)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$32,195,834</td>
<td>$31,955,601</td>
<td>$32,827,170</td>
</tr>
</tbody>
</table>
particularly the Public Safety Pillar, outlined in the BluePrint for Amarillo. In FY18, the AFD will complete the national accreditation process through the Commission on Fire Accreditation International (CFAI). The AFD will use information developed in the process to establish operational goals that meet the ever-increasing demand for fiscally sound, data-driven performance services to our community.

AFD staff believes in and supports the development of a more diverse work force as identified in the BluePrint for Amarillo and further detailed in the Department’s 2017-2022 Strategic Plan. This is and will be a primary focus for AFD staff as we continue to build on our relationships with the leaders of the community and local academic institutions to bring cultural diversity into the City’s and region’s fire service.

Programs

Fire Department Administration/Support
2018/19 Budget — $853,767

This program area provides leadership, strategic planning, and administrative management for the Operations, Support, and FMO functions, to support the mission of the Fire Department. The support aspect of the program manages the logistical needs of our personnel, thirteen fire stations, Fire Administration, the training facility, fire fleet mechanic’s shop, and a large apparatus storage building.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenditures managed (in millions)</td>
<td>$31.9</td>
<td>$32.7</td>
<td>$32.9</td>
</tr>
<tr>
<td>Number of personnel managed: Uniformed/Civilian</td>
<td>263/18</td>
<td>264/19</td>
<td>269/20</td>
</tr>
</tbody>
</table>

Fire Emergency Response
2018/19 Budget — $28,561,339

This program encompasses all emergency response operations to protect the lives and property of the citizens served. The major activities include emergency medical services, fire suppression, wildfire mitigation and firefighting, hazardous materials response, technical rescue, and aircraft rescue and firefighting.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of emergency responses made</td>
<td>20,544</td>
<td>22,340</td>
<td>23,000</td>
</tr>
<tr>
<td>Structure fire civilian fatalities per 100,000 residents</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Structure fire civilian injuries per 100,000 residents</td>
<td>11</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Percentage of fire calls where crews turned out within 80 seconds</td>
<td>77.56 %</td>
<td>89.46 %</td>
<td>90.00 %</td>
</tr>
<tr>
<td>Percentage of fire calls where the drive time was under 4 minutes</td>
<td>69.19%</td>
<td>67.44%</td>
<td>75.00%</td>
</tr>
<tr>
<td>Percentage confined to room of origin</td>
<td>53.33%</td>
<td>59.91%</td>
<td>65.00%</td>
</tr>
</tbody>
</table>
Fire Safety
2018/19 Budget — $375,657

This program is responsible for all departmental safety policies and practices. The program staff ensures proper safety precautions are followed at emergency scenes. The Health and Safety Officer is responsible for developing the department’s overall health and well-being protocols, including the fitness program and testing, Return-to-Work procedures, and the National Institute for Occupational Safety and Health (NIOSH) compliant respiratory protection program. Safety Program personnel ensure the maintenance and repairs of firefighter protective clothing, Self-Contained Breathing Apparatus, and National Fire Protection Association (NFPA) compliant uniforms.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Metric</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel injuries</td>
<td>39</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Fire apparatus/vehicle accidents</td>
<td>13</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Self-contained breathing apparatus repairs made</td>
<td>New Metric</td>
<td>200</td>
<td>250</td>
</tr>
<tr>
<td>Firefighter protective clothing inspected and repaired to meet NFPA compliancy</td>
<td>221* (100%)</td>
<td>583 (100%)</td>
<td>590 (100%)</td>
</tr>
<tr>
<td>Annual fitness evaluations completed</td>
<td>263 (100%)</td>
<td>264 (100%)</td>
<td>264 (100%)</td>
</tr>
</tbody>
</table>

*The department began using a new repair/tracking program mid-way through the year. All protective clothing was inspected but not all was tracked in the new metric.

Fire Training
2018/19 Budget — $569,178

Staff under this program coordinate all training activities for AFD, including lesson plan development, scheduling, teaching, and ensuring the training equipment/facility is operational. They also manage the six-week orientation for new hires and promotional orientations for all drivers and officers. The Public Information Officer is assigned to the training staff and is responsible for public fire and safety education, media relations, and coordination of AFD involvement in community affairs.

Performance Measures/Indicators:
Fire Emergency Preparedness
2018/19 Budget — $182,137

The Emergency Preparedness program prepares pre-incident information for use during emergencies, coordinates the repair and installation of the Opticom traffic control systems, and manages the Knox Key-Secure system. The Incident Management Team, which responds to the EOC or to designated field positions, is another element of this program.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Firefighters meeting all educational requirements to hold Texas Commission on Fire Protection (TCFP) firefighter, Department of State Health Services (DSHS) EMT and specialized certifications</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills and educational hours completed by Department personnel</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>55,957</td>
<td>65,000</td>
<td>70,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of personnel working out of class or promoting that document Critical Skills completion</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Metric</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Fire Communications
2018/19 Budget — $631,787

The Fire Communications program coordinates the functions and maintenance of the Locution fire station alerting system, emergency personnel paging, email systems, Mobile Computer Terminals (MCTs), wired and cellular phones, State and Federal incident reporting, quality assurance call review, and all fire service-related hardware and software. This program is responsible for coordinated management of the Amarillo Emergency Communications Center alongside Amarillo Police Department.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Target hazard pre-incident plans completed</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Metric</td>
<td>200</td>
<td>400</td>
<td></td>
</tr>
</tbody>
</table>

Fire Fleet Maintenance and Repair
2018/19 Budget — $700,089
The Fleet Maintenance and Repair program is responsible for ensuring the Department’s apparatus and vehicles are fully operational and ready to meet the heavy demands placed on them. This program is also responsible for the maintenance and repair of all AFD’s small power equipment, the fuel tanks at our stations, and supporting the apparatus at large-scale emergency operations.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet work orders completed</td>
<td>879</td>
<td>908</td>
<td>950</td>
</tr>
<tr>
<td>Percentage of days front line Fire apparatus are available</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
</tr>
<tr>
<td>Percentage of repairs outsourced</td>
<td>3.8%</td>
<td>4.5%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

Fire Marshal’s Administration/Support
2018/19 Budget — $119,152

This program area provides leadership, strategic planning, and administrative management for the FMO functions to support the mission of AFD.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenditures managed</td>
<td>$828,240</td>
<td>$917,565</td>
<td>$973,249</td>
</tr>
<tr>
<td>Number of personnel managed: Uniformed/Civilian</td>
<td>7</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

Fire Marshal’s Fire Investigation
2018/19 Budget — $238,304

The FMO Fire Investigation program provides fire origin and cause investigative services for AFD. This allows for appropriate compensation and/or the prosecution of alleged arsonists. The investigation officers investigate all fire-related injuries and fatalities.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests for investigative services</td>
<td>203</td>
<td>234</td>
<td>230</td>
</tr>
<tr>
<td>Percentage of fire investigations resulting in cause determination</td>
<td>31%*</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Arson investigations conducted</td>
<td>53</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Percentage of arson cases referred to District Attorney for prosecution</td>
<td>85%</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

* FEMA identifies the nationwide average as being between 22-25 %

Fire Marshal’s Inspections
2018/19 Budget — $476,608
The FMO Inspections program provides a multi-faceted approach to fire prevention by providing plan review, inspection, and testing services to property and business owners of Amarillo in order to assist them with ordinance, fire code, and life safety code compliance. The Inspections program personnel also conduct educational presentations and ensure schools meet the state-mandated requirements for fire drills.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests for service (inspections, plan reviews, permits, etc.)</td>
<td>3,530</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>New construction inspections completed within ten days of request</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Plan reviews completed within ten days of receipt</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Fire Marshal’s Compliance
2018/19 Budget — $119,152

The FMO Compliance program provides training coordination and assistance to FMO personnel to ensure they have the knowledge, skills, and abilities to safely and effectively prevent the loss of life and property through fire investigations, fire and life safety code enforcement, and peace officer responsibilities. This program also ensures FMO compliance with statutory regulations and national standards.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>FMO staff meeting all educational requirements to hold TCOLE peace officer and TCFP investigator and inspector licensure</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Skills and educational hours completed by FMO personnel</td>
<td>450</td>
<td>516</td>
<td>500</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions (Sworn)</td>
<td>263</td>
<td>264</td>
<td>269</td>
</tr>
<tr>
<td>Permanent Positions (Civilian)</td>
<td>15</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Positions</td>
<td>281</td>
<td>283</td>
<td>288</td>
</tr>
</tbody>
</table>

Total Fire Department 2018/19 Budget — $32,827,170
# City of Amarillo

## Department Staffing Report

### Department: Fire Operations

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM800</td>
<td>FIRE CHIEF</td>
<td>1.00</td>
</tr>
<tr>
<td>FIR810</td>
<td>DEPUTY FIRE CHIEF</td>
<td>2.00</td>
</tr>
<tr>
<td>FIR820</td>
<td>FIRE DISTRICT CHIEF (8 HR)</td>
<td>4.00</td>
</tr>
<tr>
<td>FIR830</td>
<td>FIRE CAPTAIN (8HR)</td>
<td>3.00</td>
</tr>
<tr>
<td>FIR840</td>
<td>FIRE LIEUTENANT (40 HOUR)</td>
<td>3.00</td>
</tr>
<tr>
<td>FIR865</td>
<td>FIRE FIGHTER</td>
<td>126.00</td>
</tr>
<tr>
<td>FIR870</td>
<td>FIRE DRIVER</td>
<td>63.00</td>
</tr>
<tr>
<td>FIR875</td>
<td>FIRE LIEUTENANT</td>
<td>40.00</td>
</tr>
<tr>
<td>FIR880</td>
<td>FIRE CAPTAIN</td>
<td>21.00</td>
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<tr>
<td>FIR885</td>
<td>FIRE DIST CHIEF</td>
<td>6.00</td>
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<tr>
<td>Total Permanent Positions</td>
<td></td>
<td>269.00</td>
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</table>

**Total Department: 269.00**

### Department: Fire Marshal

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT870</td>
<td>FIRE MARSHAL</td>
<td>1.00</td>
</tr>
<tr>
<td>PRF800</td>
<td>FIRE INSPECTOR</td>
<td>3.00</td>
</tr>
<tr>
<td>PRF870</td>
<td>FIRE INVESTIGATOR/INSPECTOR I</td>
<td>1.00</td>
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<tr>
<td>PRF871</td>
<td>FIRE INVESTIGATOR/INSPECTOR II</td>
<td>3.00</td>
</tr>
<tr>
<td>Total Permanent Positions</td>
<td></td>
<td>8.00</td>
</tr>
</tbody>
</table>

**Total Department: 8.00**

### Department: Fire Civilian Personnel

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>CLR080</td>
<td>ADMINISTRATIVE SPECIALIST II</td>
<td>1.00</td>
</tr>
<tr>
<td>CLR150</td>
<td>ADMINISTRATIVE COORDINATOR</td>
<td>1.00</td>
</tr>
<tr>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td>1.00</td>
</tr>
<tr>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00</td>
</tr>
<tr>
<td>MGT050</td>
<td>FLEET MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD230</td>
<td>MECHANIC SUPERVISOR II</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD595</td>
<td>FIRE MECHANIC II</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD597</td>
<td>FIRE MECHANIC I</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD615</td>
<td>MECHANIC SUPERVISOR I</td>
<td>1.00</td>
</tr>
<tr>
<td>Total Permanent Positions</td>
<td></td>
<td>9.00</td>
</tr>
</tbody>
</table>

**Total Department: 9.00**

### Part-Time Positions

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRL970</td>
<td>MESSENGER</td>
<td>2.00</td>
</tr>
</tbody>
</table>

**Total Department: 11.00**

Total Permanent Positions: 28,517,368

Total Part-Time Positions: 598,584
Mission

The Animal Management & Welfare department promotes the health and safety of the community through enforcement and sheltering services for stray, lost and unwanted animals in Amarillo. Animal Management & Welfare enforces City ordinances and state laws pertaining to animals. The department investigates potential cases of rabies and other zoonotic diseases. Public education is provided as available to encourage and promote responsible pet ownership, promote adoptions, proper care of animals, and spay/neuter for animal health and population control. Animal Management & Welfare provides supportive services to the Amarillo-Panhandle Humane Society to facilitate adoptions, rescue transfers, and increased levels of fostering. The goal of the facility is to ensure the most humane outcome for the animals that come through the entire facility and thus benefit the entire community.

Strategic Approach

Animal Management & Welfare fulfills its mission through a compliance approach to delivering services. This approach aligns with the Council Pillar of Customer Service by demonstrating that a governmental department is working with the citizens it serves to remedy issues. The facility will continue to strive to consistently meet the nationally accepted Five Freedoms of Animal Welfare. Animals, as voiceless elements of the community, need trained professionals to advocate for their ultimate wellbeing and the most humane outcome for them.

As part of striving to meet nationally recognized best practices, the department’s staff utilizes available resources to achieve the highest reasonable level of professional services possible. The department continues to evaluate current industry standards with perspective to current operations then adjusts accordingly to stay relevant to the national industry as well as to ensure best practices are consistently employed. Through constant evaluation, Animal Management & Welfare will stay aligned with the City’s practices and ultimate goals of aiding strategic areas of our city with enhanced coverage from available resources. Best practices have staff members being provided with the most reasonable resources and
training that will lay the foundation for them to grow and develop into community and animal ambassadors which increases the level of Customer Service, Fiscal Responsibility, and community trust.

As the Bond Projects come underway these projects will start to facilitate the facility coming inline with what the community has requested with regards to the care and upkeep of the animals. Year 1 will be the most critical of all the years with infrastructure being installed and a medical treatment building. The remaining projects: development of the sally port, employee building, drive thru barn, and dog exercise runs will occur in subsequent years. As critical as the infrastructure improvements are, staff will need to be increased for them to come online for any benefit to be seen.

2018 Fiscal Year Preparation: The key performance indicators are identified from the first years of statistical gathering. Having baseline statistics to work from continue to allow management to proactively adjust policies and procedures to keep the department’s operation in line with the BluePrint for Amarillo.

The 2018 Budget as presented is reflective of the reduced operational footprint to bring operations more in line with what the budget actually supports. Operations will continue to be adjusted as necessary to accommodate restraints. The desired outcome of the department is to decrease the number of animals that are entering the shelter and to increase the number of animals that are reclaimed by their owners. These can be evaluated with the current statistic reporting. The community’s animal issues can start to be addressed on a permanent basis as the department works for compliance through education and enforcement.

The department’s needs have been documented over numerous budget cycles and continue to go unmet. Per Assistant City Manager Kevin Starbuck all Amarillo Animal Management and Welfare’s Supplemental requests for 2018/19 shall be documented via a memo with a notation in the official budget narrative.

The following pages outline the department’s need:

- Voter Approved Community Investment Program Projects (CIP)
- AAM&W Personnel Development
- AAM&W Personnel Equipment
- AAM&W Operational Needs
- AAM&W Community Outreach
- AAM&W Animal Population Medical Needs

Programs

Administration & Community Outreach

2018/19 Budget - $614,466

The Administration component of Animal Management & Welfare is comprised of two Intake Specialists, one Administrative Technician, one Volunteer Coordinator, one Office Manager, one Assistant Director and one Director. Administration processes all intakes and reclaims paperwork, handles citizen calls and inquiries, renders verdicts on Dangerous Animal Investigations and ensures the overall successful operations of the Community Compliance/Enforcement, Shelter Management and Community Outreach Components of Animal Management & Welfare. The expense of Administration can be allocated 50/50 to Community Compliance/Enforcement and Shelter Management.

Community Outreach is Animal Management & Welfare’s component that attempts to break the cycle of animal issues within the community through education. Community Outreach is geared for adults and
children to educate them on the proper ways of taking care of animals. These education presentations are given in schools and at various public events. This component also offers microchipping for those that cannot normally afford microchips via the local veterinarian community. The Community Outreach component has no designated funds as it is facilitated by drawing from staffing and resources from the Community Compliance/Enforcement and Shelter Management components. Community Outreach works to support the Customer Service and Excellence in Communication aspects of the City Council's Pillars.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools Presented To</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>School Presentation Attendees</td>
<td>750</td>
<td>650</td>
<td>650</td>
</tr>
<tr>
<td>Other Community Events</td>
<td>15</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

**Community Compliance/Enforcement**

**2018/19 Budget — $1,228,934**

Community Compliance/Enforcement encompasses the field component of Animal Management & Welfare. Animal Management & Welfare officers respond to citizen complaints and inquiries. The primary function is that of Public Safety through securing of loose animals and investigating animal bites. Animal Management & Welfare officers investigate complaints of animal neglect and when possible educate citizens on the proper husbandry methods. Animal Management & Welfare officers also work to put citizens in connection with possible community resources that would prevent those animals from entering the shelter setting. These resources are not always available but utilized as a form of diversion for animals when possible. Approximately 54% of the Animal Management & Welfare yearly budget is utilized to cover the Community Compliance/Enforcement component of Animal Management & Welfare. Community Compliance/Enforcement works to support the City Council’s Pillars of Public Safety, Fiscal Responsibility, Customer Service, and Excellence in Communication.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated*</th>
<th>2018/19 Projected*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Shelter Intake – CY</td>
<td>12,409</td>
<td>12,800</td>
<td>13,000</td>
</tr>
<tr>
<td>Stray Dogs – CY</td>
<td>6,506</td>
<td>6,450</td>
<td>6,600</td>
</tr>
<tr>
<td>Stray Cats – CY</td>
<td>3,131</td>
<td>3,000</td>
<td>2,900</td>
</tr>
<tr>
<td>Surrendered – CY</td>
<td>2,155</td>
<td>2,700</td>
<td>2,500</td>
</tr>
<tr>
<td>Bite Cases – CY</td>
<td>617</td>
<td>650</td>
<td>675</td>
</tr>
<tr>
<td>Euthanized – CY</td>
<td>4,063</td>
<td>4,500</td>
<td>5,000</td>
</tr>
<tr>
<td>Field Calls for Service</td>
<td>30,082</td>
<td>28,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Citations Issued</td>
<td>3,482</td>
<td>4,000</td>
<td>4,500</td>
</tr>
<tr>
<td>Warnings Issued</td>
<td>1,400</td>
<td>1,500</td>
<td>1,700</td>
</tr>
<tr>
<td>Cost per Field Call</td>
<td>$51.00</td>
<td>$53.00</td>
<td>$55.00</td>
</tr>
</tbody>
</table>

*Estimates and Projections are based on current trends being experienced.
Shelter Management
2018/19 Budget — $1,204,909

Shelter Management encompasses the in-house component of Animal Management & Welfare. Shelter staff provide all of the care and cleaning of the shelter for the animals in its care. Biosecurity is the highest concern to the shelter as sick animals are not desirable for adoption or reclaim. Therefore, shelter staff strive for the highest level of sanitation possible. The shelter also provides a centralized location for citizens that are missing their animals to come and look for them and reclaim them once located. The shelter offers microchipping for citizens’ animals in an effort to provide a permanent form of identification to increase the likelihood of reunification in the event their animal becomes lost. Many citizens are unable to pay for the cost of euthanasia via normal routes. Therefore, Animal Management & Welfare offers this service to these citizens so the animals do not suffer. Approximately 46% of the Animal Management & Welfare yearly budget is utilized to cover the Shelter Management component. Shelter Management works to support the City Council’s Pillars of Civic Pride, Public Safety, and Customer Service.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated*</th>
<th>2018/19 Projected*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Shelter Intake – CY</td>
<td>12,409</td>
<td>12,800</td>
<td>13,000</td>
</tr>
<tr>
<td>Stray Dogs – CY</td>
<td>6,506</td>
<td>6,450</td>
<td>6,600</td>
</tr>
<tr>
<td>Stray Cats – CY</td>
<td>3,131</td>
<td>3,000</td>
<td>2,900</td>
</tr>
<tr>
<td>Surrendered – CY</td>
<td>2,155</td>
<td>2,700</td>
<td>2,500</td>
</tr>
<tr>
<td>Bite Cases – CY</td>
<td>617</td>
<td>650</td>
<td>675</td>
</tr>
<tr>
<td>Reclaimed – CY</td>
<td>1,182</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Euthanized – CY</td>
<td>4,063</td>
<td>5,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Left through Humane Society – CY</td>
<td>6,081</td>
<td>5,000</td>
<td>4,500</td>
</tr>
<tr>
<td>Facility Overall Live Release Rate</td>
<td>67.26%</td>
<td>65%</td>
<td>60%</td>
</tr>
<tr>
<td>Cost per Kennel Per Day</td>
<td>$15.00</td>
<td>$16.00</td>
<td>$17.00</td>
</tr>
</tbody>
</table>

*Estimates and Projections are based on current trends being experienced.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>37</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total Positions</td>
<td>37</td>
<td>37</td>
<td>43</td>
</tr>
</tbody>
</table>

Total AM&W Department 2018/19 Budget — $3,048,309
ANIMAL MANAGEMENT AND WELFARE

- Administration and Community Outreach: 8.0 FTEs
- Community Compliance and Enforcement: 16.0 FTEs
- Shelter Management: 19.0 FTEs
City of Amarillo  
Department Staffing Report

Department: Animal Management and Welfare

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM047</td>
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</tr>
<tr>
<td>1.00</td>
<td>ADM590</td>
<td>DIRECTOR OF ANIMAL MANAGEMENT AND WELFARE</td>
</tr>
<tr>
<td>1.00</td>
<td>ADM591</td>
<td>ASSISTANT DIRECTOR OF ANIMAL MANAGEMENT AND WELFARE</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR035</td>
<td>VOLUNTEER PROGRAM COORDINATOR</td>
</tr>
<tr>
<td>2.00</td>
<td>CLR175</td>
<td>VETERINARY ASSISTANT</td>
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<tr>
<td>1.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT035</td>
<td>ADMINISTRATIVE OPERATIONS MANAGER</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT120</td>
<td>AFTERNOON SHELTER SUPERVISOR</td>
</tr>
<tr>
<td>2.00</td>
<td>MGT590</td>
<td>ANIMAL MANAGEMENT &amp; WELFARE FIELD SUPERVISOR</td>
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<tr>
<td>1.00</td>
<td>MGT775</td>
<td>COMPLIANCE MANAGER</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT780</td>
<td>FIELD SERVICES MANAGER</td>
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<tr>
<td>1.00</td>
<td>MGT790</td>
<td>SHELTER MANAGER</td>
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<tr>
<td>2.00</td>
<td>TRD160</td>
<td>CSR INTAKE SPECIALIST</td>
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<tr>
<td>1.00</td>
<td>TRD215</td>
<td>ADOPTION SPECIALIST</td>
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<td>6.00</td>
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<td>ANIMAL MANAGEMENT OFFICER TRAINEE</td>
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<td>9.00</td>
<td>TRD565</td>
<td>ANIMAL CARE WORKER</td>
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<td>3.00</td>
<td>TRD592</td>
<td>ANIMAL MANAGEMENT OFFICER I</td>
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<tr>
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<td>TRD593</td>
<td>ANIMAL MANAGEMENT OFFICER II</td>
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<tr>
<td>1.00</td>
<td>TRD594</td>
<td>ANIMAL MANAGEMENT OFFICER III</td>
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<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
<tr>
<td>40.00</td>
<td></td>
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<tr>
<td>Part-Time Positions</td>
<td></td>
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</tr>
<tr>
<td>3.00</td>
<td>HRL125</td>
<td>ADOPTION SPECIALIST - HOURLY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
</tr>
<tr>
<td>43.00</td>
<td></td>
<td>2,417,648</td>
</tr>
</tbody>
</table>

Total Department: 2,417,648
Mission

To provide rapid and accurate responses to emergency requests with professionalism, compassion and competence; to promptly answer, enter and dispatch calls for service; to gather and relay information accurately and professionally while processing calls for service.

Strategic Approach

The Amarillo Emergency Communication Center (AECC) is the answering point for emergency and non-emergency public safety services. AECC provides law enforcement, fire and medical pre-arrival instructions and provides response to animal management issues. AECC prioritizes calls for service and dispatches to public safety responders. During major events, the Office of Emergency Management (OEM) coordinates mutual aid requests for public safety entities.

To ensure alignment with the City’s values, goals and mission, which includes support of the BluePrint for Amarillo, the AECC has identified several objectives which will improve its ability to serve the Amarillo community. These goals include working on national standards for employee and agency certifications; taking measures to achieve national accreditation; developing Best Practices for personnel time management programs providing the most efficient use of the workforce; establishing a comprehensive Safety and health program, including physical, nutritional, emotional and mental health resources; and pursuing industry-related Technology advances in both hardware and software, such as enhanced 9-1-1, text to 9-1-1, next-gen radio/dispatch systems, and improvements in Computer Assisted Dispatch (CAD) software.

The AECC is mandated by the Texas 9-1-1 Emergency Number Act (Chapters 771 & 772, Health & Safety Code) which requires counties and/or municipalities to provide three digit (911) dialing State Law to provide 911 services.

The Potter-Randall 9-1-1 District provides funding to the AECC in support of their mission: “to provide an efficient, effective enhanced 9-1-1 emergency telecommunications system ... in response to police, fire
and medical emergency calls.” The 9-1-1 District funding is shown as a revenue source in the AECC budget. The AECC also collects revenue from Amarillo Medical Response (AMR) to provide dispatch services for their ambulance service.

**Programs**

**AECC Administration/Support**

**2018/19 Budget — $353,277**

The AECC Administration/Support Program is responsible for the information coordination management between each public safety department supported within AECC. Specific responsibilities include budgeting, time-keeping and payroll, policy and procedure development, personnel administration, responding to various requests for public records, as well as data collection and analysis for all public safety departments supported by the AECC.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of call takers/dispatchers qualified for out-of-class supervisor</td>
<td>12</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Percent compliant with national standards for number of call takers by call volume, based on statistical data</td>
<td>70%</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Call Center Services**

**2018/19 Budget — $4,278,593**

The Call Center Program provides state-licensed and nationally credentialed Emergency Communications Specialists (ECS) (call takers and dispatchers with at least one year of employment) which deliver rapid and accurate responses to emergency requests to gather and relay information accurately while processing calls for service. Performance measures are based on national standards and Best Practices.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of employees cross-trained in two disciplines (FTEs)</td>
<td>93%</td>
<td>86%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of calls answered &lt; 15 sec. (NFPA 1221 – 15 sec. standard)</td>
<td>90%</td>
<td>96%</td>
<td>95%</td>
</tr>
<tr>
<td>Percent of 911 calls answered before the recording picks up</td>
<td>90%</td>
<td>95%</td>
<td>98%</td>
</tr>
<tr>
<td>Percentage of 911 calls requiring a translator for foreign languages</td>
<td>.68%</td>
<td>2.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Amount of time required to process foreign language 911 calls</td>
<td>8 mins</td>
<td>6 mins</td>
<td>6 mins</td>
</tr>
<tr>
<td>Call to dispatch time (minutes):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police (Priority)</td>
<td>2:45</td>
<td>2:00</td>
<td>1:45</td>
</tr>
<tr>
<td>Police (Non-Emergency)</td>
<td>6:30</td>
<td>5:45</td>
<td>5:30</td>
</tr>
<tr>
<td>EMS (NFPA 1221 – 90 sec. standard)</td>
<td>1:00</td>
<td>0:50</td>
<td>0:48</td>
</tr>
</tbody>
</table>
Quality Assurance, Certification and Training
2018/19 Budget — $73,029

This program promotes Best Practices, state and national certification, and the pursuit of national accreditation for the AECC. Quality Assurance (QA) is provided through a new program in fiscal year 2016 which was funded by the 9-1-1 District. Most of the QA is outsourced to an independent, national vendor. Training is conducted according to the Texas Commission on Law Enforcement (TCOLE) standards which mandate basic qualifying standards for employment and certification courses prior to hands-on training as an Emergency Communications Specialist. Personnel are state-licensed telecommunicators through TCOLE and certified through the Association of Public-Safety Communications Officials (APCO) for Emergency Medical Dispatcher (EMD) and Emergency Fire Dispatcher (EFD). Supervisors and senior ECSs will be certified through APCO’s Communications Training Officer (CTO) program. AECC employees earn certifications and continuing education credits from national professional emergency communications organizations such as APCO and National Emergency Number Association (NENA).

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Call Take calls audited for QA in compliance—Best Practices</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Call Take calls audited for QA in compliance—Best Practices</td>
<td>70%</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of floor supervisors certified through APCO CTO (Certified Training Officer)</td>
<td>50%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of floor Dispatchers certified through APCO CTO (Certified Training Officer)</td>
<td>0%</td>
<td>60%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th>Authorized Positions</th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>64</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>66</td>
<td>69</td>
<td>69</td>
</tr>
</tbody>
</table>

Total AECC 2018/19 Budget - $4,704,899
AECC

Administration and Support
5.18 FTEs

Call Center Services
62.75 FTEs

Quality Assurance, Certification, Training
1.07 FTEs
<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>56.00</td>
<td>CLR770</td>
<td>EMERGENCY COMMUNICATIONS SPECIALIST</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR945</td>
<td>OFFICE ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT043</td>
<td>TRAINING/QUALITY ASSURANCE SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>MGT044</td>
<td>SENIOR COMMUNICATIONS SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>6.00</td>
<td>MGT046</td>
<td>COMMUNICATIONS SHIFT SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>67.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>67.00</td>
</tr>
<tr>
<td>Part-Time Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>HRL770</td>
<td>EMERGENCY COMMUNICATIONS SPECIALIST</td>
<td></td>
</tr>
<tr>
<td>69.00</td>
<td></td>
<td>Total Department</td>
<td>69.00</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 449,413</td>
<td>$ 346,801</td>
<td>$ 393,477</td>
</tr>
<tr>
<td>Supplies</td>
<td>53,680</td>
<td>141,568</td>
<td>51,954</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>38,007</td>
<td>124,748</td>
<td>188,261</td>
</tr>
<tr>
<td>Other Charges</td>
<td>181,807</td>
<td>127,240</td>
<td>149,988</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>15,435</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 738,342</td>
<td>$ 740,357</td>
<td>$ 783,680</td>
</tr>
</tbody>
</table>

Mission

The City of Amarillo’s Office of Emergency Management (OEM) administers and directs a comprehensive interjurisdictional emergency management program to address the mitigation, prevention, preparedness, response, and recovery to all-hazards that could impact the City of Amarillo and Potter and Randall counties.

Strategic Approach

The OEM is focused on coordination of the whole community to address all-hazards. This requires an integrated approach of local government (city and counties) with key stakeholders to ensure readiness to protect citizens from potential disasters. The emergency management program adheres to the Best Practices of the discipline, maintaining compliance with applicable federal and state regulatory and administrative requirements.

The OEM is a City department that is contracted to both Potter and Randall counties to provide emergency management services. This partnership provides for the improved integration of the emergency management program across jurisdictional boundaries. In addition, the OEM administers the City’s participation in homeland security and emergency management grant programs to enhance the capabilities of emergency response agencies to respond to specialized hazards that could impact the community or region.

Programs

Emergency Management Department Administration/Support
2018/19 Budget — $508,110

This program provides administration and support for day-to-day operations and project management for the department. Manages homeland security and emergency management grant programs.

- Provides administration and support of department funds and community investment projects
- Administers participation by Potter and Randall counties in the interjurisdictional emergency management program
- Administers the City’s participation in the Emergency Management Performance Grant (EMPG) program, Pantex Plant Agreement-In-Principle (AIP) grant program, State Homeland Security Program (SHSP) grants, and other homeland security and emergency management related grants
- Supports City priorities and initiatives as requested by management

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Grant Funding Administered (EMPG, SHSP, &amp; AIP)</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>$622,972</td>
<td>$523,722</td>
<td>$577,655</td>
<td></td>
</tr>
</tbody>
</table>

Emergency Operations, Preparedness, and Planning Program
2018/19 Budget — $275,570

The operations portion of the program provides for the policy direction, coordination, and support of emergency response and recovery to all-hazards (natural, technological and manmade) that could impact the Texas Panhandle region.

- Maintains availability of an OEM Duty Officer to maintain situational awareness and initiate emergency response to potential or actual threats to the community
- Provides information to enhance situational awareness for emergency response agencies, city and county supporting agencies, and key stakeholders and partners
- Coordinates mechanisms to provide notification to responders and warning to the public
- Coordinates community response through the activation of the Emergency Operations Plan
- Facilitates the recovery process from disasters that impact the community

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Natural Hazards Operations:</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>25</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Technological / Man-Made Hazards Operations:</td>
<td>27</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Major Incident Response Operations:</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

The planning and preparedness portion of the program is to save lives and reduce disaster damage, identifying critical resources and developing the necessary agreements among responding agencies,
both within the jurisdiction and with other jurisdictions and entities. The program is a continuous cycle of planning, organizing, equipping, training, and exercising in an effort to ensure effective coordination during incident response and recovery.

- Develops and maintains emergency operations facilities and tools to ensure a coordinated response to all-hazards, incorporating redundant capabilities
- Develops and maintains a community outdoor warning system and other warning systems
- Facilitates an Emergency Management Team to respond to and recover from all-hazards
- Coordinates the integration of the emergency management program with government entities at all levels, volunteer/faith-based organizations, and key stakeholders
- Conducts emergency management training, drills, and exercises to promote and enhance whole community emergency preparedness
- Administers the requirements of the National Incident Management System (NIMS)
- Administers the requirements of the Emergency Planning & Community Right-to-Know Act (EPCRA) and assists with City compliance with the Risk Management Program (RMP)
- Conducts emergency public information activities to promote and enhance citizen and visitor emergency preparedness

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Education/Information Provided (hours):</th>
<th>40</th>
<th>40</th>
<th>40</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Based Exercises</td>
<td>2 (triennial)</td>
<td>2 (triennial)</td>
<td>2 (triennial)</td>
</tr>
<tr>
<td>Operations Based Exercises</td>
<td>1 (triennial)</td>
<td>1 (triennial)</td>
<td>1 (triennial)</td>
</tr>
<tr>
<td>Full-Scale Exercises (required triennially)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exercises Completed:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Based Exercises</td>
</tr>
<tr>
<td>Operations Based Exercises</td>
</tr>
<tr>
<td>Full-Scale Exercises</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EMPG Training Required for OEM Staff:</th>
<th>1</th>
<th>1</th>
<th>1</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Training Completed by OEM Staff:</th>
<th>3</th>
<th>4</th>
<th>4</th>
</tr>
</thead>
</table>

As baseline performance measures/indicators, the OEM ensures the City’s and counties’ compliance with emergency management legal requirements and maintains the emergency management program at an advanced level as defined by the Texas Division of Emergency Management (TDEM)/Federal Emergency Management Agency (FEMA). As outlined above, the OEM exceeds all TDEM/FEMA defined standards (in italic) for public education/information, exercises, and training.
Authorized Positions

<table>
<thead>
<tr>
<th>Position Category</th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

2018/19 Expenditures by Funding Source

- General Fund: $508,110
- Special Revenue Funds: $275,570

Total OEM Department 2018/19 Budget — $783,680

**EMERGENCY MANAGEMENT**

- Administration and Support (Admin & AIP): 1.67 FTEs
- Emergency Operations / Preparedness / Planning: 3.33 FTEs
## City of Amarillo

### Department Staffing Report

#### Department: Emergency Management Services

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM050</td>
<td>EMERGENCY MANAGEMENT COORDINATOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM051</td>
<td>ASSISTANT EMERGENCY MGMT COORDINATOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.50</td>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF903</td>
<td>EMERGENCY MANAGEMENT PLANNER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.50</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.50</td>
<td></td>
<td>Total Department</td>
<td></td>
<td>299,496</td>
</tr>
</tbody>
</table>

#### Department: AIP Pantex Project Fund

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>PRF055</td>
<td>TECHNICAL HAZARDS COORDINATOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.50</td>
<td>TEC901</td>
<td>COMMUNICATIONS TECHNICIAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.50</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.50</td>
<td></td>
<td>Total Department</td>
<td></td>
<td>93,981</td>
</tr>
</tbody>
</table>
Mission

The mission of the Municipal Court is to efficiently process and administer all matters coming into and before the Municipal Court. The Municipal Court strives to promote a high level of public confidence, accessibility, and a sense of fairness through efficient and courteous public service.

Strategic Approach

Amarillo Municipal Court department’s approach to managing the court’s mission has been and will remain diligent to integrating Best Practices with the day-to-day public service role the court plays in our community. The Court will continue to address Court Clerk Certification for all clerks as well as interdepartmental training. The Court has created a strategic plan to address public information accessibility and has increased its online services. Municipal Court continues to work with other City departments to increase Technology-based organizational integration (i.e.: APD, Animal Management, AECC, Legal, and IT). Court Order Compliance and alternative sentencing play a large role in the court’s processes and policy. From jail comments, indigence hearings, and community service management, the Court has an increased pressure point in the delivery of these programs. The Court will continue to evaluate the strategies being implemented and provide updated processes and data analysis to best serve the public while adhering to judicial orders and legal requirements.

Programs

Court Case Flow Management
2018/19 Budget — $466,970

To facilitate the swift administration of Justice, the Court processes filed cases and continually evaluates and analyzes the records management system and case flow setup and processes, as well as any user-related processes. The Court provides clerical support for in-custody video arraignment six days a week;
case records; recording on judicial decisions; and processing arrest warrants. The Court also provides critical, direct support of core jail services under inter-local contractual agreement. Court staff processes documents needed before, during, and after arraignment and during all appearance and trial dockets.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization and Completeness of Court Files</td>
<td>93%</td>
<td>95%</td>
<td>97%</td>
</tr>
<tr>
<td>Timely Setting of Court Hearings</td>
<td>Within 47 days</td>
<td>Within 45 days</td>
<td>Within 43 days</td>
</tr>
<tr>
<td>New Cases Filed</td>
<td>55,411</td>
<td>46,802</td>
<td>50,312</td>
</tr>
<tr>
<td>Cases Placed on Hearing/Trial Dockets</td>
<td>19,289</td>
<td>20,512</td>
<td>21,162</td>
</tr>
<tr>
<td># of Jail Arraignments</td>
<td>14,603</td>
<td>12,724</td>
<td>11,452</td>
</tr>
</tbody>
</table>

Court Financial Management

2018/19 Budget — $270,240

The Court processes all payments for all Class ‘C’ cases, any posted bonds and court-ordered refunds. Court staff balances cash drawers and posts all monies in accordance with state law.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Accuracy of Transactions</td>
<td>97%</td>
<td>98%</td>
<td>99%</td>
</tr>
<tr>
<td>Cases seen at Public Service windows</td>
<td>65,023</td>
<td>71,054</td>
<td>77,591</td>
</tr>
</tbody>
</table>

Court Technology Project and Technology Resources Management

2018/19 Budget — $680,089

This program manages the successful, effective use of technology to support the efficient and effective delivery of court services to both internal and external users. Municipal Court has implemented an electronic court records management system, which enables the electronic routing of court documents, electronically captured signatures, fingerprints, and photos, as well as allows the download of external documents into the system, including e-tickets, DCS certificates, Texas DL records, insurance, driver’s license copies, and court payments. The department will increase availability of court services online and public access to all court policies and procedures through an internally designed web page managed by court staff. The court has implemented court correspondence specific email accounts to improve the accessibility and expedience of court response. This court was also a recipient of the Tyler Public Sector Excellence Award for its demonstration in leadership, innovation and excellence in developing and maintaining new technical solutions.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Citation filings</td>
<td>44%</td>
<td>46%</td>
<td>60%</td>
</tr>
<tr>
<td>Online Transactions</td>
<td>12,393</td>
<td>14,878</td>
<td>17,853</td>
</tr>
</tbody>
</table>
Court Compliance Services
2018/19 Budget — $171,875

The purpose of Court Compliance Services is to ensure that the defendant compliance with court obligations is obtained in accordance with guidelines set by state programs and Judicial Orders. This program provides citizens a fair, impartial, and individual review of their financial information through face-to-face interviews. Compliance clerks review applications and interview defendants for the establishment of time payment plans, track compliance, telephone contacts on delinquent accounts, and indentify and update cases for Judges’ review.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Court Ordered to Compliance Department</td>
<td>17,033</td>
<td>15,602</td>
<td>14,292</td>
</tr>
<tr>
<td>Case file Accuracy</td>
<td>98%</td>
<td>98.5%</td>
<td>99%</td>
</tr>
</tbody>
</table>

Court Community Programs
2018/19 Budget — $49,183

The mission of the Court Community Programs Department (CCPD) is to provide effective and relevant alternative sentencing options to assist offenders with violation resolution, accountability, and services as needed; to establish partnerships and relationships with area agencies, organizations, and programs for the betterment of the community; and to provide education for the safety of all citizens. The court continues to provide a Veterans specific docket and works closely with Amarillo College on providing youth legal education through the Youth Law camp that takes place annually.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Allowed Community Service</td>
<td>2,540</td>
<td>2,358</td>
<td>2,358</td>
</tr>
<tr>
<td>Events with/for area organizations</td>
<td>10</td>
<td>11</td>
<td>12</td>
</tr>
</tbody>
</table>

Public Information Management
2018/19 Budget — $69,279

This program provides easily accessible information to citizens regarding options on how to handle citations, processes document filings appropriately, answers phones and assists citizens, handles public information requests, and provides public access to court policy and procedures.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018-19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access and Fairness ratings through public survey:</td>
<td>N/A</td>
<td>89%</td>
<td>90%</td>
</tr>
</tbody>
</table>

# of email correspondence received/sent | 6,761 | 8,090 | 9,708
2018/19 Expenditures by Funding Source

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2018/19 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$1,374,996</td>
</tr>
<tr>
<td>Special Revenue Funds</td>
<td>$332,640</td>
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</tbody>
</table>

 Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>23</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Positions</td>
<td>26</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>

Total Municipal Court 2018/19 Budget — $1,707,636
MUNICIPAL COURT

- Court Case Flow Management: 8.83 FTEs
- Court Financial Management: 5.11 FTEs
- Court Technology Project/Resource Mgmt: 6.57 FTEs
- Court Compliance Services: 3.25 FTEs
- Court Community Programs: 0.93 FTEs
- Public Information Management / Security: 1.31 FTEs
<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 ADM111</td>
<td></td>
<td>MUNICIPAL COURT ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM112</td>
<td></td>
<td>DEPUTY COURT CLERK AND ASST. ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR085</td>
<td></td>
<td>EXECUTIVE ASSISTANT</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR113</td>
<td></td>
<td>ARRAIGNMENT CLERK</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR118</td>
<td></td>
<td>TEEN COURT/COMMUNITY SERVICE COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR130</td>
<td></td>
<td>ADMINISTRATIVE SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR400</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR405</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td></td>
</tr>
<tr>
<td>4.00 CLR410</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR415</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT IV</td>
<td></td>
</tr>
<tr>
<td>1.00 MGT117</td>
<td></td>
<td>OPERATIONS MANAGER</td>
<td></td>
</tr>
<tr>
<td>23.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>23.00</td>
</tr>
<tr>
<td><strong>Part-Time Positions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00 HRL111</td>
<td></td>
<td>DATA ENTRY OPERATOR HOURLY</td>
<td></td>
</tr>
<tr>
<td>1.00 HRL145</td>
<td></td>
<td>COLLECTIONS CLERK</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td></td>
<td>Total Part-Time Positions</td>
<td>3.00</td>
</tr>
<tr>
<td><strong>Total Department</strong></td>
<td></td>
<td></td>
<td>26.00</td>
</tr>
</tbody>
</table>

1,252,419
### Mission
The Judicial department provides a fair, independent, and impartial forum for the adjudication of both criminal and civil matters that come before the Municipal Court.

### Strategic Approach
The Judicial department provides Judges and a court reporter to staff the Municipal Court and hear cases filed in the court as well as matters presented to the Judges in their capacity as magistrates. These positions require highly technical knowledge and extensive training. The department has one full-time Presiding Judge and three part-time Associate Judges. The Judges are licensed Texas attorneys with an average of 22 years experience.

The Presiding Judge assigns Judges to cover the court’s expected caseload each day. On most days, three Judges are assigned: one presides over trials and dockets, one presides over walk-in pleas and arraignments, and one presides over jail video arraignments and also handles all the Judges’ “queues” – 40 different lists of cases needing review for orders, judgments, warrants, or summons. In addition, Judges are assigned to Saturday and Sunday jail arraignments, with each Judge taking one weekend per month.

### Programs
**Judicial Administration**
2018/19 Budget — $33,159

---

## Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 673,068</td>
<td>$ 645,121</td>
<td>$ 613,944</td>
</tr>
<tr>
<td>Supplies</td>
<td>2,945</td>
<td>4,924</td>
<td>4,940</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>2,505</td>
<td>19,380</td>
<td>68,020</td>
</tr>
<tr>
<td>Other Charges</td>
<td>8,147</td>
<td>9,084</td>
<td>15,181</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 686,665</td>
<td>$ 678,509</td>
<td>$ 702,085</td>
</tr>
</tbody>
</table>

---

(1040, 20910)
The Presiding Judge sets all policies for the Municipal Court and continually revises all forms used in court proceedings; schedules the Judges, court reporter, and bailiffs; serves as Chair of the Courthouse Security Committee, develops protocols with outside agencies such as the county jails, law enforcement agencies, mental health providers, and other courts; develops the budget; is responsible for performing or assigning legal research; and oversees training of the Associate Judges and staff.

The Presiding Judge supervises two associate city judges who serve as designated night magistrates pursuant to an interlocal agreement between Randall and Potter Counties and the City of Amarillo. The night magistrate program is highly successful. It has streamlined communication between the judiciary and all branches of law enforcement.

**Judicial Services**

**2018/19 Budget — $435,737**

Judges are available seven days a week to preside over trials, pleas, arraignments, and dockets in criminal cases. Judges also sign warrants for police and building safety officials, and conduct civil hearings on dangerous dogs, stolen vehicles, and red light camera appeals.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/2018 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trials</td>
<td>540</td>
<td>546</td>
<td>416</td>
</tr>
<tr>
<td>Cases set on trial docket</td>
<td>2,022</td>
<td>1,106</td>
<td>1,936</td>
</tr>
<tr>
<td>Cases on walk-in dockets (heard)</td>
<td>20,519</td>
<td>17,498</td>
<td>18,979</td>
</tr>
<tr>
<td>Cases on all other dockets</td>
<td>17,860</td>
<td>18,300</td>
<td>17,290</td>
</tr>
<tr>
<td>Cases seen in jail</td>
<td>14,603</td>
<td>12,724</td>
<td>13,526</td>
</tr>
<tr>
<td>Search Warrants signed</td>
<td>No figures kept</td>
<td>578</td>
<td>578</td>
</tr>
<tr>
<td>Code Enforcement Warrants signed</td>
<td>No figures kept</td>
<td>1,148</td>
<td>1,200</td>
</tr>
<tr>
<td>Bond forfeiture cases heard</td>
<td>402</td>
<td>447</td>
<td>500</td>
</tr>
</tbody>
</table>

**Court Reporting Services**

**2018/19 Budget — $84,246**

The court reporter records, by machine shorthand, all the proceedings in the trial courtroom, including bench and jury trials, dockets, hearings, and pleas. The court reporter prepares all jury instructions and reviews every case docketed in the trial courtroom to ensure the Municipal Court’s records are accurate and complete. The court reporter also assists the Clerk’s office with many tasks relating to dockets.

**Court Security**

**2018/19 Budget — $148,943**

- **Security staff** — Bailiffs are present during all courtroom dockets and defendant appearances. They provide constant threat assessment and security for those present – the Judge presiding, parties, witnesses, jurors and the general public. Bailiffs also provide security for the public area of the court building when they are not in the courtrooms. Bailiffs must receive training and effective September 1, 2017 are required to become certified court security specialists. Currently all bailiffs have received the proper courtroom security specialist training. Bailiffs require uniforms and equipment such as tasers.
- **Building Security** – Such items as security devices, locking mechanisms, video teleconferencing systems, metal detectors and surveillance equipment.

### 2018/19 Expenditures by Funding Source

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$553,142</td>
</tr>
<tr>
<td>Special Revenue Funds</td>
<td>$148,943</td>
</tr>
</tbody>
</table>

### Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total Positions</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

**Total Judicial 2018/19 Budget - $702,085**
# Department Staffing Report

## City of Amarillo

### Department: Judicial

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perm. Positions</td>
<td>ADM110</td>
<td>MUNICIPAL COURT JUDGE</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CLR110</td>
<td>COURT REPORTER</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Perm. Positions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Time Positions</td>
<td>HRL115</td>
<td>MUNICIPAL COURT JUDGE</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>474,733</td>
</tr>
</tbody>
</table>

### Department: Court Security Fund

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perm. Positions</td>
<td>PRF145</td>
<td>SENIOR BAILIFF</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Perm. Positions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Time Positions</td>
<td>HRL120</td>
<td>BAILIFF</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>139,211</td>
</tr>
</tbody>
</table>
## CITY OF AMARILLO
### SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1011 Mayor and Council</td>
<td>69,586</td>
<td>82,361</td>
<td>82,701</td>
</tr>
<tr>
<td>1020 City Manager</td>
<td>1,185,397</td>
<td>1,177,252</td>
<td>1,310,851</td>
</tr>
<tr>
<td>1022 Office of Strategic Initi</td>
<td>138,568</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1023 Office of Public Communc</td>
<td>16,275</td>
<td>286,841</td>
<td>338,681</td>
</tr>
<tr>
<td>1030 Tourism &amp; Economic Develo</td>
<td>2,964,077</td>
<td>2,960,642</td>
<td>2,671,948</td>
</tr>
<tr>
<td>1210 Legal</td>
<td>1,229,435</td>
<td>1,100,335</td>
<td>1,119,826</td>
</tr>
<tr>
<td>1220 City Secretary</td>
<td>423,333</td>
<td>337,441</td>
<td>398,712</td>
</tr>
<tr>
<td>1000 General Fund</td>
<td>6,026,671</td>
<td>5,944,872</td>
<td>5,922,719</td>
</tr>
</tbody>
</table>

**Administration Total Expenditures**

|                  | 6,026,671 | 5,944,872 | 5,922,719 |
Mission
The Mayor and City Council serve as the governing body for the City of Amarillo and establish and promote policies for the orderly growth and planned development of Amarillo.

Strategic Approach
The Mayor and Council serve as the policy-making body for the City, making final decisions on matters specified in the City’s Charter and Code of Ordinances. This body also provides guidance and direction to the City Manager to develop, promote, and execute overall strategies; encourages the continued development, retention, and economic expansion of the City; reviews and considers planning and zoning matters; calls for and conducts public hearings; reviews and adopts the City’s annual budget; appro

### Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 4,869</td>
<td>$ 2,148</td>
<td>$ 2,149</td>
</tr>
<tr>
<td>Supplies</td>
<td>8,233</td>
<td>7,200</td>
<td>7,200</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>18,652</td>
<td>33,150</td>
<td>33,150</td>
</tr>
<tr>
<td>Other Charges</td>
<td>37,832</td>
<td>39,863</td>
<td>40,202</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 69,586</td>
<td>$ 82,361</td>
<td>$ 82,701</td>
</tr>
</tbody>
</table>

The City adopted the BluePrint for Amarillo initiative, which sets a comprehensive strategic direction for the City Government in terms of focus, allocation of resources, and priorities. During this process, the Mayor and City Council identified eight Pillars of Future Vision they wish the City Manager to address in a comprehensive manner:

- Public Safety
- Economic Development and Redevelopment
- Civic Pride
- Highly Educated Population
- Fiscal Responsibility
- Customer Service
- Excellence in Communication
- Transportation
In addition to the Council Pillars, the City Council identified four City Manager Initiatives to support the City Council Pillars:

- Commitment to Safety
- Implementation of Best Practices
- Promote Innovation and Customer Service
- Public Service and Engagement

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total Positions</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

**Total Mayor and City Council 2018/19 Budget — $82,701**
City of Amarillo

Department Staffing Report

Department: Mayor and Council

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Number of Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAM100</td>
<td>MAYOR</td>
<td>1.00</td>
</tr>
<tr>
<td>CAM110</td>
<td>CITY COMMISSIONER</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>Total Part-Time Positions</td>
<td>5.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Department</th>
<th>5.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2,149</td>
</tr>
</tbody>
</table>
Mission
To professionally administer the policies and directives established by the Mayor and City Council and perform those organizational duties and responsibilities prescribed in the Amarillo City Charter. The City of Amarillo operates under the Council-Manager form of government and, as such, through the delegation and administration of his/her staff members, the City Manager directs, coordinates and facilitates the effective and cost-efficient delivery of all municipal services to the citizens of Amarillo.

Strategic Approach
With guidance and direction from the Mayor and City Council, the City Manager of Amarillo will develop, promote, and execute strategies that will provide for an attractive, economically vibrant, healthy and safe environment for the citizens of Amarillo and its visitors. Together with the executive team and department directors, the City Manager will develop, promote, and implement programs and policies that will broadly support these strategies and motivate all full- and part-time employees. As part of this process, the City Manager and staff will continue to cooperate and communicate with the various governmental entities, community boards, commissions, economic development entities, non-profits, civic organizations, school district, and other community partners to achieve success and be recognized as a progressive “Best Practice City.”

The City adopted the BluePrint for Amarillo initiative, which sets a comprehensive strategic direction for the City Government in terms of focus, allocation of resources, and priorities. During this process, the Mayor and City Council identified eight Pillars of Future Vision they wish the City Manager to address in a comprehensive manner:

- Public Safety
- Economic Development and Redevelopment
In addition to the Council Pillars, the City Council identified four City Manager Initiatives to support the City Council Pillars:

- Commitment to Safety
- Implementation of Best Practices
- Promote Innovation and Customer Service
- Public Service and Engagement

As a result of adopting the BluePrint for Amarillo, organized work groups, focused around each pillar, have met to develop a framework for each pillar—identifying critical tasks and potential projects, establishing timelines, assessing the fiscal impact, and “reaching out” to the community for input. This process has played a key role in laying the foundation for the presentation of this budget to the City Council and citizens of Amarillo.

**Programs**

**City Manager Department Administration/Support**

**2018/19 Budget — $1,310,851**

Manage and coordinate the development, writing, distribution and production of policies, procedures, projects, Council agendas and calendar, official correspondence, and other related verbal and written communication supported by a Deputy City Manager, two Assistant City Managers, City Secretary, Assistant City Secretary, and Assistant to the City Manager.

**Tourism**

**2018/19 Budget — $2,671,948**

Provide professional expertise and guidance with matters pertaining to convention and tourism activities. Functions include coordinating the assistance of the City organization and staff with convention and tourism activities and assisting in development of new policies and programs to encourage tourism growth in the Amarillo community.

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

**Total City Manager 2018/19 Budget — $3,982,799**
CITY MANAGER

Administration/Support
6.00 FTEs
<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00 ADM001</td>
<td></td>
<td>CITY MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM010</td>
<td></td>
<td>ASSISTANT CITY MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM011</td>
<td></td>
<td>ASSISTANT CITY MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM012</td>
<td></td>
<td>DEPUTY CITY MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM015</td>
<td></td>
<td>ASSISTANT TO THE CITY MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00 MGT525</td>
<td></td>
<td>DEVELOPMENT CUSTOMER SERVICE COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>6.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
</tbody>
</table>

6.00 Total Department 1,219,022
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$674,187</td>
<td>$808,571</td>
<td>$1,049,834</td>
</tr>
<tr>
<td>Supplies</td>
<td>48,197</td>
<td>38,543</td>
<td>38,543</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>480,195</td>
<td>237,395</td>
<td>15,335</td>
</tr>
<tr>
<td>Other Charges</td>
<td>26,856</td>
<td>15,826</td>
<td>16,114</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,229,435</strong></td>
<td><strong>$1,100,335</strong></td>
<td><strong>$1,119,826</strong></td>
</tr>
</tbody>
</table>

Mission

The City Attorney is the chief legal officer for the entire municipal corporation. The attorneys in this department are obligated to represent and seek the good of the city government, not necessarily the interest of any particular official or department.

Strategic Approach

Represent the City of Amarillo, its employees, and officials when they are sued in their official capacity, in all venues, including State court, Federal court, or regulatory agencies. Represent the State of Texas in Municipal Court through the Legal department’s prosecutors. Also conduct negotiations of various kinds.

Offer legal advice and counsel to City Council, departments, and officials regarding the legal aspects of City government operations and policies. The legal expertise required is as diverse as the operations of the City government: Human Resources, Health, Aviation, Police, Fire, Animal Control, Purchasing, Planning, Economic Development, Public Works, Building Safety, Finance, Housing, Utilities, Transit, Parks, and all of the others.

Prepare or review all kinds of legal documents (such as ordinances, contracts, and deeds) necessary for City government to accomplish its varied functions.

Provide legal services and support to (i) closely affiliated agencies such as the Amarillo Hospital District, Amarillo-Potter Events Venue District, Amarillo Local Government Corporation, Amarillo Metropolitan Planning Organization; and, (ii) Interlocal Emergency Management functions. Also provide information to citizens and the news media.

Programs
Legal Department Administration and Support
2018/19 Budget — $335,948

Provide daily support and assistance to the members of the department. Serve as administrative liaison to the City Council, City Manager, City Secretary, and other City departments. Prepare correspondence, documents, and forms as required.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correspondence reviewed</td>
<td>*</td>
<td>500</td>
<td>600</td>
</tr>
<tr>
<td>Document preparation</td>
<td>*</td>
<td>300</td>
<td>340</td>
</tr>
</tbody>
</table>

*Information not available

Legal Department Criminal Section
2018/19 Budget — $335,948

Perform all legal services related to processing and presentation of criminal complaints filed in the Municipal Court. Perform some civil hearing management as well.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bench trials</td>
<td>*</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>Jury trials</td>
<td>*</td>
<td>130</td>
<td>140</td>
</tr>
<tr>
<td>Attorney dockets</td>
<td>*</td>
<td>70</td>
<td>75</td>
</tr>
<tr>
<td>Revocation dockets</td>
<td>*</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Civil hearings</td>
<td>*</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Bond forfeiture hearings</td>
<td>*</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Appeal hearings</td>
<td>*</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

*Information not available

Legal Department Civil Section
2018/19 Budget — $447,930

Review and prepare contracts and agreements as requested by all City departments. Also, all documents related to real estate transactions and management by the City are reviewed, drafted, and redrafted. Process Texas Public Information Act requests through statutorily required deadlines and administrative procedures.

Review and analyze state and federal legislation and court decisions applicable to City. Draft ordinances and resolutions for Council action. Prepare and review memoranda regarding legislation for Council and staff.

Provide advice to the City Council, City Manager, and all City departments regarding the interpretation and application of State and Federal laws. Draft and redraft ordinances and resolutions as requested. Provide legal advice and counsel to all City departments on the interpretation of City ordinances.
Provide advice and consultation to Risk Management and all departments on processing and considering claims against the City for damages and injury. Provide litigation defense and prosecution for the City and all departments; monitor and oversee claims and litigation work of retained counsel. Prepare reports and recommendations on pending claims and litigation, as requested.

Support administrative and judicial enforcement activities of various city departments, including Fire Marshal, Code Enforcement, Planning, Zoning, Building Inspection, and like matters. File and prosecute administrative and civil enforcement actions to secure compliance with City codes and regulations.

Provide a wide range of high level professional legal services to the law enforcement city departments: Police, Airport Police, Fire, Fire Marshal, and Animal Management & Welfare.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts/agreements drafted</td>
<td>*</td>
<td>110</td>
<td>120</td>
</tr>
<tr>
<td>Real estate documents drafted</td>
<td>*</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Public Information Requests</td>
<td>*</td>
<td>300</td>
<td>400</td>
</tr>
<tr>
<td>Federal/State legislation/court decisions reviewed</td>
<td>*</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Ordinances and resolutions drafted</td>
<td>*</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Legal opinions</td>
<td>*</td>
<td>30</td>
<td>35</td>
</tr>
<tr>
<td>Civil Service personnel matters reviewed</td>
<td>*</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Claims inquiries/reviews</td>
<td>*</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Demand letters/contacts</td>
<td>*</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Administrative proceedings</td>
<td>*</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Judicial proceedings</td>
<td>*</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Police Public Information Requests</td>
<td>*</td>
<td>80</td>
<td>85</td>
</tr>
<tr>
<td>Police Public Information Act Attorney General letters</td>
<td>*</td>
<td>58</td>
<td>60</td>
</tr>
</tbody>
</table>

*Information not available

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

Total City Attorney 2018/19 Budget — $1,119,826
CITY ATTORNEY

- Administration and Support
  3.00 FTEs

- Criminal Section
  3.00 FTEs

- Civil Section
  4.00 FTEs
## Department Staffing Report

**Department:** Legal

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM070</td>
<td>CITY ATTORNEY</td>
<td>1.00</td>
</tr>
<tr>
<td>ADM071</td>
<td>DEPUTY CITY ATTORNEY</td>
<td>1.00</td>
</tr>
<tr>
<td>ADM075</td>
<td>SENIOR ASST. CITY ATTORNEY</td>
<td>2.00</td>
</tr>
<tr>
<td>ADM078</td>
<td>ASSISTANT CITY ATTORNEY</td>
<td>1.00</td>
</tr>
<tr>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00</td>
</tr>
<tr>
<td>PRF070</td>
<td>LEGAL ASSISTANT</td>
<td>1.00</td>
</tr>
<tr>
<td>PRF071</td>
<td>ATTORNEY I</td>
<td>2.00</td>
</tr>
<tr>
<td>PRF072</td>
<td>ATTORNEY II</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Total Permanent Positions:** 10.00

**Total Department:** 1,049,834
Mission
To identify and respond to the issues, concerns, and needs of the Mayor and City Council, City staff, and citizens of Amarillo.

Strategic Approach
The City Secretary's department prepares the City Council agenda and minutes, manages the official city records and contracts, administers the record management program, and is responsible for conducting municipal elections. The Assistant City Secretary also serves as the City's Records Management Officer and is responsible for developing and administering records retention and destruction policies and monitoring the records storage center.

The City Secretary's department coordinates the recruitment, application, and appointment process for City Council appointed boards, commissions, and committees.

In addition to the duties listed above, the City Secretary serves as custodian of the City corporate seal and attests the Mayor's signature on all official documents; records and files deeds and easements; coordinates the codification of the City ordinances into the City Code of Ordinances; publishes legal ads, public notices, and agendas; and develops and oversees the City Secretary's departmental budget. The City Secretary is also the Local Registrar. As in many other cities, the City Secretary's department serves as a resource for citizens and a link between citizens and the City organization.

Programs
City Management Clerical Support
2018/19 Budget — $59,807

Provide clerical support to the City Manager, Deputy City Manager, and Assistant City Managers.
City Secretary Council and Board Support  
2018/19 Budget — $79,742

Provide clerical support to the Mayor, Council, and Boards.

City Secretary Election Management  
2018/19 Budget — $29,903

Hold regular and special elections.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of ordinances</td>
<td>59</td>
<td>65</td>
<td>62</td>
</tr>
<tr>
<td>Number of resolutions</td>
<td>89</td>
<td>96</td>
<td>92</td>
</tr>
<tr>
<td>Number of elections held</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

City Secretary Records Management  
2018/19 Budget — $159,485

Develop and administer records retention and destruction policies. Monitor the records storage center. Add transparency documents on website.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record Destruction – number of boxes destroyed</td>
<td>300</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Number of City records scanned</td>
<td>351,549</td>
<td>325,000</td>
<td>350,000</td>
</tr>
<tr>
<td>Training and education of City employees</td>
<td>35</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Open Records Requests (Citywide)</td>
<td>687</td>
<td>760</td>
<td>840</td>
</tr>
</tbody>
</table>

City Secretary Department Administration/Support  
2018/19 Budget — $69,775

Administers and supports the City Secretary department.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Total City Secretary 2018/19 Budget - $398,712
CITY SECRETARY

- City Management Clerical Support: 0.30 FTEs
- Council and Board Support: 0.40 FTEs
- Election Management: 0.15 FTEs
- Records Management: 0.80 FTEs
- Administration and Support: 0.35 FTEs
City of Amarillo

Department Staffing Report

Department: City Secretary

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM020</td>
<td>CITY SECRETARY</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>ADM025</td>
<td>ASSISTANT CITY SECRETARY</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.00</td>
<td>Total Permanent Positions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.00</td>
<td>Total Department 212,188</td>
</tr>
</tbody>
</table>
Mission
The Office of Public Communications and Community Engagement strives to communicate and market City of Amarillo programs, services, and events in a timely and targeted approach to educate the public about their City government.

Strategic Approach
The Office of Public Communications and Community Engagement is responsible for promotion of the City’s services and programs in creative and innovative ways in addition to traditional methods. Straightforward messaging allows for citizens to be informed, involved, and updated on current City government issues. The Public Communications and Community Engagement office serves as the initial City contact liaison for all media inquiries, along with resident inquiries, questions, and concerns about City issues, operations, programs, and services.

Programs
Public Communications and Community Engagement
2018/19 Budget — $338,681

The Public Communications and Community Engagement Office focuses on four major areas including communications, marketing, networking, and technology. As the backbone of the Excellence in Communications pillar, the Office enhances communications in a prompt and proactive manner by building relationships with news media partners and key stakeholders, while providing accurate and timely information to the public. Public Communications develops branding and marketing campaigns for all departments seeking input and is capable of producing quality multi-media products which enhances communications and promotes City programs.
Additional responsibilities of this Office include the In the Know … employee newsletter, social media oversight, media management, public relations, messaging/branding, crisis communications, and, in the case of an emergency, the City’s Press Information Officer (PIO).

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Category</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Press Releases Issued</td>
<td>185</td>
<td>175-200</td>
<td>175-200</td>
</tr>
<tr>
<td>Number of News Media Stories Related to Press Releases</td>
<td>519</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Percent Overall City Messaging in News Media</td>
<td>16%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Number of Media Calls (E-mails and Texts):</td>
<td>1,232</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Total Interactions between City and News Media (including direct contact, press releases, and online City subject features)</td>
<td>3,241</td>
<td>2,300</td>
<td>2,300</td>
</tr>
<tr>
<td>Overall Media Public Image Rating*</td>
<td>0.95</td>
<td>0.95</td>
<td>0.95</td>
</tr>
<tr>
<td>Social Media:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FACEBOOK Followers</td>
<td>3,564</td>
<td>6,407</td>
<td>10,000</td>
</tr>
<tr>
<td>TWITTER Followers</td>
<td>758</td>
<td>3,996</td>
<td>5,500</td>
</tr>
<tr>
<td>INSTAGRAM Followers</td>
<td>N/A</td>
<td>802</td>
<td>1,200</td>
</tr>
<tr>
<td>“In the Know …” Employee E-Newsletter (Began this service on 9/14/15)</td>
<td>28</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Print and Digital Media Pieces</td>
<td>N/A</td>
<td>91</td>
<td>300</td>
</tr>
<tr>
<td>Photography requests</td>
<td>N/A</td>
<td>25</td>
<td>60</td>
</tr>
<tr>
<td>Event/Social Video Requests</td>
<td>N/A</td>
<td>15</td>
<td>4</td>
</tr>
</tbody>
</table>

* A Public Image Rating (PIR) is assigned to each media event based on a variety of factors including stories tone, accuracy of information, if the reporting is balanced, etc. The PIR scale includes 0 (negative), 1 (neutral), and 2 (positive). All events are averaged to obtain the overall PIR as reported in the table.

Authorized Positions

<table>
<thead>
<tr>
<th>Category</th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Total Positions</td>
<td>0</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Public Communications 2018/19 Budget — $338,681
PUBLIC COMMUNICATIONS

Public Communications and Community Engagement
4.00 FTEs
<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM002</td>
<td>DIRECTOR OF COMMUNICATIONS</td>
<td>1.00 ADM002</td>
<td>1.00 HRL920</td>
</tr>
<tr>
<td>1.00</td>
<td>PRF010</td>
<td>MARKETING MANAGER</td>
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</tr>
<tr>
<td>1.00</td>
<td>PRF015</td>
<td>COMMUNICATIONS MANAGER</td>
<td>1.00 PRF015</td>
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<tr>
<td>3.00</td>
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<td>Total Permanent Positions</td>
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<td></td>
</tr>
<tr>
<td>1.00</td>
<td>HRL920</td>
<td>COLLEGE INTERN</td>
<td></td>
<td>4.00</td>
</tr>
<tr>
<td>4.00</td>
<td></td>
<td>Total Department</td>
<td></td>
<td>308,275</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Support Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1110 Human Resources</td>
<td>913,000</td>
<td>974,433</td>
<td>991,637</td>
<td></td>
</tr>
<tr>
<td>1120 Risk Management</td>
<td>300,200</td>
<td>308,049</td>
<td>309,103</td>
<td></td>
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<tr>
<td>1231 Radio Communications</td>
<td>459,552</td>
<td>355,268</td>
<td>713,543</td>
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</tr>
<tr>
<td>1251 Custodial Services</td>
<td>1,623,115</td>
<td>1,647,390</td>
<td>1,666,784</td>
<td></td>
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<tr>
<td>1252 Facilities Maintenance</td>
<td>2,243,925</td>
<td>2,319,525</td>
<td>2,421,089</td>
<td></td>
</tr>
<tr>
<td>1315 Finance</td>
<td>1,010,840</td>
<td>1,105,448</td>
<td>1,118,658</td>
<td></td>
</tr>
<tr>
<td>1320 Accounting</td>
<td>1,190,995</td>
<td>1,193,802</td>
<td>1,206,681</td>
<td></td>
</tr>
<tr>
<td>1325 Purchasing</td>
<td>569,057</td>
<td>605,990</td>
<td>607,611</td>
<td></td>
</tr>
<tr>
<td>1340 Health Plan Administratio</td>
<td>249,301</td>
<td>264,267</td>
<td>247,684</td>
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</tr>
<tr>
<td>1345 Central Stores</td>
<td>367,608</td>
<td>377,797</td>
<td>361,655</td>
<td></td>
</tr>
<tr>
<td>1350 General Fund Transfers</td>
<td>12,146,200</td>
<td>9,512,524</td>
<td>12,786,971</td>
<td></td>
</tr>
<tr>
<td>1000 General Fund</td>
<td>21,073,793</td>
<td>18,664,703</td>
<td>22,431,416</td>
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</tr>
<tr>
<td><strong>6100 Fleet Services Fund</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>61110 Fleet Services Operation</td>
<td>8,888,670</td>
<td>9,029,221</td>
<td>9,318,244</td>
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<tr>
<td>61120 Equipment Replacement</td>
<td>12,973,013</td>
<td>14,734,429</td>
<td>14,225,461</td>
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<tr>
<td>6100 Fleet Services Fund</td>
<td>21,861,683</td>
<td>23,763,650</td>
<td>23,543,705</td>
<td></td>
</tr>
<tr>
<td><strong>6200 Information Technology Fund</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>62010 IT Administration</td>
<td>934,747</td>
<td>771,722</td>
<td>793,206</td>
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<tr>
<td>62021 IT Enterprise Application</td>
<td>1,297,395</td>
<td>1,428,232</td>
<td>1,706,723</td>
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<td>62022 IT Support</td>
<td>821,935</td>
<td>633,483</td>
<td>417,619</td>
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<tr>
<td>62023 IT Print Services</td>
<td>144,737</td>
<td>160,000</td>
<td>51,717</td>
<td></td>
</tr>
<tr>
<td>62024 IT GIS</td>
<td>167,137</td>
<td>149,632</td>
<td>134,704</td>
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<tr>
<td>62031 IT Public Safety</td>
<td>311,422</td>
<td>321,685</td>
<td>304,729</td>
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<tr>
<td>62032 IT Infrastructure</td>
<td>1,072,634</td>
<td>775,468</td>
<td>1,003,696</td>
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<tr>
<td>62033 IT Telecom</td>
<td>1,151,329</td>
<td>887,600</td>
<td>1,057,007</td>
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<tr>
<td>62040 IT Security Department</td>
<td>427,838</td>
<td>294,359</td>
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<tr>
<td>62110 IT Administration</td>
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<tr>
<td>62120 IT Operations</td>
<td>0</td>
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<td>62130 IT Systems</td>
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<tr>
<td>62140 IT Infrastructure &amp; Supp</td>
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<td>62150 IT Capital</td>
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<td>62160 IT Public Safety</td>
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<tr>
<td>62170 IT GIS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>62180 IT Print Services</td>
<td>0</td>
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<tr>
<td>62190 Telecommunication</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>6200 Information Technology Fund</td>
<td>6,407,032</td>
<td>6,541,976</td>
<td>6,697,046</td>
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<tr>
<td>-------------</td>
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</tr>
<tr>
<td>6300 Risk Management Fund Support Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>63110 Self Insurance General</td>
<td>704,487</td>
<td>579,139</td>
<td>606,092</td>
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<tr>
<td>63115 Unemployment Claims</td>
<td>66,391</td>
<td>75,256</td>
<td>75,656</td>
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<tr>
<td>63120 Fire &amp; Extended Coverage</td>
<td>892,854</td>
<td>722,991</td>
<td>807,237</td>
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<td>63125 Workers Compensation</td>
<td>2,684,135</td>
<td>2,496,586</td>
<td>3,027,202</td>
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<td>63160 General Liability</td>
<td>605,375</td>
<td>443,238</td>
<td>443,385</td>
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<tr>
<td>63170 Police Professional</td>
<td>188,000</td>
<td>176,155</td>
<td>184,963</td>
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<tr>
<td>63185 Automobile Liability</td>
<td>275,025</td>
<td>394,463</td>
<td>407,742</td>
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<tr>
<td>63190 Auto Physical Damage</td>
<td>484,694</td>
<td>498,620</td>
<td>525,330</td>
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<tr>
<td>63195 City Property</td>
<td>1,043</td>
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<tr>
<td>6300 Risk Management Fund</td>
<td>5,902,004</td>
<td>5,386,448</td>
<td>6,077,607</td>
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<tr>
<td>6400 Employee Insurance Fund Support Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>64100 Health Plan</td>
<td>21,165,036</td>
<td>21,353,415</td>
<td>23,246,815</td>
<td></td>
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<tr>
<td>64200 Dental Plan</td>
<td>1,012,670</td>
<td>1,110,665</td>
<td>1,135,546</td>
<td></td>
</tr>
<tr>
<td>64300 City Care Clinic</td>
<td>907,506</td>
<td>829,072</td>
<td>714,376</td>
<td></td>
</tr>
<tr>
<td>6400 Employee Insurance Fund</td>
<td>23,085,212</td>
<td>23,293,152</td>
<td>25,096,737</td>
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<tr>
<td>6500 Employee Flexible Spnding Support Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>65100 Employee Flex Plan</td>
<td>567,249</td>
<td>557,800</td>
<td>557,800</td>
<td></td>
</tr>
<tr>
<td>6500 Employee Flexible Spnding</td>
<td>567,249</td>
<td>557,800</td>
<td>557,800</td>
<td></td>
</tr>
<tr>
<td>Support Services Total Expenditures</td>
<td>78,896,973</td>
<td>78,207,729</td>
<td>84,404,311</td>
<td></td>
</tr>
</tbody>
</table>
Mission
To provide high-quality Human Resource services to all prospective, current and past employees.

Strategic Approach
The Human Resources department is a key business partner responsible for designing and implementing strategies for the City in the areas of recruitment/selection, training and development, organizational development, employee relations and compensation. This department is a conduit to recruit, develop, and retain quality employees who are the foundation for building a vibrant workforce and a thriving community. These “human assets” deliver our core services in alignment with the vision set forth in the City Council’s Pillars.

Human Resources has four main goals and objectives:

Goal 1: Promote organization sustainability by recruiting, retaining, and developing an outstanding workforce. The objective is to foster and maintain a work and learning environment that is inclusive, welcoming, and supportive.

Goal 2: Work to expand and enhance the Human Resources department image. The objective is to promote community engagement.

Goal 3: Partner with local organizations to educate and mentor. The objective is to create and maintain a productive internship program.

Goal 4: Ensure availability of information, programs, and Human Resources services. The objective is to work with the IT department to implement new HR/Payroll technology to increase convenience to all of our customers.

Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$494,620</td>
<td>$635,946</td>
<td>$655,624</td>
</tr>
<tr>
<td>Supplies</td>
<td>190,544</td>
<td>151,814</td>
<td>151,814</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>212,734</td>
<td>161,546</td>
<td>161,546</td>
</tr>
<tr>
<td>Other Charges</td>
<td>15,102</td>
<td>25,337</td>
<td>22,653</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$913,000</td>
<td>$974,643</td>
<td>$991,637</td>
</tr>
</tbody>
</table>
Programs
Human Resources Administration and Support (Policies and Procedures)
2018/19 Budget — $99,165

Human Resources Administration and Support develops policies and procedures to be used by City employees, assures consistent and fair administration of policies and procedures, and processes timely and accurate changes in employee status and payroll.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>City-wide policies updated and/or revised</td>
<td>No Data</td>
<td>30%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Total Rewards – Compensation and Benefits
2018/19 Budget — $198,327

Compensation and Benefits includes the review and maintenance of the classification and compensation systems. This program was also responsible for conducting and completing a compensation study, which is in alignment with the BluePrint for Amarillo's Best Practice initiative. From the completion of the compensation study, at a minimum, all employees who fell below their newly assigned pay grade had their salary raised to the new minimum of that pay grade. Position reclassifications and/or salary adjustments are evaluated upon request to assist departments and allow for minimal interruptions within the overall City organization.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classification/Reclassification requests completed within 14 days</td>
<td>No Data</td>
<td>75%</td>
<td>75%</td>
</tr>
</tbody>
</table>

Employee Development and Training
2018/19 Budget — $198,327

Employee Development and Training entails the promotion of learning and growth, while working with management to ensure sufficient and adequate training organization-wide by increasing the number of training hours per employee. This is another Best Practice initiative. In an effort to ensure that the City personnel are equipped, the Human Resources department is continually assessing organizational training needs and implementing training programs.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>City-wide/Annual Core Training</td>
<td>No Data</td>
<td>87%</td>
<td>96%</td>
</tr>
</tbody>
</table>
Employment Sourcing and Recruitment  
2018/19 Budget — $198,327

The Employment Sourcing and Recruitment program recruits and retains a diverse, skilled workforce while reducing the amount of involuntary terminations and maintaining/reducing the overall City-wide turnover rate. In an effort to attract qualified and diverse candidates, Human Resources is working with departments to collaboratively develop specialized recruitment efforts.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job vacancies posted</td>
<td>400</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>New hires</td>
<td>633</td>
<td>650</td>
<td>650</td>
</tr>
</tbody>
</table>

Employee Relations  
2018/19 Budget — $99,164

Employee Relations is responsible for counseling managers, supervisors, and employees, as well as administering the Employee Grievance Process. The Human Resources department, through the City’s Health Plan, offers an Employee Assistance Program (EAP). The Human Resources Director serves as a liaison, for the EAP and the employee, to ensure that all EAP guidelines are followed by those employees who utilize the EAP as a resource.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grievances resolved prior to passing from HR control</td>
<td>No Data</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

** Currently not tracking this data. Implementing ways to track going forward

Performance Management (Appraisals)  
2018/19 Budget — $198,327

Performance Management administers the Performance Appraisal process. This process is to retain the best performance and quality in the workforce. Performance Appraisals are completed at an employee’s first six months of service in the position and annually thereafter.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance appraisals</td>
<td>1,501</td>
<td>1,648</td>
<td>1,600</td>
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</table>
Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

**Total Human Resources 2018/19 Budget - $991,637**
HUMAN RESOURCES

Compensation 2.00 FTEs

Employee Development and Training 2.00 FTEs

Employment Sourcing and Recruitment 2.00 FTEs

Employee Relations 1.00 FTEs

Performance Management 2.00 FTEs

Administration and Support 1.00 FTEs
## City of Amarillo

### Department Staffing Report

**Department:** Human Resources

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM600</td>
<td>DIRECTOR OF HUMAN RESOURCES</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM601</td>
<td>HUMAN RESOURCES MANAGER</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT601</td>
<td>SENIOR HR GENERALIST</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF017</td>
<td>TRAINING COORDINATOR</td>
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<tr>
<td>1.00</td>
<td>PRF250</td>
<td>HUMAN RESOURCE GENERALIST</td>
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<tr>
<td>8.00</td>
<td></td>
<td>Total Permanent Positions</td>
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</tr>
<tr>
<td><strong>Part-Time Positions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>HRL904</td>
<td>ADMINISTRATIVE ASSISTANT</td>
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<td><strong>10.00</strong></td>
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<td>Total Department</td>
<td><strong>655,624</strong></td>
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</table>
Budget Comparison

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 364,644</td>
<td>$ 283,222</td>
<td>$ 270,281</td>
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<td>Supplies</td>
<td>11,508</td>
<td>18,332</td>
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<td>Contractual Services</td>
<td>45,838</td>
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<td>Other Charges</td>
<td>38,993</td>
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<td>17,218</td>
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<tr>
<td>Inter Reimbursements</td>
<td>(1,431)</td>
<td>(10,000)</td>
<td>(10,000)</td>
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<tr>
<td>Total Expenses</td>
<td>$ 459,552</td>
<td>$ 355,268</td>
<td>$ 713,543</td>
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</tbody>
</table>

Mission
Provides radio communications services and systems to the City’s public safety and field operations departments in a cost-effective and efficient manner while ensuring interoperability with supporting agencies.

Strategic Approach
The Radio Communications department strives to address the operational communication needs of the City’s public safety and field operations departments. Through the Radio Shop, the department operates and maintains the radio communications system infrastructure, installs communications equipment in public safety and field operations vehicles, provides repair services for communications equipment, and maintains the outdoor warning system.

Currently, the department is managing a community investment project to replace the existing legacy VHF/UHF analog radio communications system with a modern 700/800 MHz P25 digital trunked radio communications system. The project will address the infrastructure and capacity shortcomings of the existing system and provide for the needs of system users for the next 15 to 20 years.

As outlined in the BluePrint for Amarillo, Radio Communications is actively supporting all of the City Council’s Pillars with a focus on Public Safety, Customer Service, Fiscal Responsibility, and Excellence in Communication. Radio Communications also follows all of the initiatives outlined by the City Manager.

Radio Communications is actively working to improve data collection on services provided by the department. Performance metrics are being developed to track number of services, time, materials, and costs for the following elements:

- Service Calls
- Radio Repair Services
- Siren Repair Services
• Vehicle Installation Services (public safety and non-public safety)
• Vehicle Strip-Out Services (public safety and non-public safety)

Programs

Radio Communications Department Administration/Support
2018/19 Budget — $64,219

This program provides administration and support for day-to-day operations and project management for the department.

- Provides administration and support of department funds and community investment projects
- Provides project management for replacement of the City’s radio communications system
- Supports City priorities and initiatives as requested by management

Radio Communications System Operations and Maintenance
2018/19 Budget — $585,105

This program provides for the operation and maintenance of the City’s radio communications system that provides two-way radio communications for public safety and field operations personnel. The Radio Shop operation provides installation, maintenance, and repair services for the radio communications system, vehicles, and end-user radios.

- Maintains the radio communications system infrastructure including towers, repeaters, receivers, communications links, and supporting components
- Provides radio frequency management services to include programming and optimizing of infrastructure components and end-user radio equipment and frequency licensing
- Provides and maintains radio communications system components to support the Amarillo Emergency Communications Center (AECC), emergency operations facilities, and field command and control units
- Provides emergency and radio equipment installation services for the public safety fleet
- Provides radio equipment installation services for field service fleet
- Provides radio equipment maintenance and service support
- Provides installation and maintenance support for other City communications systems
- Maintains availability of Radio Communications Technicians to ensure the operability of the radio communications systems

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tower/Transmitter Sites:</td>
<td>22</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Public Safety Agency Channels (FCC licensed repeater/simplex):</td>
<td>13/7</td>
<td>12/0</td>
<td>24/4</td>
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<tr>
<td>Field Operations Department Channels (FCC licensed repeater):</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Radio Repeaters:</td>
<td>24</td>
<td>22</td>
<td>58</td>
</tr>
<tr>
<td>Channel Receivers (Public Safety Channels):</td>
<td>48</td>
<td>48</td>
<td>48</td>
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<tr>
<td>Public Safety End-User Radios:</td>
<td>1,143</td>
<td>1,342</td>
<td>1,500</td>
</tr>
<tr>
<td>Field Operations End-User Radios:</td>
<td>766</td>
<td>766</td>
<td>766</td>
</tr>
</tbody>
</table>
Outdoor Warning System Operations and Maintenance
2018/19 Budget — $64,219

This program provides for the operation and maintenance of the community outdoor warning system. The Radio Shop operation coordinates installation and provides maintenance and repair services for the outdoor warning sirens, control systems, and radio communications components.

- Provides for the maintenance of the community outdoor warning system, including the outdoor warning sirens, control systems, and radio communications components
- Manages the installation of new and replacement outdoor warning sirens, control systems, and radio communications components

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Amarillo Outdoor Warning Sirens</td>
<td>58</td>
<td>60</td>
<td>62</td>
</tr>
<tr>
<td>Pantex Plant Emergency Planning Zone Outdoor Warning Sirens</td>
<td>7</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Potter County Outdoor Warning Sirens</td>
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<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Randall County Outdoor Warning Sirens</td>
<td>14</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Lake Tanglewood Sirens</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Armstrong / Carson Sirens</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Outdoor Warning Sirens</td>
<td>92</td>
<td>96</td>
<td>98</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>8</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>8</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

Total Radio Communications 2018/19 Budget — $713,543
RADIO COMMUNICATIONS

- Administration and Support
  0.45 FTEs

- Radio Communications System O&M
  4.10 FTEs

- Outdoor Warning System O&M
  0.45 FTEs
## Department Staffing Report

### Department: Radio Communications

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.50</td>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT665</td>
<td>RADIO COMMUNICATION SUPERVISOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.50</td>
<td>TEC901</td>
<td>COMMUNICATIONS TECHNICIAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5.00</strong></td>
<td></td>
<td>Total Department</td>
<td></td>
<td><strong>270,281</strong></td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$2,779,469</td>
<td>$2,942,204</td>
<td>$2,977,105</td>
</tr>
<tr>
<td>Supplies</td>
<td>532,881</td>
<td>708,103</td>
<td>697,946</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>469,972</td>
<td>521,301</td>
<td>521,301</td>
</tr>
<tr>
<td>Other Charges</td>
<td>85,028</td>
<td>120,619</td>
<td>216,833</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(310)</td>
<td>(325,312)</td>
<td>(325,312)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$3,867,040</td>
<td>$3,966,915</td>
<td>$4,087,873</td>
</tr>
</tbody>
</table>

Mission
To maintain, design, and construct facilities for the City of Amarillo. To keep employees and citizens in a safe, secure, and professional work environment. To utilize Best Practices to meet the guidelines set by City Management and industry standards.

Strategic Approach
Maintain City facilities with daily inspections of mechanical systems. Sustain a fully operational custodial staff to address 500,000 square feet of floor space and a fully operational staff to work on HVAC, mechanical, electrical, and structural issues. Maintain an architectural staff for design work on both new and old structures. Conduct project management for CIP projects to control costs and assure that local, state, and federal codes are met. Work with the City Manager’s office in implementing the BluePrint for Amarillo and Downtown Redevelopment initiatives.

Continue implementing the guidelines set forth by the City Manager’s office with the BluePrint for Amarillo. The main focus will be to identify issues that need to be addressed in Infrastructure, Downtown Redevelopment, and Best Practices in the department’s operations. Control costs, timelines, and quality of work while continuing to seek input from the City Manager’s Office, City Council, and Community Engagement efforts.

Programs
Administration and Project Management
2018/19 Budget — $390,498

Provide oversight on City-owned construction projects to monitor timelines, costs, changes, punch lists, and overall quality of work. Work in conjunction with architects, engineers, and customers to assure
complete and correct designs before construction. Develop construction estimates for budgeting and approved projects. Work with the City Manager’s department on goals and needs for structural projects requested. Work with general contractors on bid projects to maintain timelines, costs, changes, punch lists, and overall quality of work performed.

**Maintenance/Building Automation and Security/Fire Systems**

**2018/19 Budget — $1,249,594**

Perform plumbing repairs on water and sewer. Perform electrical repairs including power, lights, motors, and minor equipment. Perform structural service repairs on walls, ceilings, paint, roofs, door locks, and other structural issues. Perform HVAC service repairs of package cooling systems, chillers, boilers, radiant heaters, closed loop systems, blowers and other heating and cooling systems. Perform miscellaneous maintenance, including hanging displayed items, painting walls, repairing floors, replacing glass, working on furnishings, and moving equipment and furnishings. Work with elevator contractor on service of units and annual inspections. Maintain key inventory and manufacture replacement keys as needed. Perform snow removal from City buildings and administer 24-hour service to emergency operations buildings. Provide design and installation of new systems as well as daily monitoring of existing environmental control systems. Administer daily monitoring of building security systems. Service both Building Automation and Security Systems. Report to department directors of security violations. Review reports on building automation to maintain energy efficiencies. Work with Police department on approved clearances for employees. Create all new employee identification badges and replacements. Maintain and install video monitoring systems. Provide monthly inspections of dates on hand-held extinguishers. Provide replacements or refurbishments of outdated units. Inspect pump systems on a quartile rotation. Coordinate with outside source for certified inspections of range hoods and other systems.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Square Footage Serviced</td>
<td>1,733,465</td>
<td>2,006,963</td>
<td>2,100,500</td>
</tr>
<tr>
<td>HVAC Service Calls</td>
<td>315</td>
<td>1,330</td>
<td>1,397</td>
</tr>
<tr>
<td>Plumbing Service Calls</td>
<td>310</td>
<td>2,650</td>
<td>2,783</td>
</tr>
<tr>
<td>Electrical Service Calls</td>
<td>439</td>
<td>2,786</td>
<td>2,925</td>
</tr>
<tr>
<td>Building Maintenance Calls</td>
<td>1,598</td>
<td>8,286</td>
<td>8,700</td>
</tr>
<tr>
<td>Total Workorders Processed</td>
<td>2,733</td>
<td>16,650</td>
<td>17,483</td>
</tr>
<tr>
<td>City Labor Cost / Average Market Cost (per hour)</td>
<td>*</td>
<td>$30.07/$66.67</td>
<td>TBD</td>
</tr>
</tbody>
</table>

*Information not available*

**Construction**

**2018/19 Budget — $546,698**

Provide new electrical services, wiring of structures, design, lighting, and remodel work. Complete HVAC installation of new package systems, chillers, boilers, duct systems, heat exchangers, cooling towers, and radiant heating systems. Complete structural work, erection of metal buildings, building of new work stations, construction of new work areas, concrete work, framing, drywall, floors, and finishes. Coordinate utility work (digging trenches, overhead services) and work with utility suppliers.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of construction projects</td>
<td>27</td>
<td>18</td>
<td>20</td>
</tr>
</tbody>
</table>

**Architectural**

2018/19 Budget — $234,299

Provide complete sealed plan sets for new construction projects. Provide complete sealed plan sets for remodels. Coordinate with outside engineers for plan overlays. Monitor projects and progress. Maintain historical construction documents of City structures.

**Custodial**

2018/19 Budget — $1,666,784

Provide daily service of occupied work areas including cleaning floors, emptying trash, dusting, vacuuming, and other needs as communicated. Monitor large common areas for floor maintenance and the need for stripping, waxing, buffing, and shampooing. Change lights afterhours to lessen impact to the public and staff. Create maintenance reports for Facilities department on items found during the course of performing regular duties.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square feet cleaned by each custodian each night (512,895 sq ft divided by 23 custodians)*</td>
<td>20,915</td>
<td>22,299</td>
<td>23,100</td>
</tr>
<tr>
<td>Square feet per hour cleaned by each custodian/Cost Annual</td>
<td>2,208'/$2.75</td>
<td>3,185'/$3.21</td>
<td>3,185'/$3.22</td>
</tr>
<tr>
<td>Number of custodial calls</td>
<td>75</td>
<td>85</td>
<td>90</td>
</tr>
</tbody>
</table>

*2016/2017 square foot increase to 501,975 divided by 24 = 20,915

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>56</td>
<td>57</td>
<td>57</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Positions</strong></td>
<td><strong>56</strong></td>
<td><strong>57</strong></td>
<td><strong>57</strong></td>
</tr>
</tbody>
</table>

**Total Facilities and Custodial Department 2018/2019 Budget — $4,087,873**
FACILITIES MAINTENANCE AND CUSTODIAL

- Administration and Project Management: 5.00 FTEs
- Maintenance, Building Automation, Fire Systems: 16.00 FTEs
- Construction: 7.00 FTEs
- Architectural: 3.00 FTEs
- Custodial: 26.00 FTEs
# City of Amarillo

**Department Staffing Report**

### Department: Custodial Services

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TRD046</td>
<td>CUSTODIAN III</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TRD047</td>
<td>CUSTODIAN II</td>
<td></td>
</tr>
<tr>
<td>23.00</td>
<td>TRD910</td>
<td>CUSTODIAN I</td>
<td></td>
</tr>
<tr>
<td>26.00</td>
<td></td>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

**Total Department:** 1,076,554

### Department: Facilities Maintenance

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM060</td>
<td>FACILITIES &amp; SPECIAL PROJECTS ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>ADM061</td>
<td>ASSISTANT FACILITIES MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>PRF060</td>
<td>FACILITIES COORDINATOR I</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF061</td>
<td>FACILITIES COORDINATOR II</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TEC107</td>
<td>SPECIAL PROJECTS MANAGER</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TEC115</td>
<td>BAS CONTROL TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TEC215</td>
<td>DESIGN TECHNICIAN II</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TRD060</td>
<td>ELECTRICIAN II</td>
<td></td>
</tr>
<tr>
<td>11.00</td>
<td>TRD906</td>
<td>BUILDING MECHANIC III</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>TRD915</td>
<td>ELECTRICIAN I</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
<tr>
<td>31.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
</tbody>
</table>

**Total Department:** 1,900,551
Mission
To promote and maintain excellence and efficiency in the accounting, budgeting, and reporting functions of the City.

Strategic Approach
The Finance department is responsible for the administration of the City’s financial activities as described in Article V., Section 27 of the City Charter and strives to fulfill the Council Pillar of Fiscal Responsibility, as defined in the BluePrint for Amarillo, related to all financial matters.

The Finance department provides multiple programs each year including Finance department administration, cash and debt management, financial reporting and budgeting, internal control, pension administration, fiscal agent services, and property tax analysis.

The Finance department will utilize funding for FY 2018/19 to ensure proper budgeting, accounting, and reporting of all City of Amarillo financial information in accordance with applicable accounting pronouncements, laws, and bond covenants. The funding will help maintain favorable bond ratings for the City of Amarillo, ensure proper internal controls are in place, and make sure all property taxes are correctly calculated and reported.

Programs
Finance Department Administration
2018/19 Budget — $230,231

Provide management and oversight to the Accounting, Central Stores, Purchasing, Vital Statistics, and Utility Billing divisions.
Preserve the safety and liquidity of City investments, while maximizing interest earnings. Monitor the City’s banking relationships to verify that the City is in compliance with all State regulations and ensure protection of City assets.

During FY 2017/18, the Finance department received certification from the Government Treasurer’s Organization of Texas (GTOT) on the City’s investment policy, which is in line with Fiscal Responsibility. This was the second time the City participated in this certification program, which is good for two years.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Costs Managed (millions)</td>
<td>$37.8</td>
<td>$37.0</td>
<td>$39.9</td>
</tr>
<tr>
<td>Total Positions Managed</td>
<td>77</td>
<td>79</td>
<td>79</td>
</tr>
<tr>
<td>Public Funds Investment Act Compliance</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Quarterly Investment Reports Presented to Council</td>
<td>4/100%</td>
<td>4/100%</td>
<td>4/100%</td>
</tr>
<tr>
<td>GTOT Investment Policy Certification (years)</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Debt Management**

**2018/19 Budget — $23,920**

Issue debt in such a fashion that both the citizens and bondholders are protected. Ensure all debt payments are made in a timely manner and in accordance with debt covenants.

Each year, the Finance department analyzes the debt per capita ratio in comparison to peer cities as part of Fiscal Responsibility. This information is provided to Council and citizens for comparison purposes.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO Bonds (S&amp;P)</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
</tr>
<tr>
<td>Water &amp; Sewer Revenue Bonds (S&amp;P)</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
</tr>
<tr>
<td>Water &amp; Sewer Revenue Bonds (Moody’s)</td>
<td>Aa1</td>
<td>Aa1</td>
<td>Aa1</td>
</tr>
<tr>
<td>Drainage Utility Revenue Bonds (S&amp;P)</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
</tr>
<tr>
<td>HOT Revenue Bonds (S&amp;P)</td>
<td>A+/Stable</td>
<td>A+/Stable</td>
<td>A+/Stable</td>
</tr>
<tr>
<td>Compliance with Bond Covenants</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Debt per Capita*</td>
<td>$1,226.47</td>
<td>$1,630.00</td>
<td>$1,730.00</td>
</tr>
<tr>
<td>Amount of Debt Outstanding</td>
<td>$307,410,277</td>
<td>$391,008,599</td>
<td>$415,000,000</td>
</tr>
</tbody>
</table>

*Excludes Water Authority Debt*

**Financial Reporting and Budgeting**

**2018/19 Budget — $224,252**

Ensure timely, accurate reports are available to City departments and external users. Facilitate preparation of adopted budgets in accordance with State law. Submit Comprehensive Annual Financial Reports (CAFR), adopted budgets, and Popular Annual Financial Reports (PAFR) to the Government Finance Officers Association (GFOA) each year for formal review and certification in accordance with Fiscal Responsibility. Establish and maintain an effective system of organizational internal control.
City policy is to maintain a 90-day operating reserve plus one year’s capital. The Finance department works with all departments to develop operating budgets to ensure compliance with this policy each year.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>GFOA Certificate of Achievement for Excellence in Financial Reporting (years)</td>
<td>41</td>
<td>42</td>
<td>43</td>
</tr>
<tr>
<td>GFOA Distinguished Budget Presentation (years)</td>
<td>26</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>GFOA Award of Outstanding Achievement in Popular Annual Financial Reporting (years)</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Quarterly Financial Reporting to City Manager</td>
<td>4/100%</td>
<td>4/100%</td>
<td>4/100%</td>
</tr>
<tr>
<td>Monthly Budget vs. Actual Reporting to Audit Committee</td>
<td>12/100%</td>
<td>12/100%</td>
<td>12/100%</td>
</tr>
<tr>
<td>General Fund Reserves as % of Target</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Departmental Payroll &amp; Cash Audits Completed</td>
<td>66</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>Internal Control Issues Reported by External Auditors</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Pension Administration and Fiscal Agent Services
2018/19 Budget — $119,601

Administer the Amarillo Firemen’s Relief and Retirement Fund (AFRRF) and the Northwest Texas Healthcare System (NWTXHS) Pension Plan to provide benefits for both retirees and current employees.

Provide accounting and financial services for the Harrington Library Consortium, the Amarillo Chamber of Commerce and the Visitors Council, the Amarillo Potter Events Venue District, the Tax Increment Reinvestment Zone #1, the Tax Increment Reinvestment Zone #2, the Amarillo Hospital District, and the Amarillo Economic Development Corporation.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with Pension Review Board Requirements:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AFRRF</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>NWTXHS Pension Plan</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Unmodified Audit Opinion for Outside Entities (COA is fiscal agent)</td>
<td>6/100%</td>
<td>7/100%</td>
<td>7/100%</td>
</tr>
</tbody>
</table>
Property Taxes
2018/19 Budget — $520,654

Responsible for the recording of property tax collections and all tax calculations as well as payment to the Potter Randall Appraisal District for assessment of the City’s property taxes.

Each year, the Finance department is responsible for compliance with all State public hearing and notice requirements, and compares the proposed property tax rate to peer cities for trends and information to relay to Council and citizens as part of Fiscal Responsibility.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total Positions</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

Total Finance Department 2018/19 Budget — $1,118,658
### Department Staffing Report

**Department:** Finance

<table>
<thead>
<tr>
<th>Permanent Positions</th>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM100</td>
<td>DIRECTOR OF FINANCE</td>
<td>COLORADO</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td>COLORADO</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR947</td>
<td>ADMINISTRATIVE SPECIALIST I</td>
<td>COLORADO</td>
</tr>
<tr>
<td>1.00</td>
<td>PRF100</td>
<td>INTERNAL AUDITOR</td>
<td>COLORADO</td>
</tr>
<tr>
<td>1.00</td>
<td>PRF130</td>
<td>BUDGET ANALYST</td>
<td>COLORADO</td>
</tr>
</tbody>
</table>

**Total Permanent Positions:** 5.00

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>HRL920</td>
<td>COLLEGE INTERN</td>
<td>COLORADO</td>
</tr>
</tbody>
</table>

**Total Department:** 6.00

<table>
<thead>
<tr>
<th>Total</th>
<th>499,294</th>
</tr>
</thead>
</table>
Mission
To maintain excellence and efficiency in the accounting functions of the City.

Strategic Approach
The Accounting division is responsible for maintaining a financial system that will accurately record all receipts and disbursements for the City of Amarillo, for providing timely reporting to individual departments, and in the preparation of the Comprehensive Annual Financial Report, while striving to fulfill the City Manager Initiative of Best Practices as defined in the BluePrint for Amarillo as well as the Council Pillar of Fiscal Responsibility, related to all financial matters.

The Accounting division evaluates City policy pertaining to control of financial matters and auditing payments of vendors and contractors. In addition to performing the accounting and reporting functions for the City of Amarillo, the Accounting division provides accounting and reporting services for the Amarillo Economic Development Corporation, Amarillo Hospital District, Amarillo/Potter Events Venue District, Tax Increment Reinvestment Zone #1, Tax Increment Reinvestment Zone #2, Local Government Corporation, Amarillo Chamber of Commerce, and the Harrington Library Consortium.

Programs
Accounting Division Administration/Support
2018/19 Budget — $193,070

Perform management of accountants and clerks to provide timely financial records of all deposits and disbursements for all departments of the City.
Financial Reporting
2018/19 Budget — $349,937

Prepare monthly and quarterly financials for management and annual Comprehensive Annual Financial Report. Assist departments with financial oversight of all construction in progress, capital purchases, and capital asset financial presentation; maintain accurate financial information for all assets for all departments. Prepare grant billings and manage financial reporting of grants to federal and state agencies.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Funds</td>
<td>110</td>
<td>110</td>
<td>110</td>
</tr>
<tr>
<td>Reporting entities</td>
<td>8</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Quarterly interim financial statements reported timely after quarter-end</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Single audit findings</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GFOA Certificate of Achievement for Excellence in Financial Reporting (years)</td>
<td>41</td>
<td>42</td>
<td>43</td>
</tr>
</tbody>
</table>

Treasury Management
2018/19 Budget — $555,073

Manage electronic payments, receipts, positive pay, stop payments, and monthly reconciliations. Manage all weekly payments to vendors and deposits to the City and ensure all cash receipts are recorded to the proper department.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pool checks issued</td>
<td>20,613</td>
<td>20,900</td>
<td>20,000</td>
</tr>
<tr>
<td>Vendor ACH Payments</td>
<td>5,116</td>
<td>5,100</td>
<td>5,500</td>
</tr>
<tr>
<td>Procurement Card Transactions</td>
<td>28,380</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Procurement Card Rebate</td>
<td>$101,400</td>
<td>$100,000</td>
<td>$102,000</td>
</tr>
<tr>
<td>1099's issued</td>
<td>742</td>
<td>740</td>
<td>740</td>
</tr>
</tbody>
</table>

Payroll
2018/19 Budget — $108,601

Process bi-weekly payroll and associated bi-weekly, monthly, and quarterly reports, as well as year-end earnings reporting forms.

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>W-2’s issued</td>
<td>2,962</td>
<td>2,900</td>
<td>3,000</td>
</tr>
<tr>
<td>Payroll issued on time</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Payroll reports filed timely</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
</tbody>
</table>

Total Accounting Division 2018/19 Budget — $1,206,681
# City of Amarillo
## Department Staffing Report

### Department: Accounting

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM120</td>
<td>CITY AUDITOR</td>
<td>1.00 ADM120</td>
</tr>
<tr>
<td>ADM121</td>
<td>ASSISTANT CITY AUDITOR</td>
<td>1.00 ADM121</td>
</tr>
<tr>
<td>CLR120</td>
<td>ACCOUNTING ASSISTANT</td>
<td>1.00 CLR120</td>
</tr>
<tr>
<td>CLR121</td>
<td>ACCOUNTS PAYABLE CLERK</td>
<td>1.00 CLR121</td>
</tr>
<tr>
<td>CLR135</td>
<td>COLLECTIONS CLERK I</td>
<td>1.00 CLR135</td>
</tr>
<tr>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td>1.00 CLR405</td>
</tr>
<tr>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td>1.00 CLR410</td>
</tr>
<tr>
<td>CLR415</td>
<td>ADMINISTRATIVE ASSISTANT IV</td>
<td>1.00 CLR415</td>
</tr>
<tr>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00 CLR941</td>
</tr>
<tr>
<td>PRF120</td>
<td>FINANCIAL ACCOUNTANT/GRANTS MANAGER</td>
<td>1.00 PRF120</td>
</tr>
<tr>
<td>PRF125</td>
<td>ACCOUNTANT I</td>
<td>1.00 PRF125</td>
</tr>
<tr>
<td>PRF126</td>
<td>ACCOUNTANT II</td>
<td>1.00 PRF126</td>
</tr>
<tr>
<td>PRF128</td>
<td>ACCOUNTANT III</td>
<td>2.00 PRF128</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14.00 Total</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Permanent Positions</td>
</tr>
</tbody>
</table>

### Part-Time Positions

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRL145</td>
<td>COLLECTIONS CLERK</td>
<td>1.00 HRL145</td>
</tr>
<tr>
<td>HRL941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00 HRL941</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.00 Total</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Part-Time Positions</td>
</tr>
</tbody>
</table>

|                  | Total Department                                       | 16.00               |

Total Department: 992,251
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$519,405</td>
<td>$550,738</td>
<td>$552,916</td>
</tr>
<tr>
<td>Supplies</td>
<td>7,612</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>36,774</td>
<td>31,617</td>
<td>31,617</td>
</tr>
<tr>
<td>Other Charges</td>
<td>5,266</td>
<td>7,635</td>
<td>7,078</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$569,057</td>
<td>$605,990</td>
<td>$607,611</td>
</tr>
</tbody>
</table>

Mission
Purchase materials, services, supplies, and equipment for the City of Amarillo in accordance with City Charter and Texas law.

Strategic Approach
Provide equal access to all vendors participating through competitive acquisition of goods and services. Conduct the procurement process in a manner that promotes and fosters public confidence in the integrity of the City’s procurement procedures and protects the interest of the taxpayer without regard to any vendor or political pressures. Following the Best Practices in public procurement, the division is responsible for the disposal of all City surplus equipment, to include police confiscated weapons, abandoned or stolen items, and capital equipment that has become surplus, obsolete, or inoperative.

The Purchasing division strives to fulfill the City Council’s Fiscal Responsibility initiative, as outlined in the BluePrint for Amarillo, by evaluating processes and procedures in accordance with industry standards. Purchasing also helps other City departments fulfill Council priorities and other City Manager initiatives through assisting in proper procurement procedures.

Programs
Purchasing Division Administration and Support
2018/19 Budget — $216,730

Oversee and manage the Purchasing division to ensure that the City is purchasing services and material in the correct manner and in a manner that is fiscally responsible. Support in entering new vendors; checking for required insurance; handing out bids and addendums; typing specifications; and making payment to vendors on purchase orders. Provide training for new credit card users and new purchasing request users, as well as training for employees on City Purchasing Manual changes. Provide additional training for vendors on how to conduct business with the City.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor payments made in 30 days or less from invoice date</td>
<td>92%</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Vendor payments processed</td>
<td>2,645</td>
<td>2,700</td>
<td>2,750</td>
</tr>
<tr>
<td>City employees trained</td>
<td>118</td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td>Vendor training opportunities</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Updates/additions to vendor database</td>
<td>2,190</td>
<td>2,200</td>
<td>2,300</td>
</tr>
<tr>
<td>Specifications issued/updated</td>
<td>50</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Renewal/new vendor insurance</td>
<td>1,880</td>
<td>1,900</td>
<td>2,000</td>
</tr>
</tbody>
</table>

City Procurement
2018/19 Budget — $311,305

Responsible for working with other City departments to ensure the required info is entered correctly for the bid process. Submit bids to the public and answer any questions as needed.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Bids processed</td>
<td>266</td>
<td>270</td>
<td>275</td>
</tr>
<tr>
<td>Requests for Proposals</td>
<td>34</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Purchase Orders processed</td>
<td>2,319</td>
<td>2,375</td>
<td>2,400</td>
</tr>
<tr>
<td>Annual Contracts processed</td>
<td>188</td>
<td>190</td>
<td>190</td>
</tr>
<tr>
<td>Percent spent locally</td>
<td>38.70%</td>
<td>50%</td>
<td>55%</td>
</tr>
</tbody>
</table>

Credit Card Administration
2018/19 Budget — $12,939

Administer procurement card (P-Card) program for new cards, resolve issues with cards, and audit for spend.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>City issued P-Cards</td>
<td>762</td>
<td>775</td>
<td>800</td>
</tr>
<tr>
<td>Amount spent on P-Cards</td>
<td>$6,225,187</td>
<td>$6,250,000</td>
<td>$6,500,000</td>
</tr>
<tr>
<td>Average amount per P-Card transaction</td>
<td>$219.35</td>
<td>$225.00</td>
<td>$230.00</td>
</tr>
<tr>
<td>P-Card transactions</td>
<td>28,380</td>
<td>27,778</td>
<td>28,261</td>
</tr>
</tbody>
</table>

Sale of Surplus/Seized Equipment and Goods
2018/19 Budget — $5,176

Responsible for coordination of moving items to the auction building to sell and for resolution of issues during auctions.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auction Revenues</td>
<td>$104,577</td>
<td>$750,000</td>
<td>$800,000</td>
</tr>
</tbody>
</table>

Public Safety Inventory – Management/Control/Procurement

2018/19 Budget — $61,461

Responsible for inventory at the Police department and the daily purchasing of material and services. One Purchasing position is stationed at the Police department for this program.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total Positions</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

Total Purchasing 2018/19 Budget — $607,611
## City of Amarillo

### Department Staffing Report

**Department:** Purchasing

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 ADM140</td>
<td></td>
<td>PURCHASING AGENT</td>
</tr>
<tr>
<td>1.00 ADM141</td>
<td></td>
<td>ASSISTANT PURCHASING AGENT</td>
</tr>
<tr>
<td>1.00 CLR400</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT I</td>
</tr>
<tr>
<td>1.00 CLR415</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT IV</td>
</tr>
<tr>
<td>1.00 CLR941</td>
<td></td>
<td>ADMINISTRATIVE TECHNICIAN</td>
</tr>
<tr>
<td>1.00 CLR951</td>
<td></td>
<td>BUYER II</td>
</tr>
<tr>
<td>1.00 CLR952</td>
<td></td>
<td>BUYER III</td>
</tr>
<tr>
<td>1.00 CLR953</td>
<td></td>
<td>BUYER IV</td>
</tr>
<tr>
<td>8.00</td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
<tr>
<td><strong>Part-Time Positions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 HRL111</td>
<td></td>
<td>DATA ENTRY OPERATOR HOURLY</td>
</tr>
</tbody>
</table>

| 9.00                | Total Department | 552,916                     |
Mission
Maintain an accurate and timely inventory of warehouse stock items in order to provide the best customer service to user departments with the utmost professionalism, while carrying out best practices initiatives for the City of Amarillo.

Strategic Approach
Provide Fiscal Responsibility in the operation of the warehouse by keeping inventory at a level that will adequately serve the needs of City departments without accumulating overstocks, timely evaluating all new stock requests based on the cost of holding the item in inventory, and executing all transactions promptly and accurately so that inventory records are current and accurate. Utilize an online inventory system to maximize transactions and records accurately and efficiently and to reduce the amount of time it takes to physically retrieve a part from stock by providing a product description, bin location, and the number of items that are currently in stock.

Programs

Central Stores Division Administration/Support
2018/19 Budget — $58,902

Oversee and manage the Central Stores operation in a fiscally responsible way to ensure City departments are receiving their repair supplies and parts to maximize efficiency and productivity.

Inventory Management and Control
2018/19 Budget — $53,994
Maintain a stock inventory level that will adequately serve the needs of the City without accumulating overstocks, and record all inventory actions with accuracy to maintain an inventory with minimal variances. The decrease in Stock Item Value is due to the hiring of Napa to manage the Municipal Fleet’s Inventory.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock Item Value</td>
<td>$822,053</td>
<td>$790,000</td>
<td>$750,000</td>
</tr>
<tr>
<td>Items in Inventory</td>
<td>2218</td>
<td>2,000</td>
<td>1,960</td>
</tr>
<tr>
<td>Stock Issues</td>
<td>$2,562,825</td>
<td>$2,500,000</td>
<td>$2,100,000</td>
</tr>
<tr>
<td>Inventory Turns</td>
<td>2.85X</td>
<td>2.50X</td>
<td>2.25X</td>
</tr>
<tr>
<td>Emergency Stock</td>
<td>8.00%</td>
<td>6.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td>Backorder fill rate average days</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

**Counter Sales**  
2018/19 Budget — $176,707

Monitor and manage all counter sales to identify the number of material tickets issued at the counter, material tickets issued via work orders, average value per ticket issued, first fill rate percentage on tickets issued, and the average days for the backorder fill rate.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material Tickets issued at counter</td>
<td>9,764</td>
<td>9,500</td>
<td>9,200</td>
</tr>
<tr>
<td>Material Tickets issued by Work Order</td>
<td>1,429</td>
<td>300</td>
<td>200</td>
</tr>
<tr>
<td>Average Value per Ticket</td>
<td>$185.00</td>
<td>$180.00</td>
<td>$170.00</td>
</tr>
<tr>
<td>First fill rate on tickets issued</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>

**Mail Pickup and Delivery**  
2018/19 Budget — $72,052

Deliver mail to all City departments twice a day in a timely manner. Also, resolve any issues a department may have regarding the delivery of mail.

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

**Total Central Stores 2018/19 Budget — $361,655**
CENTRAL STORES

Administration and Support
1.20 FTEs

Inventory Management and Control
1.10 FTEs

Counter Sales
3.60 FTEs

Mail Pickup and Delivery
1.10 FTEs
## City of Amarillo
### Department Staffing Report

**Department:** Central Stores

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM160</td>
<td>CENTRAL STORES SUPERINTENDENT</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR166</td>
<td>INVENTORY CLERK</td>
<td></td>
</tr>
<tr>
<td>4.00</td>
<td>CLR167</td>
<td>STORE CLERK</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR955</td>
<td>DELIVERY DRIVER</td>
<td></td>
</tr>
<tr>
<td>7.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
<tr>
<td>7.00</td>
<td></td>
<td>Total Department</td>
<td>334,125</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$</td>
<td>$874,119</td>
<td>$2,249,000</td>
</tr>
<tr>
<td>Other Charges</td>
<td>3,911,465</td>
<td>3,990,781</td>
<td>4,135,885</td>
</tr>
<tr>
<td>Operating Transfers</td>
<td>8,234,735</td>
<td>4,647,624</td>
<td>6,402,086</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$12,146,200</td>
<td>$9,512,524</td>
<td>$12,786,971</td>
</tr>
</tbody>
</table>

Mission

To facilitate all inter-fund transfers to and from the General Fund, to account for Information Technology charges to the General Fund, and to budget for personnel adjustments for the General Fund.

Strategic Approach

The General Fund Transfers division is only used for financial reporting and budgeting purposes. This division accounts for expenditures/revenue that applies to the General Fund as a whole.

Programs

Inter-fund Transfers
2018/19 Budget — $10,537,971

Includes funding for inter-fund transfers to and from the General Fund, including the transfer of excess hotel/motel tax to the Civic Center Improvement Fund, the transfer of funding for the Street Improvement Fund, and the transfer of funding for the Solid Waste Disposal Improvement Fund. Administrative costs reimbursable to the Information Technology Fund are also included in this program.

Personnel Adjustments
2018/19 Budget — $2,249,000

Includes budgeted personnel adjustments for the General Fund. After the budget is approved each year, these budgeted amounts are allocated out to the General Fund departments, causing this amount to fluctuate each year.

Total General Fund Transfers 2018/19 Budget — $12,786,971
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 2,669,768</td>
<td>$ 3,013,603</td>
<td>$ 3,038,685</td>
</tr>
<tr>
<td>Supplies</td>
<td>6,174,323</td>
<td>6,146,233</td>
<td>6,235,536</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>245,877</td>
<td>504,002</td>
<td>764,002</td>
</tr>
<tr>
<td>Other Charges</td>
<td>7,915,095</td>
<td>8,054,274</td>
<td>8,124,882</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>6,160,465</td>
<td>7,500,000</td>
<td>6,850,000</td>
</tr>
<tr>
<td>Debt Service</td>
<td>20,306</td>
<td>25,538</td>
<td>10,600</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(1,324,151)</td>
<td>(1,480,000)</td>
<td>(1,480,000)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 21,861,683</td>
<td>$ 23,763,650</td>
<td>$ 23,543,705</td>
</tr>
</tbody>
</table>

Mission

Fleet Services is a team of professionals dedicated to enhancing City services by providing departments with safe, effective vehicles and equipment. Fleet Services ensures Fiscal Responsibility by managing the acquisition, maintenance and disposal of the City’s fleet in the most cost-effective manner possible.

Fleet Services is committed to providing City departments with high quality repair and maintenance services in a manner that minimizes equipment down-time and the interruption of City services to Amarillo citizens.

The department believes that training is a cornerstone to providing quality service to customers. Fleet Services is committed to providing employees with the opportunities necessary to develop and enhance skills and workmanship.

Fleet Services is a team where the belief that working together to meet the challenges faced on a day-to-day basis will result in the best service for Customers and Citizens. Fleet Services strives to bring Excellence in Communication and awareness to our Departments and Divisions supported.

The division takes pride in the work completed and is dedicated to providing its best effort for the citizens of Amarillo.
Strategic Approach

Fleet Services strives to fulfill its mission through a service delivery approach that ensures Fleet departments are adequately supported to provide multiple services to the citizens of Amarillo. The majority of Fleet maintenance is performed in-house. Outsource services are used where appropriate. The department’s initiative to support the long-term plan for Infrastructure is based on Best Practices in fleet management. Following these Best Practice methods allows the customer base (City departments) to meet the BluePrint for Amarillo program.

Fleet Services is working toward certification through the American Public Works Association (APWA) as a Best Practices department, and is using APWA’s “Public Works Management Practices Manual, 8th Edition.”

Programs

Fleet Services Administration/Support
2018/19 Budget — $931,824

Provide oversight and management of multi-function fleet operation.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Fleet Operations Management</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Management</td>
<td>6</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Bid Evaluation/Recommendation</td>
<td>15</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Equip Spec New/Revised</td>
<td>65</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Safety Meetings (full staff meetings)</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Safety Meetings (tailgate meetings)</td>
<td>125</td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td>Staff Managed</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Training: ASE, TIA, Succession</td>
<td>15</td>
<td>42</td>
<td>30</td>
</tr>
<tr>
<td>In-house Technical Training Classes, provided in conjunction with Amarillo College</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Fleet Fueling Services
2018/19 Budget — $1,863,649

Provide fuel for all City equipment. Maintain a four-week inventory in case of weather, shortages and delivery issues. Follow the Texas Commission on Environmental Quality (TCEQ) operator and compliance regulations. Fuel deliveries to various locations around the City.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Fleet Fuel Management</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fueling services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diesel (gallons)</td>
<td>682,496.3</td>
<td>685,000</td>
<td>690,000</td>
</tr>
<tr>
<td>Unleaded (gallons)</td>
<td>494,496.4</td>
<td>495,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Fuel Delivery to various locations throughout the City</td>
<td>49</td>
<td>55</td>
<td>55</td>
</tr>
</tbody>
</table>
Fleet Preventative Maintenance  
2018/19 Budget — $1,863,649

All fleet equipment is on lube service/preventative maintenance schedules.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Fleet Lube/Preventative Maintenance On-time Completion Rate.</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lube/Preventative Maintenance Workorders Completed</td>
<td>4052</td>
<td>4,300</td>
<td>4,400</td>
</tr>
<tr>
<td>Daily Workorder Completion</td>
<td>98%</td>
<td>98%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Fleet Tire Service  
2018/19 Budget — $1,397,737

Fleet maintains all tires for the city. Replacements, repairs and service calls. Fleet has an in-house certified Tire Industry Association (TIA) trainer. All employees in Tire Service are nationally certified through TIA.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Fleet Tire Management Controls</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tire Replacements</td>
<td>1,557</td>
<td>1,400</td>
<td>1,400</td>
</tr>
<tr>
<td>Workorder Tire Operations Completed</td>
<td>2,053</td>
<td>1,800</td>
<td>1,800</td>
</tr>
<tr>
<td>Daily Workorder Completion</td>
<td>96%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Fleet Maintenance and Repair  
2018/19 Budget — $3,261,385

Shop operations provides full repair of all equipment. Technicians are Automotive Service Excellence (ASE) certified.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Total Fleet Corrective/Lube/PM On-time Completion Rate.</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shop Floor Work Orders</td>
<td>15,963</td>
<td>16,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Daily Work Order Completion</td>
<td>93%</td>
<td>86%</td>
<td>95%</td>
</tr>
<tr>
<td>Daily Fleet Availability</td>
<td>93%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Winter Weather Operations  
2018/19 Budget — $0

Fleet provides support to all departments. Shop is manned for the duration of any weather-related event. Budget impact is minimal due to severe events being infrequent. Efficiency data is not collected
for this program. All requests are performed immediately with minimal down-time to departments. Repair cost to Division owned snow equipment is reimbursed to Fleet through work order cost structure.

**Fleet Replacement**

**2018/19 Budget — $14,225,461**

Administration of replacement program, specification writing, bid evaluation, prepares new equipment and disposes of old equipment. Falls under Administrative & Support (61110)

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th>Fleet Asset Management</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bids Processed</td>
<td>17</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Specification Issue/Revision</td>
<td>65</td>
<td>23</td>
<td>15</td>
</tr>
<tr>
<td>Vehicles Purchased/Make Ready</td>
<td>174</td>
<td>166</td>
<td>171</td>
</tr>
<tr>
<td>Vehicle Additions to Fleet</td>
<td>12</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Fleet Size – Assets</td>
<td>1,197</td>
<td>1,211</td>
<td>1,130</td>
</tr>
<tr>
<td>Fleet Cost Plus Additions</td>
<td>$7,025,500</td>
<td>$7,826,800</td>
<td>$6,600,000</td>
</tr>
<tr>
<td>Percentage of Fleet Exceeding Replacement Criteria.</td>
<td>31%</td>
<td>29%</td>
<td>30%</td>
</tr>
</tbody>
</table>

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**Total Fleet Services Department 2018/19 Budget — $23,543,705**
FLEET SERVICES

Operations

- Administration / Support
  - 4.50 FTE

- Fueling Services
  - 9.00 FTE

- Preventative Maintenance
  - 9.00 FTE

- Tire Service
  - 6.75 FTE

- Fleet Maintenance and Repair
  - 15.75 FTE

- Winter Weather
  - 0.00 FTE

Replacement

0.00 FTE
## Department Staffing Report

### Department: Fleet Services Operations

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ADM230</td>
<td>SHOP SUPERINTENDENT</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>ADM231</td>
<td>ASSISTANT SHOP SUPERINTENDENT</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>CLR230</td>
<td>SERVICE WRITER</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD232</td>
<td>SENIOR WELDER</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD233</td>
<td>PAINTER AND BODY REPAIRER</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD605</td>
<td>FLEET MECHANIC II</td>
<td>33.00</td>
</tr>
<tr>
<td></td>
<td>TRD610</td>
<td>FLEET SUPERVISOR II</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>TRD910</td>
<td>CUSTODIAN I</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>45.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total Department</strong></td>
<td><strong>3,038,685</strong></td>
</tr>
</tbody>
</table>
Mission
Identify, procure, implement, and support the highest value technologies and services for the City of Amarillo, its citizens and employees. Innovate new methods of better serving the community through the use of technology.

Strategic Approach
The City of Amarillo IT strategy is firmly rooted in the application of Blueprint Amarillo, City Council initiatives, City Manager initiatives, and best practices to every aspect of the IT mission. In the contemporary digital age, IT and the technology infrastructure are the innovation engine for local governments to better serve citizens efficiently and effectively with transparency, collaboration, and increased citizen involvement.

To better meet the stated mission, The City of Amarillo IT Division is executing a long-term infrastructure plan to migrate to an “Enterprise IT as a service” model of operation. That model is based and measured by industry best practices on the principles of stability, security, efficiency, and agility.

IT began the Long-term plan for architecture last year by addressing imbalance between operating and capital budgets. The additional capital that was attained in the restructure of IT has been invested in massive infrastructure upgrade projects. This year will be consumed with the implementation of the new consolidated services into a virtualized environment that will greatly increase efficiency and decrease operational overhead. We believe that with a consolidated architecture and adequate toolset in place, IT will be able to move focus to open source and innovative options to control cost and deliver outstanding support for the needs of today and the innovations for the future.
Programs

Enterprise Services (ES)
2018/19 Budget — $6,340,600

Purpose: Provide shared services and infrastructure to enable all departments

**ES: End User Support**
Purpose: Insure all end users get maximum benefit from technical resources provided
Focus: Standard operating procedures, training, toolset
Best Practice: ITIL
Initiatives: Customer Service, Best Practices

**ES: Cyber Security**
Purpose: Insure safe delivery of IT services regardless of application or user context
Focus: User and Application based security architecture
Best Practice: NIST, PCI, HPPA, CJIS
Initiatives: Best Practices

**ES: GIS**
Purpose: GIS services for all city departments
Focus: Enterprise roadmap for GIS
Best Practice: To be determined
Initiatives: Customer Service, Best Practices

**ES: IT Operations**
Purpose: Insure efficient and stable operation of IT
Focus: Standards, Policy, Procedure, IT portal, website, open government/311, toolset
Best Practice: ITIL, PMI, Agile

**ES: IT Engineering**
Purpose: Design, implement, maintain all IT architecture.
Focus: datacenter consolidation, O365, connectivity, mobility, performance monitoring
Best Practice: ITIL, PMI, Agile

**ES: Government Continuity**
Purpose: Enable operation of critical city functions and recovery of data in the event of catastrophic loss of downtown facilities
Focus: Disaster recovery center connectivity and architecture, application and data replication
Best Practice: NIST, PCI, HPPA, CJIS

**ES: Enterprise Applications**
Purpose: Support applications utilized across multiple departments via commercial or open source software solutions
Focus: Hansen replacement, Agile, Open Source, SDLC
Performance Measures/Indicators:

**NOTE: Our statistics server suffered complete hardware failure and is in the process of being rebuilt on the new datacenter hardware. Numbers provided are estimated based on data collected October-June 2018 and will be updated once hard data is available.**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IT Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workload</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ticket Count</td>
<td>**</td>
<td>8,633</td>
<td>8,633</td>
</tr>
<tr>
<td>Users Supported</td>
<td>**</td>
<td>1,626</td>
<td>1,626</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avg Time to Resolution</td>
<td>**</td>
<td>51:01</td>
<td>40:00</td>
</tr>
<tr>
<td>Time to Response</td>
<td>**</td>
<td>14:16</td>
<td>10:00</td>
</tr>
<tr>
<td>Cost per Citizen</td>
<td>**</td>
<td>$3.92</td>
<td>$3.92</td>
</tr>
<tr>
<td><strong>Cybersecurity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workload</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Incidents</td>
<td>**</td>
<td>55</td>
<td>70</td>
</tr>
<tr>
<td>Number of Tickets</td>
<td>**</td>
<td>42</td>
<td>50</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preventions</td>
<td>**</td>
<td>330,168</td>
<td>456,000</td>
</tr>
<tr>
<td>Time to Incident Resolution</td>
<td>**</td>
<td>4 hours</td>
<td>4 hours</td>
</tr>
<tr>
<td>Cost per Citizen</td>
<td>**</td>
<td>$1.89</td>
<td>$1.89</td>
</tr>
<tr>
<td><strong>IT Engineering</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workload</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departments Supported</td>
<td>**</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Applications Supported</td>
<td>**</td>
<td>No Data</td>
<td>System installed/collecting data</td>
</tr>
<tr>
<td>Systems Supported</td>
<td>**</td>
<td>No Data</td>
<td>System installed/collecting data</td>
</tr>
<tr>
<td>Processes Supported</td>
<td>**</td>
<td>No Data</td>
<td>System installed/collecting data</td>
</tr>
<tr>
<td>Users Supported</td>
<td>**</td>
<td>1626</td>
<td>1626</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System Uptime</td>
<td>**</td>
<td>99.97%</td>
<td>99.99%</td>
</tr>
<tr>
<td>Time to Resolution</td>
<td>**</td>
<td>32:14</td>
<td>32:14</td>
</tr>
<tr>
<td>Time to Recovery</td>
<td>**</td>
<td>29:18</td>
<td>19:00</td>
</tr>
<tr>
<td>Project Efficiency</td>
<td>**</td>
<td>No Data</td>
<td>Toolset in progress</td>
</tr>
<tr>
<td>Cost per Citizen</td>
<td>**</td>
<td>$3.64</td>
<td>$3.64</td>
</tr>
</tbody>
</table>

Public Safety

2018/19 Budget — $304,729

Purpose: Provide technology systems and support to enable all departments to most effectively meet their mission.
Focus: webRMS, Consolidation, Mobile
Best Practice: ITIL, PMI, CJIS, NIST
Initiatives: Long-term plan for Architecture, Best Practices, Technology Review

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metrics Ticket Count</td>
<td>**</td>
<td>No Data</td>
<td>System installed/ collecting data</td>
</tr>
<tr>
<td>Users Supported</td>
<td>**</td>
<td>~500</td>
<td>~500</td>
</tr>
<tr>
<td>Units Supported</td>
<td>**</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Systems Supported</td>
<td>**</td>
<td>~700</td>
<td>~700</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability</td>
<td>**</td>
<td>No Data</td>
<td>System installed/ collecting data</td>
</tr>
<tr>
<td>Time to Response</td>
<td>**</td>
<td>No Data</td>
<td>System installed/ collecting data</td>
</tr>
<tr>
<td>Time to Resolution</td>
<td>**</td>
<td>No Data</td>
<td>System installed/ collecting data</td>
</tr>
<tr>
<td>Cost per Citizen</td>
<td>**</td>
<td>$1.56</td>
<td>$1.56</td>
</tr>
</tbody>
</table>

Print
2018/19 Budget — $51,717

Purpose: Provide print services to all departments of the city at reduced cost.
Focus: Self-funding
Best Practice: To be determined
Initiatives: Long-term plan for Architecture

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs (by type)</td>
<td>**</td>
<td>3,200,000</td>
<td>3,200,000</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>39</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Positions</td>
<td>42</td>
<td>33</td>
<td>34</td>
</tr>
</tbody>
</table>

Total IT Department 2018/19 Budget — $6,697,046
INFORMATION TECHNOLOGY

Enterprise Services
29.0 FTEs

Public Safety
3.0 FTEs

Print
2.0 FTEs
# City of Amarillo

## Department Staffing Report

### Department: IT Administration

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM091</td>
<td>PROJECT MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td>2.00</td>
<td>ADM131</td>
<td>INFORMATION TECHNOLOGY ASSISTANT DIRECTOR</td>
<td>2.00</td>
</tr>
<tr>
<td>1.00</td>
<td>ADM137</td>
<td>INFORMATION SERVICES DIRECTOR</td>
<td>1.00</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR080</td>
<td>ADMINISTRATIVE SPECIALIST II</td>
<td>1.00</td>
</tr>
<tr>
<td>5.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>5.00</td>
</tr>
</tbody>
</table>

5.00 Total Department 612,836

### Department: IT Enterprise Applications

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM125</td>
<td>ENTERPRISE APPLICATION MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC142</td>
<td>APPLICATION SPECIALIST III</td>
<td>1.00</td>
</tr>
<tr>
<td>5.00</td>
<td>TEC145</td>
<td>IT DEVELOPER III</td>
<td>5.00</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC148</td>
<td>DATABASE ADMINISTRATOR III</td>
<td>1.00</td>
</tr>
<tr>
<td>8.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>8.00</td>
</tr>
</tbody>
</table>

Part-Time Positions

1.00 HRL121 INFORMATION TECHNOLOGY TECHNICIAN

9.00 Total Department 760,978

### Department: IT Support

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.00</td>
<td>TEC126</td>
<td>IT SUPPORT SPECIALIST IV</td>
<td>5.00</td>
</tr>
</tbody>
</table>

5.00 Total Department 324,664
### Department Staffing Report

**Department:** IT Print Services

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR850</td>
<td>PRINT SHOP SUPERVISOR</td>
<td>1.00 TEC030</td>
<td>2.00</td>
</tr>
<tr>
<td></td>
<td>TEC030</td>
<td>IT GENERALIST</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>2.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td></td>
<td>101,806</td>
</tr>
</tbody>
</table>

**Department:** IT GIS

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TEC173</td>
<td>GIS ADMINISTRATOR II</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td></td>
<td>84,702</td>
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</table>

**Department:** IT Public Safety

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM127</td>
<td>IT PUBLIC SAFETY MANAGER</td>
<td>1.00 TEC176</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>TEC176</td>
<td>IT PUBLIC SAFETY TECHNICIAN III</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TEC178</td>
<td>IT CAD ADMINISTRATOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td></td>
<td>243,839</td>
</tr>
</tbody>
</table>
## City of Amarillo

### Department Staffing Report

**Department: IT Infrastructure**

<table>
<thead>
<tr>
<th>Permanent Positions</th>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.00</td>
<td>TEC134</td>
<td>IT INFRASTRUCTURE ENGINEER III</td>
<td>Personal Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>HRL121</td>
<td>INFORMATION TECHNOLOGY TECHNICIAN</td>
<td>Personal Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
</tr>
</tbody>
</table>

Total Department: 346,788

**Department: IT Telecom**

<table>
<thead>
<tr>
<th>Permanent Positions</th>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00</td>
<td>CLR053</td>
<td>311 CUSTOMER SERVICE REP II</td>
<td>Personal Services</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR055</td>
<td>311 CUSTOMER SERVICE SUPERV</td>
<td>Total</td>
</tr>
<tr>
<td>3.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
<th>Classification</th>
<th>Description</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>HRL053</td>
<td>PBX OPERATOR</td>
<td>Personal Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
</tr>
</tbody>
</table>

Total Department: 158,075
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$395,413</td>
<td>$371,719</td>
<td>$373,200</td>
</tr>
<tr>
<td>Supplies</td>
<td>711,086</td>
<td>676,827</td>
<td>707,827</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>163,797</td>
<td>254,929</td>
<td>280,384</td>
</tr>
<tr>
<td>Other Charges</td>
<td>4,931,908</td>
<td>4,391,022</td>
<td>5,025,299</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$6,202,204</td>
<td>$5,694,497</td>
<td>$6,386,710</td>
</tr>
</tbody>
</table>

Mission

Risk Management provides accurate and timely recordings of losses incurred from City operations and reports these losses to appropriate outside service agencies. The division assists all levels of management and employees to maintain safety programs and practices that will ensure the safe and effective completion of City services, and reduce accidents and injuries. Risk Management seeks the best possible coverage for insurance needs versus self-insurance. The division maintains high standards of compliance with the state of Texas requirements by paying medical bills on time, and accurately reporting information to the state. Risk Management also provides City departments with cost-effective self-insurance benefits.

Strategic Approach

The Risk Management division is a support service to all City departments for the coordination and the administration of various claims generated from City operations. This includes workers' compensation, auto liability, general liability, and City property damage claims. This service also includes assistance with incident investigations, in-service safety training programs, administering safety programs and policies, and developing and revising safety programs as needed. Risk Management also assists the Finance department in evaluating current insurance needs throughout the City. Existing policies are evaluated for coverage options and renewed as needed.

The Risk Management Fund (also known as the Self-Insurance Fund) provides coverage for most of the City's exposures including general liability, workers' compensation, employer's liability, police officer liability, public official liability, auto liability, and auto physical damage. The Risk Management Fund purchases property insurance (including boiler and machinery), police office liability, and malpractice insurance for our clinic; it also carries excess workers’ compensation insurance. The City generally has very high deductibles or self-insurance reserves with purchased coverage. State law protects the City with an overall liability limit of $250,000 per occurrence; therefore, the City has not purchased excess coverage for auto or general liability.
In line with the City Council’s eight pillars initiative, outlined in the 2018 BluePrint for Amarillo, the Risk Management Fund seeks to analyze all departments’ policies and functions to better utilize loss prevention techniques as an everyday departmental function. Employee Safety is a priority included in the City Manager’s initiatives to reduce expenditures for injuries, property damages, and liability that directly affects the City’s available funds. An effective and Best Practice Safety Management System is vital to reduce these expenditures. While Safety programs have predictable costs, claims losses do not. Claims costs can fluctuate a high degree from year-to-year due to large, sometimes catastrophic, losses. The budget for the following programs is based on averages and trends in each area over a period of time.

**Programs**

**Claims Management**

*2018/19 Budget — $309,103*

Risk Management maintains accurate and informative claim files on City losses, monitors progress, and coordinates reasonable settlements. This program summarizes and analyzes accident history and losses for trends and effectively implements loss control measures; analyzes all departments’ policies and strives to better utilize loss prevention techniques as an everyday departmental function; and analyzes all insurance policies for effective coverage and policy terms, thus reducing the risk of large shock losses.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Claims Processed</td>
<td>620</td>
<td>390*</td>
<td>375</td>
</tr>
</tbody>
</table>

* The reduction was due to outsourcing current workers’ compensation claims beginning June 2017

**Self-Insurance General**

*2018/19 Budget — $606,092*

Risk Management transitioned workers’ compensation claims handling to a third party administrator in June 2017 for all injuries that occur on or after 06/12/2017. This change is anticipated to reduce workers’ compensation claims costs by better utilizing network savings and applying best practices to more effectively provide cost control measures. Also responsible for the City’s Safety programs.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Footwear Purchased</td>
<td>794</td>
<td>790</td>
<td>790</td>
</tr>
<tr>
<td>Safety Eyewear Purchased</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td><strong>Employees Trained:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPR-First Aid-AED</td>
<td>80</td>
<td>225</td>
<td>30</td>
</tr>
<tr>
<td>Forklift Training</td>
<td>48</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Job Safety Observation</td>
<td>10</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>Incident Investigation</td>
<td>40</td>
<td>40</td>
<td>55</td>
</tr>
<tr>
<td>12 Codes of Safe Practice</td>
<td>1800*</td>
<td>650</td>
<td>650</td>
</tr>
<tr>
<td>Dept Stretching Programs</td>
<td>10</td>
<td>12</td>
<td>20</td>
</tr>
</tbody>
</table>
During 2017, all City employees were retrained on this subject as a refresher. New-hires are trained during orientation.

Unemployment Claims
2018/19 Budget — $75,656

The City is self-insured for unemployment claims. Risk Management found that changing regulations forced employers to provide a high level of representation and cooperation with the state. As a result, Risk Management partnered with Equifax Workforce Solutions for several services including representation at hearings at all levels, preparation of cases and responses of complex employment actions with the state. These claims are handled by the Human Resources department.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of cases</td>
<td>44</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Percentage of positive outcome</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Fire and Extended Coverage
2018/19 Budget — $807,237

The City has purchased a Property Insurance policy that covers all of the City’s property. On June 1, 2018, Risk Management renewed the insurance through Affiliated Factory Mutual Insurance. There is now a 5% wind and hail deductible per location, with a policy limit of $600,000,000 per occurrence. For losses less than the deductible, the claims are handled in-house by the Risk Management department as property loss occurrences.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Processed</td>
<td>70</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Premium for Property Policy</td>
<td>$650,000</td>
<td>$630,000</td>
<td>$900,000*</td>
</tr>
<tr>
<td>Other Property losses</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
</tbody>
</table>

* Premium increase anticipated at renewal due to changes in state-wide insurance losses causing hardening market by decreasing coverage and increasing deductibles and premium.

Workers Compensation
2018/19 Budget — $3,027,202

This program grows and sustains the City’s Safety Management System, which emphasizes an improved Safety culture and reduced incidents and injuries; it also provides the cultural support needed for a Best Practice Safety Management System. A workplace Safety program reduces the risks of injuries, illnesses, and fatalities. A Safety program also results in cost savings in numerous areas, including lower workers’ compensation costs and overall medical expenses, fewer lost work days, a reduction in the costs to train replacement employees, and a reduction in impact on crew workload related to overtime.
and downtime caused by injuries and property damage. A work environment with a strong **Safety** culture prevents accidents, which results in improved productivity and employee satisfaction.

The Injury Incident Rate is the number of injuries per 100 full-time employees; the average for Public Administration is 7.9 as provided by North American Industry Classification System (NAICS), 2017. The City Manager has listed **Safety** as a priority in order to address the City’s incident rate.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Paid</td>
<td>$544,367</td>
<td>$650,000</td>
<td>$650,000</td>
</tr>
<tr>
<td>Number of Injuries</td>
<td>408</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Average Cost per Injury</td>
<td>$2,261</td>
<td>$2,100</td>
<td>$2,000</td>
</tr>
<tr>
<td>Medical Bills Paid Timely</td>
<td>98%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td>Injury Incident Rate</td>
<td>12.0</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Total claims paid for all years during current year</td>
<td>$1,360,412</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
</tr>
</tbody>
</table>

**General Liability**

*2018/19 Budget — $443,385*

General Liability is liability to a third party for the City’s negligence that does not arise from the use of a City motor vehicle. Examples would be City employees digging to repair a water main and accidentally cutting some other service line, someone slipping and falling in one our City buildings, or a sewer backing up into a citizen’s home.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Paid</td>
<td>$59,000</td>
<td>$40,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Average Cost per Claim</td>
<td>$2,200</td>
<td>$2,000</td>
<td>$2,100</td>
</tr>
</tbody>
</table>

**Police Professional (Law Enforcement Liability)**

*2018/19 Budget — $184,963*

The City has had law enforcement liability coverage for 6 years. This is a policy with high limits for issues surrounding claims for personal injury and property damages from Police actions. Due to the national litigation and claims trends, it is vital to keep this coverage for protection of the self-insurance fund.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of claims</td>
<td>15</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Cost per claim</td>
<td>$9,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
</tbody>
</table>
Auto Liability and Physical Damage
2018/19 Budget — $933,072

This portion of the self-insurance fund covers all losses to City motor vehicles, including City property damage, City comprehensive damage, City liability for personal injury, and property damages to a third party. All claims are handled by the Risk Management division.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims Paid</td>
<td>$541,884</td>
<td>$600,000</td>
<td>$600,000</td>
</tr>
<tr>
<td>Average Cost per Incident</td>
<td>$1,868</td>
<td>$1,900</td>
<td>$1,900</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

2018/19 Expenditures by Funding Source

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$ 309,103</td>
</tr>
<tr>
<td>Self-Insurance Fund</td>
<td>$ 6,077,607</td>
</tr>
</tbody>
</table>

Total Risk Management and Self-Insurance Fund 2018/19 Budget — $6,386,710
RISK MANAGEMENT

- Claims Management: 3.00 FTEs
- Self-Insurance General Claims: 0.00 FTEs
- Unemployment Claims: 0.00 FTEs
- Fire and Extended Coverage: 0.00 FTEs
- Workers' Compensation: 1.00 FTEs
- General Liability: 0.00 FTEs
- Police Professional: 0.00 FTEs
- Auto Liability and Physical Damage: 0.00 FTEs
City of Amarillo

Department Staffing Report

Department: Risk Management

<table>
<thead>
<tr>
<th>Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM135</td>
<td>RISK MANAGEMENT DIRECTOR</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT610</td>
<td>CLAIMS ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td></td>
<td>Total Department</td>
<td>270,662</td>
</tr>
</tbody>
</table>

Department: Workers Compensation

<table>
<thead>
<tr>
<th>Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>PRF160</td>
<td>SAFETY COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td></td>
<td>Total Department</td>
<td>102,538</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$634,127</td>
<td>$568,866</td>
<td>$629,137</td>
</tr>
<tr>
<td>Supplies</td>
<td>98,559</td>
<td>94,700</td>
<td>51,534</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>2,154,641</td>
<td>2,193,811</td>
<td>2,073,818</td>
</tr>
<tr>
<td>Other Charges</td>
<td>21,014,435</td>
<td>21,257,842</td>
<td>23,147,732</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$23,901,762</td>
<td>$24,115,219</td>
<td>$25,902,221</td>
</tr>
</tbody>
</table>

Mission
The City of Amarillo Benefits Administration provides quality benefits to employees in a cost effective manner for both the employee and employer.

Strategic Approach
The Benefits Administration department is responsible for the management of the City’s health-related plans, term-life plans, and retirement plans. Also under supervision of the department are the City’s Employee Health Insurance Fund, Wellness Clinic, and Flexible Spending Fund.

The Benefits Administration department utilizes third-party administrators for the delivery of each benefit. By using third-party administrators, the City can ensure the use of Best Practices, appropriate Contract Management of vendors, and provide access to modern Technological Services for participating members.

Programs
Benefits Administration
2018/19 Budget — $247,684

Responsible for the administration of all benefit plans, employee health and wellness clinic, and wellness program.

Responsible for the provision of vision benefits to participating employees/retirees and their enrolled dependents. This plan is fully insured and funded by participating employee premiums.
Responsible for the provision of life insurance benefits to participating employees/retirees and their enrolled dependents. The City’s portion for basic employee life is budgeted in each department. All other plan options are fully funded by participating employee premiums.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overdue balance for retiree or COBRA (notification within 60 days)</td>
<td>1.1%</td>
<td>2.2%</td>
<td>&lt; 2%</td>
</tr>
<tr>
<td>Termination of overdue balance will occur within 65 days of last payment</td>
<td>0</td>
<td>1</td>
<td>98%</td>
</tr>
<tr>
<td>Surveys for Benefits department will indicate overall positive response</td>
<td>78%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Member satisfaction surveys will be performed on an annual basis for each program</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Annual Audit of enrollment records will indicate correct entry into all systems</td>
<td>98.6%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Annual Audit of COBRA enrollment records will indicate notification being sent within 14 days of employee termination</td>
<td>100%</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Hourly employees who are reported as eligible for health benefits due to hours worked will be offered coverage within 60 days of notification</td>
<td>None Reported</td>
<td>99.4%</td>
<td>100%</td>
</tr>
<tr>
<td>Quarterly (4 meetings) meetings with medical, dental, and pharmacy vendor will occur</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Survey reports will be presented to the insurance committee and made available to executive staff</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Vision Plan:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total enrolled</td>
<td>1,122</td>
<td>1,226</td>
<td>1,226</td>
</tr>
<tr>
<td>Retirees enrolled</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>COBRA enrolled</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Total lives covered</td>
<td>2,060</td>
<td>2,250</td>
<td>2,250</td>
</tr>
<tr>
<td>Surveys for vision plan will indicate overall positive response</td>
<td>Not done</td>
<td>Not done</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Life Insurance Plan:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic Life Only</td>
<td>456</td>
<td>484</td>
<td>484</td>
</tr>
<tr>
<td>Supplement Plan I</td>
<td>1,562</td>
<td>1,543</td>
<td>1,543</td>
</tr>
<tr>
<td>Supplement Plan II</td>
<td>1,106</td>
<td>1,090</td>
<td>1,090</td>
</tr>
<tr>
<td>Dependent Life</td>
<td>951</td>
<td>922</td>
<td>922</td>
</tr>
<tr>
<td>Retiree 5K</td>
<td>141</td>
<td>134</td>
<td>134</td>
</tr>
<tr>
<td>Retiree 10K</td>
<td>154</td>
<td>155</td>
<td>155</td>
</tr>
<tr>
<td>Retiree dependent</td>
<td>89</td>
<td>94</td>
<td>94</td>
</tr>
<tr>
<td>Surveys for life plan will indicate overall positive response</td>
<td>Not done</td>
<td>Not done</td>
<td>80%</td>
</tr>
</tbody>
</table>

1 Retiree are not offered the vision plan at this time
Health Plan
2018/19 Budget — $23,246,815

Responsible for the provision of medical benefits to participating employees/retirees and their enrolled dependents.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active employees enrolled</td>
<td>1,805</td>
<td>1,817</td>
<td>1,817</td>
</tr>
<tr>
<td>Retirees enrolled</td>
<td>326</td>
<td>327</td>
<td>327</td>
</tr>
<tr>
<td>COBRA enrolled</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total lives covered</td>
<td>4,572</td>
<td>4,748</td>
<td>4,748</td>
</tr>
<tr>
<td>Surveys for medical plan will indicate overall positive response</td>
<td>Not done</td>
<td>Not done</td>
<td>80%</td>
</tr>
</tbody>
</table>

Dental Plan
2018/19 Budget — $1,135,546

Responsible for the provision of dental benefits to participating employees/retirees and their enrolled dependents.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total enrolled</td>
<td>1,534</td>
<td>1,580</td>
<td>1,580</td>
</tr>
<tr>
<td>Retirees enrolled</td>
<td>226</td>
<td>221</td>
<td>221</td>
</tr>
<tr>
<td>COBRA enrolled</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Total lives covered</td>
<td>3,840</td>
<td>4,036</td>
<td>4,036</td>
</tr>
</tbody>
</table>

Employee Health and Wellness Clinic
2018/19 Budget — $667,721

Responsible for the provision of acute medical services to eligible employees and their dependents.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointments booked</td>
<td>8,991</td>
<td>7,824</td>
<td>7,900</td>
</tr>
<tr>
<td>Appointments seen</td>
<td>7,333</td>
<td>6,492</td>
<td>7,110</td>
</tr>
<tr>
<td>Appointments cancelled</td>
<td>483</td>
<td>1,332</td>
<td>790</td>
</tr>
<tr>
<td>Appointments checked in within 30 minutes</td>
<td>88%</td>
<td>82%</td>
<td>85%</td>
</tr>
<tr>
<td>No show</td>
<td>8.67%</td>
<td>10.00%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>
95% of appointments will receive a reminder message for their appointment | * | 100% | 95%
No show rate will remain less than 10% | * | 14% | <10%
Surveys for clinic will indicate overall positive response | Not done | Not done | 80%

*Information not available*

**Employee Wellness Program**  
**2018/19 Budget — $46,655**

Responsible for the provision of a wellness program for eligible employees to assist with the identification of high risk health factors and the development of healthy behaviors.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
</table>
| Eligible employees will participate and complete wellness program | * | * | 100%

*Wellness program not initiated*

**Flexible Spending Plan**  
**2018/19 Budget — $557,800**

Responsible for the provision of flexible spending account benefits to participating employees and their eligible dependents.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total enrolled</td>
<td>274</td>
<td>253</td>
</tr>
<tr>
<td>Retirees enrolled</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>COBRA enrolled</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
| Surveys for flex plan will indicate overall positive response | Not done | Not done | 80%

**Authorized Positions**

<table>
<thead>
<tr>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Total Positions</td>
<td>10</td>
<td>9</td>
</tr>
</tbody>
</table>
## 2018/19 Expenditures by Funding Source

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$247,684</td>
</tr>
<tr>
<td>Employee Insurance Fund</td>
<td>$25,096,737</td>
</tr>
<tr>
<td>Employee Flexible Spending Fund</td>
<td>$557,800</td>
</tr>
</tbody>
</table>

**Total Benefits Administration 2018/19 Budget — $25,902,221**
## Department Staffing Report

### Department: Health Plan Administration

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 ADM620</td>
<td>HEALTH PLAN ADMINISTRATOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 CLR065</td>
<td>BENEFITS COORDINATOR I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 CLR602</td>
<td>BENEFITS COORDINATOR II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Time Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 HRL904</td>
<td>ADMINISTRATIVE ASSISTANT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.00</td>
<td>Total Department</td>
<td></td>
<td>243,490</td>
</tr>
</tbody>
</table>

### Department: City Care Clinic

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 CLR620</td>
<td>CLINIC AIDE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 PRF600</td>
<td>U. R. NURSE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00 PRF605</td>
<td>NURSE PRACTITIONER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.00</td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.00</td>
<td>Total Department</td>
<td></td>
<td>385,647</td>
</tr>
</tbody>
</table>
### CITY OF AMARILLO
### SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1241 Civic Center Administri</td>
<td>508,634</td>
<td>552,384</td>
<td>568,600</td>
</tr>
<tr>
<td>1243 Civic Center Operations</td>
<td>1,915,491</td>
<td>2,058,100</td>
<td>2,122,543</td>
</tr>
<tr>
<td>1245 Civic Center Sports</td>
<td>456,357</td>
<td>465,033</td>
<td>508,430</td>
</tr>
<tr>
<td>1248 Box Office Operations</td>
<td>334,712</td>
<td>349,258</td>
<td>374,361</td>
</tr>
<tr>
<td>1249 Globe News Center</td>
<td>312,116</td>
<td>349,807</td>
<td>392,752</td>
</tr>
<tr>
<td>1260 Library</td>
<td>3,979,686</td>
<td>4,065,407</td>
<td>4,161,314</td>
</tr>
<tr>
<td>1811 Golf Operations</td>
<td>2,035,095</td>
<td>2,156,498</td>
<td>5,052,459</td>
</tr>
<tr>
<td>1812 Comanche Trail</td>
<td>1,500,346</td>
<td>1,519,948</td>
<td>0</td>
</tr>
<tr>
<td>1820 Parks &amp; Rec Administratio</td>
<td>482,311</td>
<td>526,328</td>
<td>511,341</td>
</tr>
<tr>
<td>1830 Tennis Center</td>
<td>104,653</td>
<td>102,128</td>
<td>107,359</td>
</tr>
<tr>
<td>1840 Swimming Pools</td>
<td>402,932</td>
<td>485,950</td>
<td>496,387</td>
</tr>
<tr>
<td>1850 Parks &amp; Recreation Progra</td>
<td>532,404</td>
<td>632,025</td>
<td>630,547</td>
</tr>
<tr>
<td>1855 Warford Activity Center</td>
<td>0</td>
<td>541,306</td>
<td>493,383</td>
</tr>
<tr>
<td>1861 Park Maintenance</td>
<td>7,245,902</td>
<td>7,187,232</td>
<td>7,470,953</td>
</tr>
<tr>
<td>1862 Zoo Maintenance</td>
<td>553,942</td>
<td>539,744</td>
<td>560,825</td>
</tr>
<tr>
<td>1863 ZooSchool Education Progr</td>
<td>-176</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1870 Athletic Administration</td>
<td>154,819</td>
<td>177,944</td>
<td>158,330</td>
</tr>
<tr>
<td>1871 Softball Program</td>
<td>143,466</td>
<td>177,855</td>
<td>174,165</td>
</tr>
<tr>
<td>1872 Basketball Program</td>
<td>12,382</td>
<td>16,808</td>
<td>12,813</td>
</tr>
<tr>
<td>1873 Track Program</td>
<td>636</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1874 Volleyball Program</td>
<td>98,135</td>
<td>101,502</td>
<td>100,077</td>
</tr>
<tr>
<td>1875 Flag Football Program</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1876 Baseball</td>
<td>700</td>
<td>1,560</td>
<td>1,560</td>
</tr>
<tr>
<td>1880 Senior Services</td>
<td>125,898</td>
<td>249,921</td>
<td>112,108</td>
</tr>
<tr>
<td>1000 General Fund</td>
<td>20,900,445</td>
<td>22,256,738</td>
<td>24,010,307</td>
</tr>
</tbody>
</table>

| Leisure Services Total Expenditures | 20,900,445 | 22,256,738 | 24,010,307 |
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 1,919,592</td>
<td>$ 1,949,449</td>
<td>$ 1,972,913</td>
</tr>
<tr>
<td>Supplies</td>
<td>957,066</td>
<td>1,069,781</td>
<td>1,134,310</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>331,068</td>
<td>343,903</td>
<td>350,484</td>
</tr>
<tr>
<td>Other Charges</td>
<td>319,584</td>
<td>400,699</td>
<td>508,979</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>10,750</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$ 3,527,310</td>
<td>$ 3,774,582</td>
<td>$ 3,966,686</td>
</tr>
</tbody>
</table>

Mission
To enrich the community by hosting a variety of experiences while providing extraordinary customer service in versatile and inviting facilities.

Strategic Approach
Efficiently manage an active schedule for the entire Amarillo Civic Center Complex (ACCC) which includes eight venues in the Civic Center and two venues in the Globe-News Center for the Performing Arts.

As a source of Civic Pride, ACCC staff strives to incorporate Best Practices in all of its policies and procedures and focuses on extraordinary Customer Service and making Safety for employees and guests a top priority. The International Association of Venue Managers (IAVM) is the preeminent source for all public assembly related research, information, services, and life-safety issues worldwide. ACCC staff members look to IAVM for information and detailed reports on industry performance, benchmarking, and other key indicators. IAVM does not provide venue certification. It does offer certification to senior and middle management positions. Currently, one staff member has obtained the highest certification, Certified Venue Executive (CVE) and one staff member has obtained Certified Venue Professional (CVP) certification.

Programs
Civic Center Administration
2018/19 Budget — $568,600
Includes management, booking, marketing, and administrative office. All travel, training, professional development, and associated expenses are included in Administration. Civic Center Administration has a total of five full-time positions.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget % covered by revenue collected</td>
<td>75%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>ACCC Facebook likes</td>
<td>3,449</td>
<td>4,600</td>
<td>5,000</td>
</tr>
<tr>
<td>Website Unique Visitors (cumulative 12 month total)</td>
<td>125,421</td>
<td>125,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Guest survey overall rating (meet or exceed expectations)</td>
<td>90%</td>
<td>92%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Civic Center Operations/ Sports**

**2018/19 Budget — $2,630,973**

Includes operations and production staff, equipment, supplies, contracted services, and utilities.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events</td>
<td>636</td>
<td>650</td>
<td>675</td>
</tr>
<tr>
<td>Event Days</td>
<td>1,493</td>
<td>1,500</td>
<td>1,525</td>
</tr>
<tr>
<td>Attendance</td>
<td>583,474</td>
<td>600,000</td>
<td>600,000</td>
</tr>
<tr>
<td>Major Events (&gt;2000 attendance)</td>
<td>62</td>
<td>63</td>
<td>65</td>
</tr>
<tr>
<td>Lessee survey overall rating (meet or exceed expectations)</td>
<td>96%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

**Box Office dba panhandle tickets**

**2018/19 Budget — $374,361**

Includes all expenses and revenues directly attributed to operating panhandle tickets, a full-service regional box office with outlets throughout the Texas Panhandle. Personnel totals include three full-time and nine part-time positions.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panhandle tickets Facebook likes</td>
<td>5,664</td>
<td>7,000</td>
<td>7,250</td>
</tr>
<tr>
<td>Total Tickets issued</td>
<td>214,852</td>
<td>230,000</td>
<td>220,000</td>
</tr>
<tr>
<td>Tickets issued via website %</td>
<td>13%</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Tickets issued via outlets %</td>
<td>5%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Globe-News Center
2018/19 Budget - $392,752

Includes all costs and revenues directly attributed to operation of the Globe-News Center, including three full-time personnel. Other personnel are shared with Administration and Operations.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of performances</td>
<td>78</td>
<td>80</td>
<td>80</td>
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</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>9</td>
<td>9</td>
<td>9</td>
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<tr>
<td>Total Positions</td>
<td>44</td>
<td>44</td>
<td>44</td>
</tr>
</tbody>
</table>

Total Civic Center Complex 2018/19 Budget — $3,966,686
CIVIC CENTER COMPLEX

- Civic Center Administration: 5.00 FTEs
- Civic Center Operations: 24.00 FTEs
- Box Office dba panhandletickets: 12.00 FTEs
- Globe News Center: 3.00 FTEs
## Department Staffing Report

### Civic Center Administration

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM040</td>
<td>CIVIC CENTER MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM041</td>
<td>ASSISTANT CIVIC CENTER MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR140</td>
<td>MARKETING ADMINISTRATOR</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td></td>
</tr>
<tr>
<td>5.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>409,967</td>
</tr>
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</table>

### Civic Center Operations

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM042</td>
<td>CIVIC CENTER OPERATIONS MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT040</td>
<td>PRODUCTION MANAGER</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>MGT900</td>
<td>EVENTS SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT902</td>
<td>EVENTS MANAGER</td>
<td></td>
</tr>
<tr>
<td>11.00</td>
<td>TRD040</td>
<td>BUILDING ATTENDANT I</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TRD041</td>
<td>BUILDING ATTENDANT II</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TRD042</td>
<td>BUILDING ATTENDANT III</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TRD043</td>
<td>BUILDING TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>22.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>22.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>1,050,742</td>
</tr>
</tbody>
</table>

### Civic Center Sports

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>MGT045</td>
<td>ASSISTANT PRODUCTION MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT900</td>
<td>EVENTS SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>107,474</td>
</tr>
</tbody>
</table>
### City of Amarillo
#### Department Staffing Report

#### Box Office Operations

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.00 MGT041</td>
<td>BOX OFFICE MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.00 MGT270</td>
<td>ASSISTANT BOX OFFICE MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9.00 HRL040</td>
<td>CIVIC CENTER BOX OFFICE CLERK I</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12.00</td>
<td>Total Department</td>
<td></td>
<td>269,035</td>
</tr>
</tbody>
</table>

#### Globe News Center

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.00 MGT045</td>
<td>ASSISTANT PRODUCTION MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.00 TRD040</td>
<td>BUILDING ATTENDANT I</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>Total Department</td>
<td></td>
<td>135,695</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 3,030,936</td>
<td>$ 3,052,147</td>
<td>$ 3,094,807</td>
</tr>
<tr>
<td>Supplies</td>
<td>700,124</td>
<td>730,585</td>
<td>745,668</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>142,592</td>
<td>149,457</td>
<td>153,809</td>
</tr>
<tr>
<td>Other Charges</td>
<td>128,870</td>
<td>155,554</td>
<td>189,366</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(22,836)</td>
<td>(22,336)</td>
<td>(22,336)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 3,979,686</strong></td>
<td><strong>$ 4,065,407</strong></td>
<td><strong>$ 4,161,314</strong></td>
</tr>
</tbody>
</table>

Mission
The mission of the Amarillo Public Library is to enhance knowledge, empower individuals, and enrich the community.

Strategic Approach
The Amarillo Public Library system, consisting of five physical locations and an interactive website, strives to provide a central source of information, materials, and services for citizens of all ages. This primary purpose aligns with aspirations for the community set forth in the Highly Educated Population Council Pillar in the BluePrint for Amarillo. Managing a collection comprised of almost half a million items, the Library acquires materials and online resources intended to support lifelong learning; skills attainment and career advancement; cultural pursuits; historical research; and leisure reading, listening and viewing. Employing principles and practices set forth in the Customer Service Council Pillar, the Library offers more than 1,500 programs each year and provides a wide variety of services that link people with resources, produces opportunities for individual self-development, supplements formal educational programs, and inspires civic engagement. The Library also positively impacts local Economic Development and Redevelopment efforts by providing tools and assistance that bolster workforce development and support small businesses.

To achieve the highest performance levels associated with the objectives and responsibilities outlined above, the Amarillo Public Library measures its operations against benchmarks provided by two major assessors in the state: the Texas State Library and Archives Commission (TSLAC) and the Texas Municipal Library Directors Association (TMLDA). Yearly accreditation through TSLAC qualifies Texas public libraries for several programs available through state and federal funding, such as the TexShare card, the TexShare subscription databases, the Interlibrary Loan system, and certain competitive grants. In order to be accredited, libraries must demonstrate via an annual report that they meet criteria in several categories, including: access to services, maintenance of effort through local operating expenditures (meeting or exceeding per capita minimums set by the state), and staff qualifications. To receive
recognition by TMLDA each year, public libraries have to demonstrate excellence in ten categories: provision of summer reading programs; service to underserved populations; enhanced service during the past year either through increase in service or a change in type of services; current marketing materials; support of workforce development; cultural and educational programming for adults and families; literacy support; collaborative efforts; staff training; and digital inclusion for all.

Continuing to meet or exceed the qualifications set forth by TSLAC and TMLDA not only places the department in compliance with the City Manager’s initiative of Implementation of Best Practices in the BluePrint, but also helps to ensure citizens are better prepared to meet the challenges of a society increasingly driven by technology and information.

Programs

Library Administration/Support
2018/19 Budget — $672,629

Provides overall department leadership, administrative management and high level strategic planning for the Library system, as well as training for its employees. Ensures departmental alignment with the City’s vision, values, and mission. Raises awareness of library services available to the citizens of Amarillo and provides 24/7 access to resources through the library’s website.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Event Notifications Emailed</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Website Hits/Unique Visitors</td>
<td>356,873/103,493</td>
<td>360,441/104,527</td>
<td>364,045/105,573</td>
</tr>
<tr>
<td>Likes for APL/AMA-CON Facebook pages</td>
<td>3,473</td>
<td>3,507</td>
<td>3,502</td>
</tr>
<tr>
<td>Posts to APL/AMA-CON Facebook pages</td>
<td>571</td>
<td>600</td>
<td>630</td>
</tr>
<tr>
<td>Staff Training Sessions/Training Hours per FTE</td>
<td>193 / 3.3</td>
<td>175 / 2.8</td>
<td>200 / 3.5</td>
</tr>
</tbody>
</table>

Library Materials Management Services
2018/19 Budget — $370,676

Selects new library materials in print, non-print, and digital formats. Manages integration of new materials into the library system, and maintains records and inventory regarding the library collections.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Total Items Upgraded to RFID Tags / Percentage of Total Print Collection</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Additions to eBook Collection / Collection Total with Annual 10% Increase</td>
<td>683</td>
<td>689</td>
<td>695</td>
</tr>
<tr>
<td>Patron Item Requests Fulfilled (Number/Percentage of Total Requests)</td>
<td>62,023</td>
<td>65,124</td>
<td>68,380</td>
</tr>
</tbody>
</table>

286
Library Public Services  
2018/19 Budget — $2,994,631

Provides information and assistance at library locations citywide. Assists library patrons in locating materials, utilizing library computers and online resources, and requesting new books, movies, and digital resources. Facilitates patron registration and maintains patron records. Plans and conducts educational and recreational programs for citizens of all ages, as well as supporting reading groups, job search assistance, and technology training.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items Circulated</td>
<td>1,643,675</td>
<td>1,676,548</td>
<td>1,710,078</td>
</tr>
<tr>
<td>Circulation per Capita</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(FY 2016 statewide average is 4.96)</td>
<td>8.21</td>
<td>8.38</td>
<td>8.55</td>
</tr>
<tr>
<td>Circulation per Paid Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(FY 2016 statewide average is 12,870)</td>
<td>21,346</td>
<td>21,773</td>
<td>22,208</td>
</tr>
<tr>
<td>Programs Offered</td>
<td>1,521</td>
<td>1,565</td>
<td>1,575</td>
</tr>
<tr>
<td>Program Attendance</td>
<td>39,084</td>
<td>39,865</td>
<td>40,662</td>
</tr>
<tr>
<td>Library Visits per Capita</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(FY 2016 statewide average is 4.51)</td>
<td>6.26</td>
<td>7.0</td>
<td>7.5</td>
</tr>
<tr>
<td>Reference Transactions</td>
<td>279,785</td>
<td>281,183</td>
<td>282,588</td>
</tr>
<tr>
<td>Reference Transactions per Capita</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(FY 2016 statewide average is 0.82)</td>
<td>1.39</td>
<td>1.4</td>
<td>1.41</td>
</tr>
<tr>
<td>Internet and WIFI Log-ins</td>
<td>79,803</td>
<td>80,202</td>
<td>80,603</td>
</tr>
<tr>
<td>Registered Cardholders /</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of Total Population</td>
<td>79,782</td>
<td>80,579</td>
<td>81,384</td>
</tr>
<tr>
<td>Technology Trainings</td>
<td>28,263</td>
<td>28,828</td>
<td>29,404</td>
</tr>
</tbody>
</table>

Library Special Programs  
2018/19 Budget — $123,378

Develops and coordinates programs for community members related to the attainment of U.S. citizenship, the acquisition of English-language skills, and the improvement of adult literacy skills. Provides assistance to individuals seeking help with the process of applying for programs and resources such as food assistance, health coverage, home energy assistance, and more through the Texas Benefit Bank.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit Bank Counseling Sessions</td>
<td>120</td>
<td>135</td>
<td>140</td>
</tr>
<tr>
<td>Citizenship Enrollment</td>
<td>197</td>
<td>200</td>
<td>220</td>
</tr>
<tr>
<td>ESL Enrollment</td>
<td>607</td>
<td>625</td>
<td>650</td>
</tr>
<tr>
<td>Adult Literacy Tutoring - Student Hours</td>
<td>700</td>
<td>775</td>
<td>850</td>
</tr>
<tr>
<td>Adult Literacy Tutoring - Students Enrolled / Percentage Progressing One Grade Level</td>
<td>22 / 75%</td>
<td>35 / 70%</td>
<td>45 / 70%</td>
</tr>
</tbody>
</table>
### Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>56.9</td>
<td>56.9</td>
<td>56.9</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>76.9</td>
<td>76.9</td>
<td>76.9</td>
</tr>
</tbody>
</table>

**Total Library Department 2018/19 Budget — $4,161,314**

![Diagram of Library Department with FTEs]

**Administration / Support**: 12.43 FTEs

**Materials Management**: 6.85 FTEs

**Public Services**: 55.34 FTEs

**Special Programs**: 2.28 FTEs
## City of Amarillo Department Staffing Report

**Department:** Library

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM030</td>
<td>DIRECTOR OF LIBRARY SERVICES</td>
<td>0.90</td>
<td></td>
</tr>
<tr>
<td>ADM031</td>
<td>ASSISTANT DIRECTOR OF LIBRARY SERVICES</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td>19.00</td>
<td></td>
</tr>
<tr>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td>2.00</td>
<td></td>
</tr>
<tr>
<td>CLR950</td>
<td>BUYER I</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>PRF028</td>
<td>LIBRARY TECH SPECIALIST</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>PRF030</td>
<td>LIBRARIAN I</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>PRF031</td>
<td>LIBRARIAN II</td>
<td>4.00</td>
<td></td>
</tr>
<tr>
<td>PRF032</td>
<td>LIBRARIAN III</td>
<td>6.00</td>
<td></td>
</tr>
<tr>
<td>PRF033</td>
<td>COORD. OF PUBLIC RELATIONS AND PROGRAMMING</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>PRF034</td>
<td>LIBRARY ASSISTANT</td>
<td>18.00</td>
<td></td>
</tr>
</tbody>
</table>

| Total Permanent Positions | 56.90 | Total Permanent Positions |

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRL032</td>
<td>LIBRARY MESSENGER</td>
<td>2.00</td>
</tr>
<tr>
<td>HRL904</td>
<td>ADMINISTRATIVE ASSISTANT</td>
<td>18.00</td>
</tr>
</tbody>
</table>

| Total Part-Time Positions | 20.00 | Total Part-Time Positions |

<table>
<thead>
<tr>
<th>Total Department</th>
<th>76.90</th>
<th>Total Department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3,094,807</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 1,710,652</td>
<td>$ 1,768,414</td>
<td>$ 2,489,173</td>
</tr>
<tr>
<td>Supplies</td>
<td>823,887</td>
<td>933,920</td>
<td>1,583,036</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>965,888</td>
<td>939,024</td>
<td>947,964</td>
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<tr>
<td>Other Charges</td>
<td>35,014</td>
<td>35,088</td>
<td>32,286</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 3,535,441</td>
<td>$ 3,676,446</td>
<td>$ 5,052,459</td>
</tr>
</tbody>
</table>

Mission

To provide the finest golf experience regarding golf course maintenance standards, customer service, professionalism and overall staff knowledge at an affordable price to the golfing public and visitors of Amarillo.

Strategic Approach

*Ross Rogers*

Efficiently manage, train and motivate staff to provide optimum service and playing conditions with an emphasis on detail and proven cutting edge agronomic and management practices. Ross Rogers Golf Complex is a 36-hole, 340 acre golf complex operated and maintained for recreational use by the golfing public. The facility coordinates with Golf Professional staff to execute an event schedule along with daily green fee play throughout the year.

Ross Rogers Golf Complex maintains both WildHorse and Mustang golf courses at a very high standard for the visitors and citizens of Amarillo. Numerous agronomic and maintenance practices are performed to ensure a quality golf experience. Through continuing education along with the many years of experience the management staff has in the golf industry, many **best practices** are utilized on a daily basis.

*Comanche Trail*

Comanche Trail Golf Complex fulfills its mission by maintaining the 36-hole golf complex for recreational use by the public on both the Tomahawk and Arrowhead courses.

The golf program embraces the recent initiatives set forth in the **BluePrint for Amarillo** as it relates to continued planning and maintenance of **infrastructure**. The City of Amarillo continues to invest funds to improve and maintain the infrastructure to ensure that the golf complexes are two of the finest municipal facilities not only in the region, but in the state of Texas.
Programs

Golf Complexes

2018/19 Budget — $5,052,459

Performance Measures/Indicators:
*Estimate based on 2016/17 actual

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated Combined</th>
<th>2018/19 Projected Combined</th>
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</thead>
<tbody>
<tr>
<td><strong>Ross Rogers Golf Complex</strong></td>
<td></td>
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</tr>
<tr>
<td>Total Annual Rounds</td>
<td>46,994</td>
<td>70,861</td>
<td>74,000</td>
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<tr>
<td>Average Daily Rounds</td>
<td>129</td>
<td>196</td>
<td>203</td>
</tr>
<tr>
<td>Average Monthly Revenue</td>
<td>$96,039.80</td>
<td>$261,579.25</td>
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<tr>
<td>Revenue Per Round</td>
<td>$24.52</td>
<td>$44.30</td>
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<td>Cost Per Round</td>
<td>$43.30</td>
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<td>Charity/Tournament Rounds</td>
<td>5508</td>
<td>11,400</td>
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</tr>
<tr>
<td>Charity Contributions Back to the Community</td>
<td>512,000</td>
<td>$875,000</td>
<td>$875,000</td>
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<tr>
<td><strong>Comanche Trail Golf Complex</strong></td>
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<td>Total Annual Rounds</td>
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<td>Average Daily Rounds</td>
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<tr>
<td>Average Monthly Revenue</td>
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<td>Revenue Per Round</td>
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<td>Cost Per Round</td>
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<tr>
<td>Charity/Tournament Rounds</td>
<td>5800</td>
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Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>31</td>
<td>37</td>
<td>37</td>
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<tr>
<td>Part-time Positions</td>
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<td>56</td>
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<tr>
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<td>51</td>
<td>93</td>
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Total Golf Course Complexes 2018/19 Budget — $5,052,459
PARKS AND RECREATION DIVISION

Golf Complexes
93.00 FTEs
## Department Staffing Report

### Golf Courses

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
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<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
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<tr>
<td>1.00 ADM404</td>
<td></td>
<td>ASSISTANT GM OF GOLF OPERATIONS</td>
</tr>
<tr>
<td>1.00 ADM405</td>
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<td>GM OF GOLF OPERATIONS</td>
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<td>HEAD GOLF PROFESSIONAL</td>
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<tr>
<td>2.00 ADM900</td>
<td></td>
<td>GOLF COURSE SUPERINTENDENT</td>
</tr>
<tr>
<td>2.00 PRF452</td>
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<td>ASSISTANT GOLF PROFESSIONAL</td>
</tr>
<tr>
<td>5.00 TRD430</td>
<td></td>
<td>GREENSKEEPER I</td>
</tr>
<tr>
<td>13.00 TRD431</td>
<td></td>
<td>GREENSKEEPER II</td>
</tr>
<tr>
<td>4.00 TRD436</td>
<td></td>
<td>GOLF IRRIGATION TECH II</td>
</tr>
<tr>
<td>3.00 TRD440</td>
<td></td>
<td>GOLF EQUIPMENT MECHANIC</td>
</tr>
<tr>
<td>2.00 TRD910</td>
<td></td>
<td>CUSTODIAN I</td>
</tr>
<tr>
<td>2.00 TRD975</td>
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<td>ASSISTANT GOLF COURSE SUPERINTENDENT</td>
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<tr>
<td><strong>37.00</strong></td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
</tbody>
</table>

| **Part-Time Positions** |                |             |
| 14.00 HRL260         |                | CART ATTENDANT |
| 14.00 HRL265         |                | DELI ATTENDANT |
| 12.00 HRL270         |                | GOLF COURSE MARSHAL |
| 9.00 HRL275          |                | PRO SHOP ATTENDANT |
| 2.00 HRL413          |                | YOUTH WORKER - MAINTENANCE |
| 1.00 HRL911          |                | CUSTODIAN I |
| 4.00 HRL930          |                | UTILITY WORKER |
| **56.00**            |                | Total Part-Time Positions |

**93.00** Total Department 2,489,173
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$447,405</td>
<td>$489,492</td>
<td>$474,606</td>
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<tr>
<td>Supplies</td>
<td>22,714</td>
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<td>22,600</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>5,655</td>
<td>5,900</td>
<td>6,200</td>
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<tr>
<td>Other Charges</td>
<td>6,537</td>
<td>6,536</td>
<td>7,935</td>
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<tr>
<td>Total Expenses</td>
<td>$482,311</td>
<td>$526,328</td>
<td>$511,341</td>
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Mission
To enhance the quality of life for Amarillo citizens through quality parks, programs, and people.

Strategic Approach
The main function of Parks and Recreation Administration is to direct the overall operations of six departments, including Parks Maintenance, Ross Rogers Golf Complex, Comanche Trail Golf Complex, Recreation, Athletics, and the Zoo by providing each department fast and efficient service through effective decision-making, design, planning, and financial assistance as it pertains to the effective operation of each division. Secondly, this department plans and implements the five-year capital improvement plan that focuses on project planning, implementation, and construction supervision that focuses on safety, quality, timeliness, and cost-effective projects that support, improve, and enhance the park and recreation experience citywide. Most importantly, this department strives to provide the highest quality of customer service as it relates to public inquiries, park reservations, athletic registrations, conflict resolution, and general information while placing a priority on community engagement, positive public relations, and partnership building in the community to support programs and services offered.

Programs
Administration/Support
2018/19 Budget — $511,341
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Number of Special Event Applications Processed</td>
<td>111</td>
<td>150</td>
<td>115</td>
</tr>
<tr>
<td>Number of Park Reservations Processed</td>
<td>1,222</td>
<td>1,000</td>
<td>1,000</td>
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<tr>
<td>Phone Contacts with Public (daily average)</td>
<td>35</td>
<td>40</td>
<td>45</td>
</tr>
<tr>
<td>Number of Permanent positions managed by Admin</td>
<td>130</td>
<td>136</td>
<td>136</td>
</tr>
<tr>
<td>Number of Part-Time positions managed by Admin</td>
<td>205</td>
<td>238</td>
<td>239</td>
</tr>
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</table>

*Special Event Applications are for Reservations of 200+ individuals.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Total Positions</td>
<td>6</td>
<td>6</td>
<td>6</td>
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</tbody>
</table>

Total Parks and Recreation Administration 2018/19 Budget — $511,341

PARKS AND RECREATION DIVISION

Parks Administration
6.00 FTEs
City of Amarillo

Department Staffing Report

**Department:** Parks & Rec Administration

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM400</td>
<td>DIRECTOR OF PARKS AND RECREATION</td>
<td>1.00</td>
</tr>
<tr>
<td>1.00</td>
<td>ADM401</td>
<td>ASSISTANT DIRECTOR OF PARKS AND RECREATION</td>
<td>1.00</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td>1.00</td>
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<tr>
<td>1.00</td>
<td>CLR630</td>
<td>OFFICE MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00</td>
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<tr>
<td>1.00</td>
<td>PRF400</td>
<td>PARK PLANNER</td>
<td>1.00</td>
</tr>
<tr>
<td>6.00</td>
<td></td>
<td><strong>Total Permanent Positions</strong></td>
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</table>

| Total Department    | 474,606        |
Budget Comparison

<table>
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<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$619,835</td>
<td>$1,200,959</td>
<td>$1,174,427</td>
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<tr>
<td>Supplies</td>
<td>221,853</td>
<td>314,730</td>
<td>287,090</td>
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<tr>
<td>Contractual Services</td>
<td>124,787</td>
<td>164,532</td>
<td>175,598</td>
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<tr>
<td>Other Charges</td>
<td>73,514</td>
<td>81,188</td>
<td>90,561</td>
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<tr>
<td>Total Expenses</td>
<td>$1,039,989</td>
<td>$1,761,409</td>
<td>$1,727,676</td>
</tr>
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</table>

Mission
To enhance the quality of life for Amarillo citizens through quality parks, programs, and people.

Strategic Approach
The function of the Recreation Services division is to plan, develop, and deliver quality municipal recreation services and events that meet the needs of the community. Operations related to the Recreation Services division consist of Summer Park Recreation, Marketing, Special Events, Tennis, Aquatics, and the Charles E. Warford Activity Center.

Summer Park Recreation provides a free structured and supervised recreation program at 17 parks and throughout the City. Participants, ages 5 to 13, receive a free lunch each day and on Fridays take home a Snack Pak for the weekend, made possible by an expanded public/private partnership program. The City provides the foundation of the program with the leadership personnel, supplies, and support while the tremendous support of community partners supplement the program with food, clothes, hygiene items, and volunteer hours, as well as in-kind and financial support. The Summer Park Recreation Program also provides free sports camps including soccer, football, basketball, and tennis. Program sites are located in areas of need within the community and assist to address those Disadvantaged Areas as it relates to recreation and athletic programming.

Marketing strives to increase public awareness of our programs and events through print materials, live radio remotes, radio ads, website development, social media, web commercials, texting, billboards, and attendance at job fairs and expos.

Special Events, hosted at both parks and pools, are offered through the division currently. Twelve events are offered annually on average. Most events are free of charge and provide an excellent opportunity to provide and promote affordable family activities.
Tennis programming is offered at the Amarillo National Tennis Center, which includes 17 lighted courts, with 3 covered from the elements. A strong partnership with the Amarillo Area Tennis Association augmented with both City and contract staff provides tennis opportunities to the community by offering lessons, leagues, and tournament play combined with a robust youth tennis program made possible by the recent partnership with Kids Incorporated and the Alex O’Brien Foundation.

Aquatics (Swimming Pools) currently operates 3 outdoor seasonal swimming pools, and 1 indoor year-round pool at Charles E. Warford Activity Center offering open swim, family nights, swim lessons, daytime and private parties, and programs such as Jr. Guard. It provides quality facilities and services in a safe aquatic environment for everyone to enjoy, and promotes water safety awareness in the community through school and community presentations. The budget reflects the addition of the first indoor swimming pool located at the Charles E. Warford Activity Center. This budget supports and allows for aquatic program expansion, both youth and adult, to a year-round operation increasing overall aquatic participation in programs and events.

Opened January 20, 2018, the Charles E. Warford Activity Center provides a wide variety of affordable opportunities for all ages and abilities to participate in recreation, fitness, aquatic, educational, social, and sport-based programs. This is the first recreation center owned and operated by the City and will provide us with a facility that includes a full-sized gymnasium, fitness rooms, commercial kitchen, programming space, and an indoor pool for implementation of a year-round aquatic program. This facility will serve youth to seniors and will assist in addressing Disadvantaged Areas and Youth Athletic Program Facility and Program deficiencies related to Council initiatives.

Programs

Aquatics

2018/19 Budget — $496,387

Swimming Pools.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Southeast Pool Swim Lesson Participants</td>
<td>440</td>
<td>450</td>
<td>500</td>
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<tr>
<td>Southwest Pool Swim Lesson Participants</td>
<td>805</td>
<td>850</td>
<td>900</td>
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<tr>
<td>Thompson Pool Swim Lesson Participants</td>
<td>97</td>
<td>105</td>
<td>115</td>
</tr>
<tr>
<td>Warford Pool Swim Lesson Participants</td>
<td>N/A</td>
<td>500</td>
<td>600</td>
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<tr>
<td>Public Swim Attendance</td>
<td>44,290</td>
<td>46,200</td>
<td>48,150</td>
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<tr>
<td>Helping Hands Scholarships Awarded (swim lessons)</td>
<td>17</td>
<td>20</td>
<td>25</td>
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<tr>
<td>Southeast Pool Public Swim Attendance</td>
<td>20,049</td>
<td>20,750</td>
<td>21,700</td>
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<tr>
<td>Southwest Pool Public Swim Attendance</td>
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<td>13,300</td>
<td>13,900</td>
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<tr>
<td>Thompson Pool Public Swim Attendance</td>
<td>11,888</td>
<td>12,150</td>
<td>12,550</td>
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<tr>
<td>Number of Splashpads</td>
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<td>15</td>
<td>15</td>
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<tr>
<td>Number of Swimming Pools</td>
<td>3</td>
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<td>4</td>
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</table>
Recreation
2018/19 Budget — $737,906

Summer Park Recreation, Tennis, Marketing, Special Events.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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<tbody>
<tr>
<td>Total Summer Recreation Program Lunches Served</td>
<td>11,201</td>
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<td>Summer Recreation Program Participants</td>
<td>1,719</td>
<td>1,750</td>
<td>1,800</td>
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<tr>
<td>Special Event Attendance</td>
<td>6,867</td>
<td>7,500</td>
<td>8,000</td>
</tr>
<tr>
<td>Annual Website Views</td>
<td>315,516</td>
<td>330,000</td>
<td>350,000</td>
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<tr>
<td>Annual Tennis Center Visits</td>
<td>25,746</td>
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<td>27,250</td>
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Warford Center
2018/19 Budget — $493,383

Charles E. Warford Activity Center

Performance Measures/Indicators:

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<tr>
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<th>2016/17 Actual</th>
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<tbody>
<tr>
<td>Warford Recreation Program Lunches Served</td>
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<td>1,935</td>
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<tr>
<td>Warford Afterschool Program Participants</td>
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<td>307</td>
<td>650</td>
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<tr>
<td>Warford Room and Gym Reservations</td>
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<td>60</td>
<td>100</td>
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Authorized Positions

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
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<tbody>
<tr>
<td>Permanent Positions</td>
<td>12</td>
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<td>13</td>
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<tr>
<td>Part-time Positions</td>
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<td>136</td>
<td>136</td>
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<tr>
<td>Total Positions</td>
<td>151</td>
<td>149</td>
<td>149</td>
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Total Recreation Department 2018/19 Budget — $1,727,676
PARKS AND RECREATION DEPARTMENT

Recreation/Aquatics

Aquatics
67.00 FTEs

Recreation
61.00 FTEs

Warford
21.00 FTEs
## City of Amarillo

### Department Staffing Report

#### Department: Tennis Center

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
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</thead>
<tbody>
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<tr>
<td>1.00</td>
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<td>1.00</td>
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#### Department: Swimming Pools

<table>
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<tr>
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<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
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<td></td>
</tr>
<tr>
<td>1.00</td>
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<td>ASSISTANT AQUATIC COORDINATOR</td>
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<td>1.00</td>
<td>PRF420</td>
<td>AQUATICS SPECIALIST</td>
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<tr>
<td>2.00</td>
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</tr>
<tr>
<td>Part-Time Positions</td>
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<tr>
<td>36.00</td>
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<td>LIFE GUARD</td>
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<td>8.00</td>
<td>HRL402</td>
<td>SWIMMING LESSON INSTRUCTOR</td>
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<td>8.00</td>
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<td>POOL CASHIER</td>
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<tr>
<td>3.00</td>
<td>HRL405</td>
<td>HEAD LIFEGUARD</td>
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<td>3.00</td>
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<tr>
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#### Department: Parks & Recreation Program

<table>
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<tr>
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<tbody>
<tr>
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<td>1.00</td>
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<td>1.00</td>
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<tr>
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<td>47.00</td>
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<td>60.00</td>
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City of Amarillo

Department Staffing Report

Department: Warford Activity Center

<table>
<thead>
<tr>
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<th>Classification</th>
<th>Description</th>
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<td></td>
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<td><strong>371,720</strong></td>
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</table>
Mission

Park Maintenance strives to enhance the quality of life for Amarillo citizens through quality parks, programs, and people. To provide a high level of maintenance related to parks and facilities through efficient and safe practices that exceed the expectations of the Amarillo citizens. Evaluate, prioritize, and implement needed repairs and improvements to existing park grounds, park facilities, athletic fields, and municipal building grounds.

Strategic Approach

The Park Maintenance department provides maintenance and care to park grounds and facilities throughout the entire Parks and Recreation system. Included are municipal building grounds, street corridors, and traffic islands. This is accomplished by executing tasks and maintenance activities designed to produce a quality product for the safety and enjoyment of the public. Park Maintenance supports the City of Amarillo Winter Weather Operations by clearing snow and ice from parking lots and sidewalks around public buildings and by keeping the truck entrances clear at the Fire Stations. Park Maintenance supports the general mission and goals as set forth by the Parks and Recreation division.

Park Maintenance fulfills its mission by continually inspecting, repairing, and renovating its areas of responsibility to ensure clean, safe, and aesthetically pleasing parks and facilities. These components are a key part of maintaining the entire parks infrastructure and commitment to enhance Community Appearance. Park Maintenance also supports the BluePrint for Amarillo through maintenance and continued improvement of parks in Disadvantaged Areas and though the ongoing maintenance of athletic facilities utilized for Youth Athletics. The Parks and Recreation division will begin a Park Master Plan revision starting in 2017 to best set future renovation and development while assisting to identify those areas that meet national standards for parks and what areas may be deficient. Once completed and adopted, the revised Master Plan will be the foundation to seek National Accreditation as recognized by the Commission for Accreditation of Parks and Recreation Agencies.

Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$4,058,106</td>
<td>$3,911,809</td>
<td>$3,995,984</td>
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<tr>
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<td>1,754,691</td>
<td>1,896,000</td>
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<td>1,429,063</td>
<td>1,455,329</td>
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<td>Other Charges</td>
<td>75,473</td>
<td>91,669</td>
<td>123,640</td>
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<td>Capital Outlay</td>
<td>59,172</td>
<td>-</td>
<td>-</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$7,245,902</strong></td>
<td><strong>$7,187,232</strong></td>
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Programs

Park Maintenance
2018/19 Budget — $7,321,534

The Park Maintenance department provides maintenance and care to park grounds and facilities throughout the entire Parks and Recreation system. This includes municipal building grounds, street corridors, and traffic islands. This is accomplished by executing tasks and maintenance activities designed to produce a quality product for the safety and enjoyment of the public.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Workload</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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<tr>
<td>Irrigation and Sprinkler Repair Work Orders</td>
<td>1540</td>
<td>1,300</td>
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<tr>
<td>Facility Maintenance Work Orders</td>
<td>742</td>
<td>600</td>
<td>600</td>
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<tr>
<td>Electrical Repair Work Orders</td>
<td>184</td>
<td>250</td>
<td>250</td>
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<tr>
<td>Restroom and Drinking Fountain Repairs</td>
<td>348</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Playground Renovations Per Year</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Trees Removed</td>
<td>139</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Trees Planted</td>
<td>233</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Graffiti Removal</td>
<td>340</td>
<td>400</td>
<td>400</td>
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<tr>
<td>Total Athletic Field Acreage</td>
<td>159.5</td>
<td>159.5</td>
<td>159.5</td>
</tr>
<tr>
<td>Athletic Field Acreage Over-Seeded with Rye Grass Per Year</td>
<td>40 acres</td>
<td>40 acres</td>
<td>80 acres</td>
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<tr>
<td>Baseball/Softball Field Prep Per Week</td>
<td>182</td>
<td>182</td>
<td>182</td>
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<tr>
<td>Developed Acres Mowed/Trimmed Per Week</td>
<td>1,444</td>
<td>1,444</td>
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Efficiency

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Cost to Maintain 1 Baseball Field Per Year</td>
<td>$39,690.00</td>
<td>$39,690.00</td>
<td>$39,690.00</td>
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<tr>
<td>Cost to Maintain 1 Soccer Field Per Year</td>
<td>$25,162.00</td>
<td>$25,162.00</td>
<td>$25,162.00</td>
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<tr>
<td>Cost to Prep 1 Baseball Field for Play</td>
<td>$31.96</td>
<td>$31.96</td>
<td>$31.96</td>
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<tr>
<td>Cost to Maintain 1 Acre of Park Property</td>
<td>$3,076.49</td>
<td>$3,254.18</td>
<td>$3,354.11</td>
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<tr>
<td>Acres Maintained Per Worker</td>
<td>28.60 acres</td>
<td>28.63 acres</td>
<td>28.63 acres</td>
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Winter Weather Operations
2018/19 Budget — $149,419
Park Maintenance supports the City of Amarillo Winter Weather Operations by clearing snow and ice from parking lots and sidewalks around public buildings and by keeping the truck entrances clear at the Fire Stations.

### Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>76</td>
<td>75</td>
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<tr>
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<td>36</td>
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<tr>
<td>Total Positions</td>
<td>112</td>
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**Total Park Maintenance Department 2018/19 Budget — $7,470,953**
City of Amarillo

Department Staffing Report

Department: Park Maintenance

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
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<th>Total</th>
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<td></td>
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<td>PARK SUPERINTENDENT</td>
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<td>1.00</td>
<td>ADM411</td>
<td>ASSISTANT PARK SUPERINTENDENT</td>
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<td>PARK HORTICULTURAL SUPERVISOR</td>
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<td>1.00</td>
<td>MGT412</td>
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<tr>
<td>8.00</td>
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<td>PARK TECHNICIAN I</td>
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<td>TREE TRIMMER</td>
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<td>75.00</td>
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<td>Total Permanent Positions</td>
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</tbody>
</table>

|                     | Part-Time Positions |                                    |       |
| 11.00               | HRL413             | YOUTH WORKER - MAINTENANCE          |       |
| 4.00                | HRL915             | CREW LEADER                         |       |
| 20.00               | HRL930             | UTILITY WORKER                      |       |
| 1.00                | HRL965             | INSPECTOR                           |       |
| 36.00               |                | Total Part-Time Positions           |       |

111.00 Total Department 3,995,984
**Mission**

To enhance the quality of life for Amarillo citizens through quality parks, programs, and people. To enhance visitor experience through first-class animal displays, educational programming, and special events while incorporating the highest level of animal care, education, and conservation initiatives. Evaluate, prioritize, and implement needed repairs and improvements to existing Zoo exhibits, facilities, and grounds.

**Strategic Approach**

The proposed budget allows Zoo Animal staff to operate the Zoo, care for the animals, and maintain the facilities related to animal care. The Zoo Visitor Service/Education staff operates the admission/concession areas, educational programs, and special events. The primary goal for Zoo staff is to provide quality care for the animals, grounds, and structures to continually improve and update existing operations and exhibits to provide the most enjoyable experience possible for the visiting public. This is accomplished by executing tasks and animal care activities designed to produce a quality product for the safety and enjoyment of the public. Zoo Maintenance supports the general mission and goals as set forth by the Parks and Recreation division.

Zoo staff is responsible for animal care and management, facility maintenance, conservation initiatives, and visitor services. Zoo staff utilizes all available resources to achieve a high level of animal care, customer satisfaction, and overall safety at the Amarillo Zoo. This budget addresses the **Best Practice** initiative by providing and supporting additional technologies available to Zoo staff to provide the most current training available.

Staff fulfills the Zoo’s mission by continually inspecting, repairing, and renovating its areas of responsibilities to ensure well-cared-for animals and a clean, safe, and aesthetically pleasing zoo. The Amarillo Zoo, along with our Zoo Friends Support Organization, will continue fundraising effort in 2018/2019 budget year to help improve the children’s area located within the Zoo. These funds will go

---

**Budget Comparison**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
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<td>Other Charges</td>
<td>7,450</td>
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<td><strong>$ 539,744</strong></td>
<td><strong>$ 560,825</strong></td>
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</table>
towards new animal displays, contact area, educational items, and improved animal housing. These additions/renovations will help provide the visiting public with the highest quality zoo experience possible.

**Programs**

**Zoo Maintenance**

2018/19 Budget — $560,825

Zoo staff is responsible for animal care and management, facility maintenance, conservation initiatives, and visitor services. Zoo staff utilizes all available resources to achieve a high level of animal care, customer satisfaction and overall safety at the Amarillo Zoo.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th>Amarillo Zoo Animal Collection (Species/Specimens)</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Mammals</td>
<td>31/67</td>
<td>30/60</td>
<td>30/55</td>
</tr>
<tr>
<td>Birds</td>
<td>7/8</td>
<td>8/15</td>
<td>8/19</td>
</tr>
<tr>
<td>Reptiles/Amphibians</td>
<td>35/55</td>
<td>38/55</td>
<td>37/62</td>
</tr>
<tr>
<td>Invertebrates</td>
<td>10/212</td>
<td>7/217+</td>
<td>7/306+</td>
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</table>

<table>
<thead>
<tr>
<th>Visitor Services</th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission Revenue</td>
<td>$160,065</td>
<td>$198,315</td>
<td>$201,750</td>
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<tr>
<td>Education Program Revenue</td>
<td>$22,458</td>
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<td>Special Event Revenue</td>
<td>$66,437</td>
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<td>$61,000</td>
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<tr>
<td>Volunteer Hours Worked</td>
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<td>3,000</td>
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<tr>
<td>Annual Zoo Visitors</td>
<td>122,000</td>
<td>130,000</td>
<td>135,000</td>
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<td>Average Cost of Zoo Operations per Visitor</td>
<td>$3.74</td>
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<td>$4.11</td>
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**Authorized Positions**

<table>
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<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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<tbody>
<tr>
<td>Permanent Positions</td>
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<tr>
<td>Part-time Positions</td>
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<tr>
<td>Total Positions</td>
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</table>

Total Zoo Maintenance 2018/19 Budget — $560,825
PARKS AND RECREATION DIVISION

Zoo Maintenance
14.00 FTEs
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<th>Number of Employees</th>
<th>Classification</th>
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</thead>
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<td>ZOO CURATOR</td>
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<td>6.00</td>
<td>TEC956</td>
<td>ZOO KEEPER II</td>
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<table>
<thead>
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<th>Number of Employees</th>
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<th>Description</th>
<th>Total</th>
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<tbody>
<tr>
<td>2.00</td>
<td>HRL252</td>
<td>GATE ATTENDANT</td>
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</tr>
<tr>
<td>1.00</td>
<td>HRL413</td>
<td>YOUTH WORKER - MAINTENANCE</td>
<td></td>
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</tr>
<tr>
<td>4.00</td>
<td>HRL930</td>
<td>UTILITY WORKER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.00</td>
<td></td>
<td></td>
<td>Total Part-Time Positions</td>
<td></td>
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</tbody>
</table>

14.00 Total Department 413,490
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 321,645</td>
<td>$ 366,639</td>
<td>$ 326,350</td>
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<tr>
<td>Supplies</td>
<td>23,525</td>
<td>29,532</td>
<td>36,925</td>
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<tr>
<td>Contractual Services</td>
<td>59,873</td>
<td>73,385</td>
<td>75,841</td>
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<tr>
<td>Other Charges</td>
<td>5,100</td>
<td>6,113</td>
<td>7,829</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 410,142</strong></td>
<td><strong>$ 475,669</strong></td>
<td><strong>$ 446,945</strong></td>
</tr>
</tbody>
</table>

Mission

To enhance the quality of life for Amarillo citizens through quality parks, programs and people.

Strategic Approach

The Athletic division plans, coordinates, markets, implements, supervises and evaluates the adult basketball, softball and volleyball programs for Amarillo citizens and surrounding communities. The division manages and trains staff along with contract officials and scorekeepers, to provide the highest level of game management and excellent customer service to program participants.

The Athletics division accepts registration and collects entry fees for approximately 1,300 adult sport teams annually. The Athletic division schedules these teams each year and publishes game schedules for approximately 9,000 games. Schedules and standings are provided electronically for the convenience of the participants. Athletic staff schedule and train sports officials and scorekeepers to officiate and score all sports offered including softball, volleyball and basketball. Staff provides awards for all leagues and tournaments and presents them formally at the end of each sport season or tournament. Staff prepares payment authorizations for each individual contract sport official and scorekeeper on a biweekly basis. All offered leagues and tournaments are registered with the appropriate sanctioning organization.

Athletic staff also allocate city owned athletic facilities to five private adult sport providers and four youth sport organizations that utilize City sports fields for their program implementation. In addition, the Athletics division staff facilitates tournaments hosted by outside organizations. Staff invoices organizations for field usage and collects fees. The athletics division also schedules practices for adult sports teams and youth sport organizations and collects field rental fees.

The Athletics division organizes three softball tournaments and one volleyball tournament annually, which delivers an economic impact for the City. The Athletic staff also facilitates sports tournaments from private user groups, invoices those groups and collects fees.
• The Athletics division works closely with youth sport providing organizations to facilitate their utilization of the City’s athletic fields and facilities. Although not direct providers of youth sports, the division allocates space, provides resources and collaborates when necessary and requested to support the function of youth sport leagues and tournaments in the community. The Athletics division, without operational budget impact, will work diligently this upcoming year to implement via local providers identified sport league expansions and new program ideas as identified in the Pillars for Amarillo Youth Athletics initiative survey. Program expansions in PickleBall, Ultimate Frisbee, and Dodgeball will be explored as will new programs such as wrestling and boy’s volleyball. The department collaborates with the West Texas Youth Baseball Association to offer the Major League Baseball Pitch, Hit and Run Competition, which was held at the Rick Klein Baseball Complex the past two years.

This budget reflects requested funds for continued training to ensure that Best Practices in athletics management are implemented. Athletic employees are expected to complete a two year training to obtain certification as a Certified Professional Sports Manager. The Athletics department staff will continue to attend meetings, workshops and conferences of the Texas Amateur Athletic Federation (T.A.A.F.), United States Sports Specialty Association (U.S.S.S.A.) and the Texas Recreation and Parks Society (T.R.A.P.S.) to keep current on trends in athletics, changes in sports rules and to place bids on sport tournaments to be held in Amarillo.

**Programs**

**Athletics**

**2018/19 Budget — $446,945**

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Adult League Games Scheduled</td>
<td>8,898</td>
<td>8,898</td>
<td>9,063</td>
</tr>
<tr>
<td>Adult Basketball Teams Registered (single season)</td>
<td>28</td>
<td>37</td>
<td>37</td>
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<tr>
<td>Adult Softball Teams Registered (two seasons)</td>
<td>535</td>
<td>535</td>
<td>535</td>
</tr>
<tr>
<td>Adult Volleyball Teams Registered (four seasons)</td>
<td>739</td>
<td>755</td>
<td>700</td>
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<tr>
<td>Officials/Scorekeepers Trained</td>
<td>120</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Practice Field Reservations Processed</td>
<td>1,086</td>
<td>1,100</td>
<td>1,125</td>
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**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Part-time Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Total Positions</td>
<td>6</td>
<td>6</td>
<td>6</td>
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</table>

314
Total Athletics Department 2018/19 Budget — $446,945
## Department Staffing Report

**Department:** Athletic Administration  

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
<th>Total Department</th>
</tr>
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<tbody>
<tr>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td>1.00</td>
<td></td>
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<tr>
<td>MGT420</td>
<td>ATHLETIC SUPERVISOR</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>PRF430</td>
<td>ATHLETIC SPECIALIST</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Permanent Positions</td>
<td>3.00</td>
<td>326,350</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Part-Time Positions</th>
<th>Total Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRL905</td>
<td>ATHLETIC SPECIALIST</td>
<td>3.00</td>
<td>326,350</td>
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</table>

**Personal Services Total:** 326,350
Mission

To enhance the quality of life for Amarillo citizens through quality parks, programs, and people.

Strategic Approach

The Senior Services program proposed transitions from study and planning to implementation by establishing the Amarillo Center Without Walls. The transition is based upon the recommendation of the 21st Century Senior Services Development Advisory Board after completion of the 2018 “Active Adult 50+ Programming Needs Assessment and Facility Feasibility Study” and 2015 “Blueprint for 21st Century Senior Centers” report. The establishment of the Amarillo Center Without Walls is an initial step in addressing the Economic Development and Redevelopment and Civic Pride Pillars outlined in “Blueprint for Amarillo – Vision for the Future of Amarillo.” An Amarillo Center Without Walls will assist in improving the quality of life “offering modern housing, cultural, and recreational options for all ages.” (Page 13) and embracing culture, arts and recreation (Page 19) as well as enhancing health and wellness of our city’s citizens.

Senior Services within the Parks and Recreation Department began with the July 2016 execution of a Memorandum of Understanding (MOU) between the City of Amarillo, Amarillo Area Foundation, Baptist Community Services, and the Mary E. Bivins Foundation. The MOU partnership was a result of an extensive study titled “Blueprint for 21st Century Senior Centers.” The 2014-15 study process began in response to community concerns about rapidly shrinking resources endangering the Amarillo Senior Citizen Association. Numerous community organizations were represented on the study group and viewed the study process as a community-wide opportunity to shape a larger conversation on regarding a better future for all seniors in Amarillo. The MOU provided funding over the two-year development period (November 2016- October 2018) in the amount not to exceed $300,000 ($150,000 per year for operational expenses) from the foundations and a minimum of $200,000 (to cover personnel costs) from the City of Amarillo. The MOU required:
• Establishment of a community-based advisory/leadership structure in accordance with City policies and procedures tasked with overseeing the Blueprint Plan and its full implementation as well as subsequent ongoing operations.
• Employment of necessary professional leadership/personnel to implement the plan.
• Assessment of the need for a new senior center.
• Development of a structure for a cooperative network of centers and services (both public and private).
• Assessment of the viability of a center without walls concept that offers programs and services throughout the community in nontraditional locations and utilizes technology for a virtual center.
• Determination of a sustainable infrastructure which also leverages existing resources.
• Determination of sources and levels of sustainable financing.
• Development of an outline and summary of potential programs and facilities.
• Creation of awareness of the Blueprint Plan and its goals.

MOU requirements were accomplished through a workplan that included establishing the 21st Century Senior Services Development Advisory Board; completing a senior populations programming needs assessment; completing a senior center facility feasibility study; determining the feasibility of a cooperative network of centers/center without walls/virtual center; and providing community awareness/engagement opportunities throughout the two-year development period.

Both the Blueprint study and the 2018 Active Adult 50+ Programming Needs Assessment and Facility Feasibility Study provided the basis for a final report recommending the establishment of a center without walls program.

A center without walls is a community-based service delivery model connecting participants to existing programs and services in nontraditional “senior” facilities, providing new services and programs utilizing existing community spaces, and creating a collaboration network of organizations, businesses and individuals committed to sharing and developing program and service resources. It is expected that a center without walls/virtual center will benefit the community in several ways. The center without walls concept will:

• Consistently connect citizens to existing programming and services across the community.
• Create opportunity to reach active adults/seniors not currently participating in programs and services.
• Provide programming and services that currently do not exist in the community to address health and wellness, economic security and connection to community issues for the active adult/senior population.
• Develop new collaboration and partnerships to better serve the community as well as a coordinated network of community based organizations, business and individuals committed to sharing and developing further program and service resources.
• Educate the community regarding the needs of its aging citizens.
• Connect aging citizens and their caregivers to resource information.
• Efficiently use existing resources to effectively serve the growing active adult/senior population.

The center without walls model proposed is primarily based upon the Gateway Seniors Without Walls program in Maine (www.gatewayseniorswithoutwalls.org).

The specific goal and strategy of the Amarillo Center Without Walls is to maximize the health (physical, mental and spiritual) and wellness, economic security and connection to community for active adults (Age 50+) in and near Amarillo, Texas by:
- connecting and engaging active adults 50+ with existing community programs and services,
- developing new services/programs for the age group, and
- creating a collaboration/program provider network to share and develop program and service resources.

Program components include:

- online community via the City of Amarillo – Parks and Recreation website (webpage, social media, event/activity calendar, registration of City directors programs/events/activities, links to program provider events/activities/registration, and resources directory with relevant links and information);
- low cost/no cost programs and services in nontraditional spaces delivered by the City to fill gaps in community programming as identified in the programming needs assessment; and
- community awareness and marketing of the branded Center Without Walls.

**Programs**

**Senior Services**

2018/19 Budget — $112,108

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Community Engagement Opportunities/Attendance</td>
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<td>15/200</td>
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<td>Warford Center Senior Specific Programs Delivered</td>
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<td>0</td>
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<td>Warford Center Senior Special Events Held</td>
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<td>3</td>
<td>0</td>
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<tr>
<td>Program Providers Participating in Center Without Walls Calendar</td>
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<td>0</td>
<td>15</td>
</tr>
<tr>
<td>Center Without Walls Webpage Visitors</td>
<td>0</td>
<td>0</td>
<td>1,000</td>
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<tr>
<td>Center Without Walls Resource Directory Visitors</td>
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<td>0</td>
<td>1,000</td>
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**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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<tr>
<td>Permanent Positions</td>
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<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Part-time Positions</td>
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<td>0</td>
<td>1</td>
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<tr>
<td>Total Positions</td>
<td>1</td>
<td>1</td>
<td>2</td>
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**Total Parks and Recreation Senior Services 2018/19 Budget — $112,108**
PARKS AND RECREATION DIVISION

Senior Services
2.00 FTE
<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
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<tr>
<td>Permanent Positions</td>
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<tr>
<td>1.00 MGT560</td>
<td>PROGRAM COORDINATOR</td>
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<tr>
<td>1.00</td>
<td>Total Permanent Positions</td>
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<td></td>
</tr>
<tr>
<td>Part-Time Positions</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.00 HRL904</td>
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<td>2.00</td>
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<td>------------------------------------------</td>
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<tr>
<td><strong>Transportation</strong></td>
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<tr>
<td>1420 Street Department</td>
<td>8,601,764</td>
<td>9,748,538</td>
<td>9,758,143</td>
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<td>1732 Traffic Field Operation</td>
<td>3,830,786</td>
<td>3,639,983</td>
<td>3,812,300</td>
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<tr>
<td>1761 Transit Fixed Route</td>
<td>2,552,636</td>
<td>3,093,426</td>
<td>2,820,328</td>
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<tr>
<td>1762 Transit Demand Response</td>
<td>1,592,629</td>
<td>1,595,313</td>
<td>1,764,628</td>
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<tr>
<td>1763 Transit Maintenance</td>
<td>571,549</td>
<td>581,115</td>
<td>1,115,212</td>
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<td>1764 Transit Administration</td>
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<td>423,153</td>
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<td>1000 General Fund</td>
<td>17,149,364</td>
<td>18,658,375</td>
<td>19,693,764</td>
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<tr>
<td><strong>2660 Leose Training Program Fu</strong></td>
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<tr>
<td>Transportation</td>
<td></td>
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<tr>
<td>26630 Leose Training- Airport</td>
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<td>1,500</td>
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<tr>
<td>2660 Leose Training Program Fu</td>
<td>1,696</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>5400 Airport Fund</strong></td>
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<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>54110 Department of Aviation</td>
<td>12,820,245</td>
<td>13,170,225</td>
<td>14,158,559</td>
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<td>54120 Airport Transfers</td>
<td>0</td>
<td>9,530,650</td>
<td>7,726,600</td>
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<tr>
<td>54170 Rental Car Facility</td>
<td>852,262</td>
<td>728,671</td>
<td>750,208</td>
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<td>5420 Airport PFC fund</td>
<td>1,167,175</td>
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<tr>
<td>5400 Airport Fund</td>
<td>14,839,682</td>
<td>23,429,546</td>
<td>22,635,368</td>
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<tr>
<td><strong>Transportation Total Expenditures</strong></td>
<td>31,990,742</td>
<td>42,089,421</td>
<td>42,330,632</td>
</tr>
</tbody>
</table>
Mission

Our Mission is to provide Safe, Reliable and Cost Effective Public Transportation services valued by Users, Non-Users and Community Leaders.

Strategic Approach

Amarillo City Transit (ACT) will focus on improving service to meet the priorities set forth in the Future Vision Blueprint for Amarillo by delivering customer focused public transportation services.

ACT currently provides fixed route service within the city limits west of Lakeside Drive, Monday through Saturday from 6 a.m. to 7 p.m. ACT provides Spec-Trans service to individuals who qualify under the Americans with Disabilities Act. Spec-Trans operates in the same service area on the same days, and hours as fixed route service in compliance with the Americans with Disabilities Act. The ACT service area encompasses 76 square miles.

ACT implemented the Transit Master Plan route network in August 2018. The number of bus routes increased from eight to thirteen. Service is now more direct and more destinations are served with the new route structure including the Department of Motor Vehicles. Amarillo College has more direct service to all three campuses and the Hospital District has a new on demand service that provides offers circulation within the District. The number of routes serving the Westgate Mall has also increased.

The FY 18/19 budget includes limited evening service. Operating hours will be extended to 10:00 p.m. Monday through Friday evenings. Service will operate like the Route 13 Hospital On Call service. Reservations for service will be taken the day before travel and same day reservations will be accepted on a space available basis. This allows us to control resources, maximize capacity and does not require that ADA complimentary service be offered since it is considered equally accessible service for all passengers.
Evening service is the second most request service improvement. Evening On Call is targeted at Amarillo College students, late clinic hours in the Hospital area and employment generators in Southwest Amarillo.

ACT will continue to manage its resources responsibly building on the performance measures and targets implemented in last year’s budget. The successes and remaining challenges are discussed under each program narrative. FY17/18 focused on improving internal controls and efficiencies. FY18/19 will emphasize customer service and community outreach.

The Transit budget has been reorganized to capture costs associated with each service and support function. Management and Administrative costs were previously captured in the 1761 program.

**Programs**

**1761 Fixed Route Operations**

**2018/19 Budget — $3,106,032**

ACT fixed route employs 30 Bus Operators and utilizes 16 buses to provide service on 12 routes and one on demand circulator.

The Fixed Route Operating group has a program to track and improve On Time Performance (OTP). On time is defined as zero minutes early to 5 minutes late as shown on the public timetable. Missed trips are defined as trips not operating or operating over 20 minutes late and are a sign of service reliability. Missed trips occur when there are accidents, traffic delays or an operator no shows for an assignment and there are no substitute operators.

ACT fixed route significantly improved service reliability in FY17/18 and will work to meet and exceed on time operations target in FY18/19. Improved service reliability and new bus routes will improve ridership numbers.

<table>
<thead>
<tr>
<th>Fixed Route Operations</th>
<th>Performance Measures/Indicators:</th>
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</thead>
<tbody>
<tr>
<td>Indicator</td>
<td>Measure</td>
</tr>
<tr>
<td>Missed Trip</td>
<td>Percent of Total Trips per Month</td>
</tr>
<tr>
<td>Average Monthly</td>
<td>Increase Monthly Passengers over</td>
</tr>
<tr>
<td>Passengers*</td>
<td>Same Month Previous Year</td>
</tr>
<tr>
<td>On-Time Performance</td>
<td>Percent of Trips within On Time</td>
</tr>
<tr>
<td></td>
<td>0 minutes early – 5 minutes late at time points</td>
</tr>
<tr>
<td>Fare Recovery Ratio</td>
<td>Fare Paid vs. Cost to Provide Service</td>
</tr>
</tbody>
</table>

*The method of counting passengers changed between FY16/17 and FY17/18. Previously numbers were calculated base on a formula rather than actual counts.
1762 Spec-Trans Americans with Disabilities Required Service
2018/19 Budget — $1,863,619

Spec-Trans utilizes 8 vehicles to provide curb-to-curb service to people with disabilities. The Americans with Disabilities Act (ADA) defines who is eligible to use the service. Our eligibility screening process determines if an applicant can use fixed route some or all of the time. Applicants who have a disability but who are not prevented from using fixed route are not eligible for Spec-Trans service. Panhandle Independent Living Center trains individuals to use ACT Fixed Route service.

The ADA also prescribes how service is to be delivered. Anyone determined eligible may request a trip the day before they wish to travel and Spec-Trans is required to provide a trip one hour before or after the requested time. Spec-Trans cannot and does not deny anyone a trip.

In FY17/18 Spec-Trans focused on improving productivity. There is a relationship between on–time operations and productivity: generally the more on time the lower the productivity. Spec-Trans Bus Operators are still adapting to new service goals. Service previously operated more like a taxi than a shared ride service. FY18/19 efforts will focus on increasing both passenger per hour productivity and on–time operations.

<table>
<thead>
<tr>
<th>Spec-Trans Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Measures/Indicators:</td>
</tr>
<tr>
<td>Indicator</td>
</tr>
<tr>
<td>Passenger per Revenue Hour</td>
</tr>
<tr>
<td>No Shows/ Late Cancellations</td>
</tr>
<tr>
<td>On-Time Performance</td>
</tr>
<tr>
<td>Average Time Required to Complete a Determination of Eligibility</td>
</tr>
</tbody>
</table>

1763 Fleet Maintenance and Repair
2018/19 Budget — $798,694

The ACT Fleet Maintenance and Repair group performs routine and preventive maintenance and cleaning on 30 revenue vehicles and 7 support vehicles.

In FY17/18 6 engines were replaced by an outside contractor. Major component repair and body work has traditionally been contracted. Because of the increased skills of ACT maintenance staff we were able to repair two additional engines in house and will be able to perform body work going forward. Staff has focused on reducing overall maintenance costs while maintaining an adequate spare ratio to reduce road calls and improve service reliability.
The ACT Bus Wash Facility was at Level 1 - in need of immediate repair, well past useful life and was inoperable for most of the year as defined by the Federal Transit Administration State of Good Repair requirements. ACT was able to replace the major components through a 100% grants from TXDOT. In FY18/19 ACT will be able to exceed the cleanliness goals. Staff will no longer have to manually clean the bus exteriors and can focus more on interior cleanliness and shelter maintenance.

Maintenance staff made significant improvement in reducing road calls which aid in maintaining service reliability.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measure</th>
<th>Target</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Daily Cleaning</td>
<td>Percent of Fleet Cleaned Daily</td>
<td>100%</td>
<td>No data available</td>
<td>96%</td>
<td>100%</td>
</tr>
<tr>
<td>Detail Cleaning</td>
<td>Avg. Vehicles Detailed per Month Or 50% of the Fleet</td>
<td>16</td>
<td>No data available</td>
<td>10</td>
<td>16</td>
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<tr>
<td>Road Calls</td>
<td>Road Calls per 10,000 miles</td>
<td>.65</td>
<td>1.59</td>
<td>0.78</td>
<td>.65</td>
</tr>
<tr>
<td>Preventative Maintenance</td>
<td>PM Service Completed within 500 miles of scheduled service</td>
<td>95%</td>
<td>99%</td>
<td>99%</td>
<td>95%</td>
</tr>
</tbody>
</table>

1764 Management and Administration
2018/19 Budget — $354,976

The Administration and Management is a new program that was previously included under 1761 Fixed Route program. Clearly aligning programs with functions will permit better cost control. This group includes the Director, Assistant Director, a Management Analyst and an intern. The budget includes all the overhead activities including customer service, managing grant programs, federal compliance and safety.

The Management Team focused on expending existing Federal and State Grants in FY17/18 for shelters, bus stop signs, maintenance equipment, break room and bathroom upgrades as well as developing specification for new vehicles and a fare study. ACT received a $100,000 grant from TXDOT to conduct a needs assessment for a new Transfer Terminal.

Staff has prepared a Transit Asset Management Plan to comply with new federal requirements for managing assets in a State of Good Repair. In FY18/19, ACT will reach the target for rolling stock with the purchase at least 6 additional buses to replace 6 buses that have surpassed their useful life. ACT plans to replace one maintenance truck and purchase two additional support vehicles to achieve the established goal. The Transit Bus Wash will be replaced to achieve a 0% rating by FY18/19.
ACT is required to have one staff member trained in the federal Transportation Safety and Security Program and this training will continue into FY18/19. ACT has implemented Safety Best Practices and will continue to work to improve worker and driving safety performance.

<table>
<thead>
<tr>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance Measures/Indicators:</strong></td>
</tr>
<tr>
<td>Indicator</td>
</tr>
<tr>
<td>Accident Rate</td>
</tr>
<tr>
<td>Complaint/Compliment Ratio</td>
</tr>
<tr>
<td>Customer Service Response</td>
</tr>
<tr>
<td>Employee Lost Time to Injury</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transit Asset Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance Measures/Indicators:</strong></td>
</tr>
<tr>
<td>Indicator</td>
</tr>
<tr>
<td>Revenue Vehicle - 30 Transit Buses</td>
</tr>
<tr>
<td>Non-Revenue Vehicle – Supervisor Cars and Shop Trucks</td>
</tr>
<tr>
<td>Facilities- Transit Office/Maintenance, Transfer Terminal, Bus Wash</td>
</tr>
</tbody>
</table>
## Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>67</td>
<td>67</td>
<td>69</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>67</td>
<td>67</td>
<td>69</td>
</tr>
</tbody>
</table>

### Total Transit Department Operating Budget 2018/19 — $6,123,321

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$ 3,237,515</td>
</tr>
<tr>
<td>State</td>
<td>$ 513,705</td>
</tr>
<tr>
<td>Passenger Fees</td>
<td>$ 499,989</td>
</tr>
<tr>
<td>General Fund</td>
<td>$ 1,872,112</td>
</tr>
<tr>
<td>Total</td>
<td>$ 6,123,321</td>
</tr>
</tbody>
</table>
TRANSIT

Administration and Support
4.00 FTEs

Fixed Route Operations
35.00 FTEs

Spec-Trans Operations
21.00 FTEs

Fleet Maintenance and Repair
9.00 FTEs
City of Amarillo  
Department Staffing Report

**Department: Transit Fixed Route**

<table>
<thead>
<tr>
<th>Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>MGT245</td>
<td>DISPATCHER/ROUTE SUPERVISOR</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>MGT535</td>
<td>TRANSIT OPERATIONS SUPERVISOR</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD530</td>
<td>BUS DRIVER</td>
<td>27.00</td>
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<tr>
<td></td>
<td>TRD535</td>
<td>VAN OPERATOR</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>35.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>1,912,325</td>
</tr>
</tbody>
</table>

**Department: Transit Demand Response**

<table>
<thead>
<tr>
<th>Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>MGT245</td>
<td>DISPATCHER/ROUTE SUPERVISOR</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>MGT535</td>
<td>TRANSIT OPERATIONS SUPERVISOR</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD535</td>
<td>VAN OPERATOR</td>
<td>16.00</td>
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<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>21.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>1,191,323</td>
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</tbody>
</table>

**Department: Transit Maintenance**

<table>
<thead>
<tr>
<th>Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>TRD920</td>
<td>MECHANIC APPRENTICE</td>
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<tr>
<td></td>
<td>TRD921</td>
<td>MECHANIC I</td>
<td>2.00</td>
</tr>
<tr>
<td></td>
<td>TRD922</td>
<td>MECHANIC II</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD923</td>
<td>MECHANIC FOREPERSON I</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>9.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>514,176</td>
</tr>
</tbody>
</table>

**Department: Transit Administration**

<table>
<thead>
<tr>
<th>Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>ADM530</td>
<td>TRANSIT MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>ADM531</td>
<td>ASSISTANT TRANSIT MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>PRF902</td>
<td>PLANNER I</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Department</td>
<td>327,456</td>
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</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 4,336,794</td>
<td>$ 4,579,819</td>
<td>$ 4,598,268</td>
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<tr>
<td>Supplies</td>
<td>219,398</td>
<td>268,785</td>
<td>263,828</td>
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<tr>
<td>Contractual Services</td>
<td>4,548,414</td>
<td>4,754,338</td>
<td>4,773,934</td>
</tr>
<tr>
<td>Other Charges</td>
<td>41,716</td>
<td>42,851</td>
<td>44,368</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>637,000</td>
<td>637,000</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(544,558)</td>
<td>(534,255)</td>
<td>(559,255)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 8,601,764</td>
<td>$ 9,748,538</td>
<td>$ 9,758,143</td>
</tr>
</tbody>
</table>

Mission

To provide the public with a safe network of clean, well-maintained streets and alleys at a cost-effective price, through the utilization of Best Practices and first-rate customer service.

Strategic Approach

The Street Division currently maintains 1,032 miles of streets and 499 miles of alleys. Managing an aging and growing transportation system of this magnitude requires the utilization of Best Practices, Fiscal Responsibility, and an array of effective maintenance and pavement preservation programs. A pavement condition assessment, a Best Practice according to the American Public Works Association (APWA), was completed in 2017. The existing pavement condition of the City’s entire street network was evaluated and a Pavement Condition Index (PCI) was established. A PCI is a numerical index between 0 and 100 which is used to indicate the general condition of a pavement. The average network PCI for our City’s streets was calculated to be 71, which is considered to be “Satisfactory” condition. The PCI data will enable surface treatments for streets to be selected based on existing surface conditions and prioritized accordingly. Furthermore, various recommendations provided by the assessment will aid in planning and coordination of future street maintenance programs and Capital Investment Projects. In conjunction with the pavement assessment, a pavement management system was also procured to enhance the Street Division’s ability to utilize the new PCI data, manage the division’s maintenance programs more effectively, and expand our capacity to deliver first-rate Customer Service and Excellence in Communication to the citizens of Amarillo. Several street projects, funded by the 2016 bond election, were completed over the past year to address street maintenance and repair needs throughout the City. Additional projects are scheduled over the next four years to further address street maintenance needs, as well as, arterial reconstruction and Economic Development and Redevelopment. In 2018/2019, the Street Division will remain focused on delivering fiscally responsible programs aligned with the BluePrint for Amarillo and aimed at effectively maintaining the City’s Transportation Infrastructure, enhancing Civic Pride, and providing safer roadways for the public.
Programs

Street Division Administration/Support
2018/19 Budget — $390,326

Management of a multi-faceted street and alley maintenance operation by Street Superintendent and Assistant Street Superintendent, supported by a four-person office staff. Through the utilization of Best Practices, strategic planning, sound Fiscal Responsibility, and excellence in Customer Service, the Street Division strives to deliver cost-effective programs aimed at providing the public with a safe, well-maintained Transportation network.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service requests received per year</td>
<td>1,550</td>
<td>1,300</td>
<td>1,550</td>
</tr>
<tr>
<td>Service requests completed per year</td>
<td>1,434</td>
<td>1,500</td>
<td>1,550</td>
</tr>
<tr>
<td>Percent of service requests investigated by supervisor within three days of receipt</td>
<td>64%</td>
<td>65%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Pavement Preservation
2018/19 Budget — $2,829,861

The Street Division utilizes Best Practices and an extensive assortment of preventative maintenance programs to preserve the City’s Transportation infrastructure and enhance Civic Pride in our City’s streets and alleys. Sealcoating, crack sealing, and fog sealing (alleys) are generally performed in-house by Street Division employees, while asphalt overlay is outsourced to local contractors.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lane miles of residential streets sealcoated (10-year cycle = 174.07 lane miles annually)</td>
<td>114</td>
<td>120</td>
<td>125</td>
</tr>
<tr>
<td>Sealcoat cost (per lane mile)</td>
<td>$13,402</td>
<td>$13,300</td>
<td>$13,200</td>
</tr>
<tr>
<td>Lane miles of paved streets crack sealed (10-year cycle = 238.54 lane miles annually)</td>
<td>69.0</td>
<td>81.5</td>
<td>75.0</td>
</tr>
<tr>
<td>Crackseal Cost (per lane mile)</td>
<td>$2,844</td>
<td>$2,333</td>
<td>$2,550</td>
</tr>
<tr>
<td>Miles of paved alleys sealed (6-year cycle = 36.72 miles annually)</td>
<td>11.2</td>
<td>14.5</td>
<td>15.0</td>
</tr>
<tr>
<td>Alley sealing cost (per mile)</td>
<td>$24,086</td>
<td>$24,000</td>
<td>$23,900</td>
</tr>
<tr>
<td>Lane miles of arterial streets overlaid (10-year cycle = 64.47 lane miles annually)</td>
<td>26.4</td>
<td>23.5</td>
<td>24.5</td>
</tr>
<tr>
<td>Overlay cost (per lane mile)</td>
<td>$67,613</td>
<td>$81,727</td>
<td>$75,000</td>
</tr>
</tbody>
</table>

Pavement Maintenance and Repair
2018/19 Budget — $4,115,522

General pavement maintenance and repairs are performed in accordance with Best Practices to prolong the life of our Transportation infrastructure and enhance Civic Pride in our City’s streets and alleys. Asphalt repairs are categorized by size and complexity: potholes, minor, and major. Program also
includes brick and concrete street repairs, pavement shouldering, and sweeping. Due to traffic volume and speed, pavement repairs performed in-house by Street Division employees are prioritized in the following order to ensure the safety of the traveling public: arterial streets, residential streets, alleys. Arterial reconstruction is outsourced to local contractors.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of potholes repaired (average size = 3’ x 3’)</td>
<td>7,378</td>
<td>7,400</td>
<td>7,450</td>
</tr>
<tr>
<td>Pothole repair cost (per pothole)</td>
<td>$54.38</td>
<td>$54.25</td>
<td>$54.00</td>
</tr>
<tr>
<td>Average time to repair pothole in street from receipt of service request</td>
<td>9 days</td>
<td>7 days</td>
<td>5 days</td>
</tr>
<tr>
<td>Average time to repair pothole in alley from receipt of service request</td>
<td>43 days</td>
<td>21 days</td>
<td>15 days</td>
</tr>
<tr>
<td>Number of minor asphalt repairs completed in streets (avg size = 10’ x 15’)</td>
<td>453</td>
<td>400</td>
<td>415</td>
</tr>
<tr>
<td>Minor repair cost - street (per minor repair)</td>
<td>$786</td>
<td>$850</td>
<td>$775</td>
</tr>
<tr>
<td>Number of minor asphalt repairs completed in alleys (avg size = 10’ x 15’)</td>
<td>596</td>
<td>660</td>
<td>675</td>
</tr>
<tr>
<td>Minor repair cost - alley (per minor repair)</td>
<td>$693</td>
<td>$760</td>
<td>$685</td>
</tr>
<tr>
<td>Lane miles of major asphalt repairs completed in streets</td>
<td>4.4</td>
<td>3.0</td>
<td>3.8</td>
</tr>
<tr>
<td>Major repair cost - street (per lane mile)</td>
<td>$134,531</td>
<td>$165,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Miles of major asphalt repairs completed in alleys</td>
<td>2.6</td>
<td>2.0</td>
<td>2.8</td>
</tr>
<tr>
<td>Major repair cost - alley (per mile)</td>
<td>$328,109</td>
<td>$320,000</td>
<td>$310,000</td>
</tr>
<tr>
<td>Lane miles of arterial streets reconstructed</td>
<td>5.3</td>
<td>5.0</td>
<td>10.8</td>
</tr>
<tr>
<td>Cost to reconstruct arterial street (per lane mile)</td>
<td>$359,533</td>
<td>$520,000</td>
<td>$436,540</td>
</tr>
<tr>
<td>Gutter miles of residential streets swept</td>
<td>4,125</td>
<td>6,000</td>
<td>7,000</td>
</tr>
<tr>
<td>Residential street sweeping cost (per gutter mile)</td>
<td>$64.77</td>
<td>$44.53</td>
<td>$38.17</td>
</tr>
</tbody>
</table>

Winter Weather Operations
2018/19 Budget — $585,489

This program utilizes Best Practices to provide for safe roadways during winter weather events. The division performs snow/ice control on arterial and collector streets, overpasses, etc.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snow removal (number of lane miles)</td>
<td>3</td>
<td>0</td>
<td>2,200</td>
</tr>
<tr>
<td>Snow removal cost (per lane mile)</td>
<td>$134.70</td>
<td>$0.00</td>
<td>$18.00</td>
</tr>
</tbody>
</table>
Street Structure Maintenance and Repair
2018/19 Budget - $97,581

Various street-related structures, such as crash attenuators, guard rails, speed bumps, ADA ramps, etc. are essential safety components for motorists and pedestrians traveling throughout the City’s Transportation System.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of speed bumps installed</td>
<td>16</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Cost to install speed bump (per speed bump)</td>
<td>$136.58</td>
<td>$252.85</td>
<td>$233.40</td>
</tr>
<tr>
<td>Linear feet of guardrail repaired</td>
<td>287</td>
<td>100</td>
<td>250</td>
</tr>
<tr>
<td>Cost to repair guardrail (per linear foot)</td>
<td>$36.14</td>
<td>$18.00</td>
<td>$17.75</td>
</tr>
</tbody>
</table>

Street Utility Cuts
2018/19 Budget — $568,387

Effective pavement cut restoration is a key element of our long-term transportation infrastructure maintenance plan, as well as a Best Practice according to the American Public Works Association. This program administers a permit process for all utility excavations within City right-of-way for service line installation or maintenance. Utility cut surface repairs for permit holders are also provided, at a fee.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of utility cut permits issued</td>
<td>1,587</td>
<td>1,600</td>
<td>1,625</td>
</tr>
<tr>
<td>Annual revenue earned for utility cut repairs</td>
<td>$542,866</td>
<td>$550,000</td>
<td>$555,000</td>
</tr>
</tbody>
</table>

Unpaved Streets/Alleys Maintenance
2018/19 Budget — $1,170,977

This program utilizes Best Practices to effectively maintain the unpaved streets and alleys within our Transportation System, and enhance Civic Pride in our City’s unpaved streets and alleys.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miles of unpaved streets repaired annually (83 total miles of unpaved streets)</td>
<td>6.4</td>
<td>6.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Cost to repair unpaved streets (per mile)</td>
<td>$2,599</td>
<td>$3,500</td>
<td>$3,300</td>
</tr>
<tr>
<td>Miles of unpaved alleys repaired annually (279 total miles of unpaved alleys)</td>
<td>36.5</td>
<td>38.0</td>
<td>40.0</td>
</tr>
<tr>
<td>Cost to repair unpaved alleys (per mile)</td>
<td>$22,787</td>
<td>$22,000</td>
<td>$21,500</td>
</tr>
</tbody>
</table>
### Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>92</td>
<td>92</td>
<td>93</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>5</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Total Positions</td>
<td>97</td>
<td>97</td>
<td>97</td>
</tr>
</tbody>
</table>

Total Street Division 2018/19 Budget — $9,758,143
# City of Amarillo

## Department Staffing Report

**Department:** Street Department

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM220</td>
<td>STREET SUPERINTENDENT</td>
</tr>
<tr>
<td>1.00</td>
<td>ADM221</td>
<td>ASSISTANT STREET SUPERINTENDENT</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR220</td>
<td>STREET PROGRAM COORDINATOR</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
</tr>
<tr>
<td>5.00</td>
<td>MGT220</td>
<td>STREET SUPERVISOR</td>
</tr>
<tr>
<td>2.00</td>
<td>MGT221</td>
<td>STREET FOREPERSON I</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC225</td>
<td>TRAFFIC CONTROL SPECIALIST</td>
</tr>
<tr>
<td>2.00</td>
<td>TRD220</td>
<td>EQUIPMENT OPERATOR IV</td>
</tr>
<tr>
<td>14.00</td>
<td>TRD221</td>
<td>EQUIPMENT OPERATOR I</td>
</tr>
<tr>
<td>1.00</td>
<td>TRD222</td>
<td>CONCRETE FINISHER</td>
</tr>
<tr>
<td>3.00</td>
<td>TRD900</td>
<td>SECURITY GUARD</td>
</tr>
<tr>
<td>36.00</td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
</tr>
<tr>
<td>14.00</td>
<td>TRD950</td>
<td>EQUIPMENT OPERATOR II</td>
</tr>
<tr>
<td>5.00</td>
<td>TRD951</td>
<td>EQUIPMENT OPERATOR III</td>
</tr>
<tr>
<td>4.00</td>
<td>TRD960</td>
<td>UTILITY OPERATOR</td>
</tr>
<tr>
<td>93.00</td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Part-Time Positions</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.00</td>
<td>HRL930</td>
</tr>
<tr>
<td>97.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>97.00</td>
<td>4,598,268</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$1,004,637</td>
<td>$1,052,624</td>
<td>$1,068,382</td>
</tr>
<tr>
<td>Supplies</td>
<td>2,286,218</td>
<td>2,107,837</td>
<td>2,277,289</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>588,077</td>
<td>546,418</td>
<td>533,418</td>
</tr>
<tr>
<td>Other Charges</td>
<td>9,634</td>
<td>11,104</td>
<td>11,211</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(57,780)</td>
<td>(78,000)</td>
<td>(78,000)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$3,830,786</td>
<td>$3,639,983</td>
<td>$3,812,300</td>
</tr>
</tbody>
</table>

Mission
To provide the City of Amarillo with effective and efficient traffic control devices that maximize safety, quality, and reliability, and minimize travel time, inconvenience, and expense for the traveling public and the taxpayers.

Strategic Approach
The Traffic Field Operations Department works vigorously to follow Implementation of Best Practices and keep traffic equipment updated with the most up to date traffic equipment as possible, while still maintaining a signal network that works at a high level of efficiency. This network includes the installation, operation, and maintenance of all traffic control devices which include Traffic Signs (stop, yield, speed limit, parking restriction, street name, etc.); Traffic Signals; School Flashers; and Pavement Markings (stop bars, crosswalks, island tips, arrows, etc.). The department is also responsible for the maintenance of all TXDOT owned continuous lighting within the City limits and Pedestrian lighting in the Central Business District (CBD), which is part of the new continuous development of Downtown. The department is also responsible for operating the computerized signal system and school flasher system. These activities are accomplished using Traffic Field Operations Implementation of Best Practices along with nationally recognized standards and methods found in the Texas Manual on Uniform Traffic Control Devices (TXMUTCD), Institute of Transportation Engineers (ITE) and following within the guidance of Blueprint of Amarillo.

The department has several performance measures that enable the department management to monitor daily, weekly and yearly work trends, quality of service, and make adjustments as needed; these allow us to update technology to improve efficiency with the Implementation of Best Practices. The department performs routine preventative maintenance on all traffic signal equipment and street lights once a year, and school flashers twice a year to reduce emergency repairs in order to protect current infrastructure by being Fiscally Responsible. The department also fabricates new signs and installs them as needed by TXMUTCD standards, Stripes all arterial streets on a yearly program, as well
as updated lane markings and island tips as required by the TXMUTCD. By following these best practices the Traffic Field Operations Department has set itself up to monitor the appropriate programs to align itself with the City’s Blueprint for Amarillo.

This department is also responsible for the Capital Improvement Projects of New Traffic Signal Construction ($137,290) and Traffic Signal System Improvements ($309,000) from the Bond Proposition money. The traffic Department will change out 1/3 of the Cities LED Signal indications this year due to the 7 year life span they have reached, and continue over the next 2 years to finish changing the indications.

Projects for the upcoming year will be the installation of the new Signalized Intersection of Soncy & Perry, which has met enough warrants to install and help eliminate the accidents of vehicles entering the intersection. Several intersections will be upgraded with new detection equipment and having the poles changed out due to mast arms being too short or pedestrian push buttons not being accessible. A new striping will help with the continuing challenge of striping arterial streets twice a year. The department will continue to work to keep a high standard and efficient process to keep or improve safe travel in Amarillo.

**Programs**

**Traffic Field Operations Administration/Support**

**2018/19 Budget — $137,360**

Management of a multi-faceted Traffic Field Operation by Traffic Field Superintendent and, supported by office staff. This program receives requests for Signal and Sign maintenance form the public and assigns them to the correct personnel, the Traffic Administration also sends out various traffic related work orders for installation of signs, relocation of pavement markings, to retiming of School Flashers or Traffic Signals. This program is designed to make sure the department Implements Best Practices for Traffic Field Operations, continue to improve the flow of traffic in the downtown development as well as all arterial streets, with a Commitment to Safety.

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Engineering Work Orders assigned</td>
<td>236</td>
<td>220</td>
<td>235</td>
</tr>
<tr>
<td>Signal Maintenance requests reviewed and assigned</td>
<td>1,056</td>
<td>1,100</td>
<td>1,000</td>
</tr>
<tr>
<td>Sign Maintenance requests reviewed and assigned</td>
<td>171</td>
<td>300</td>
<td>190</td>
</tr>
<tr>
<td>Street Light Maintenance requests reviewed and assigned</td>
<td>221</td>
<td>216</td>
<td>200</td>
</tr>
<tr>
<td>Public Records request data</td>
<td>21</td>
<td>12</td>
<td>15</td>
</tr>
</tbody>
</table>

**Locate Services**

**2018/19 Budget — $73,821**

Provides for the time and resources dedicated towards the protection of the Traffic’s underground utility assets, as well as the safety of area excavation activities. Traffic Field Operations is part of the City’s Line Locate Services, locates are submitted internally and externally. The Traffic department owns and is responsible for its own underground streetlight, traffic signal, and fiber optic utility assets. This program is designed for Customer Service, and Commitment to Safety.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line Locates Reviewed</td>
<td>2,662</td>
<td>3,200</td>
<td>3,300</td>
</tr>
<tr>
<td>Line Locates related to Traffic Infrastructure (Located in less than 72 hours)</td>
<td>173 (100%)</td>
<td>230 (100%)</td>
<td>275 (100%)</td>
</tr>
</tbody>
</table>

Traffic Sign Maintenance
2018/19 Budget — $332,282

Provides for the time and resources dedicated towards well maintained, safe, and consistently applied signage throughout the City. The program strives for timely response maintenance, as well as appropriate proactive maintenance. This program is designed to meet Civic Pride, Customer Service, Commitment to Safety and Implementation of Best Practices. The cost for Aluminum is expected to almost double in this fiscal year.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signs Fabricated</td>
<td>1,466</td>
<td>940</td>
<td>900</td>
</tr>
<tr>
<td>Pre-Made Signs Purchased</td>
<td>462</td>
<td>650</td>
<td>400</td>
</tr>
<tr>
<td>Signs Repaired</td>
<td>5,477</td>
<td>4,646</td>
<td>3,800</td>
</tr>
<tr>
<td>Sign Replacement Cost (Labor and Materials)</td>
<td>$105.00</td>
<td>$110.00</td>
<td>$190.00</td>
</tr>
</tbody>
</table>

Signal Maintenance
2018/19 Budget — $473,348

Provides for the time and resources dedicated towards well maintained, safe, efficient, and consistently applied traffic signals and flashing beacons throughout the City. The program strives for timely response of maintenance, as well as appropriate proactive maintenance. This program is designed to meet Civic Pride, Customer Service, Commitment to Safety and Implementation of Best Practices. All Signalized Intersections are LED indications.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Signalized Intersections Electronics Replaced</td>
<td>2</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Signalized Intersections Constructed</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Intersections Maintained</td>
<td>267 (100%)</td>
<td>268 (100%)</td>
<td>269 (100%)</td>
</tr>
<tr>
<td>Signal Maintenance request (response in less than 24 hours)</td>
<td>1,102 (62%)</td>
<td>1,100 (90%)</td>
<td>1,000 (90%)</td>
</tr>
<tr>
<td>Average Cost of Signal Installation</td>
<td>$122,480</td>
<td>$143,640</td>
<td>$146,000</td>
</tr>
<tr>
<td>School Flasher Preventative Maintenance</td>
<td>62 (100%)</td>
<td>64 (100%)</td>
<td>64 (100%)</td>
</tr>
</tbody>
</table>

*Electronic Equipment has a 12 year life span (Current replacement rate is 23 years)
Street Light Maintenance
2018/19 Budget - $2,374,211

Provides for the time and resources dedicated towards well maintained, safe, efficient, and consistently applied street lighting throughout the City interstates and highways. It includes all costs associated with TXDOT owned street lighting systems. This program pays out close to $2,000,000 in electricity costs annually. The program strives for timely response maintenance, as well as appropriate proactive maintenance. This program is designed to protect current infrastructure, update technology to improve efficiency, provide safe driving corridors during low lighting and follow Transportation initiatives, and Implementation of Best Practices. The City has started to convert the High Pressure Sodium bulbs to the newer, brighter LED indications 35% complete on I-40, I-27, Dumas Drive, and Amarillo Blvd. from Ong west to Soncy.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street Lights Maintained</td>
<td>1,920</td>
<td>1,960</td>
<td>2,040</td>
</tr>
<tr>
<td>Street Light Replacement Cost</td>
<td>$525</td>
<td>$600</td>
<td>$610</td>
</tr>
<tr>
<td>(Labor and Materials)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Street Pavement Markings
2018/19 Budget — $421,278

Provides for the time and resources dedicated towards well maintained, safe, and consistently applied pavement marking, crosswalk, and parking lot striping throughout the City. This program works to achieve striping the all arterial streets at least once per year, and replace pavement markings on a 6 year rotation. The program strives for appropriate proactive maintenance. This program is designed to meet Civic Pride, Customer Service, Commitment to Safety and Implementation of Best Practices. We were able to replace crosswalks and stop bars this year at a higher rate than normal, due to striper being down several times.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lane Miles of Street Striping (Striped)</td>
<td>1,513 (45%)</td>
<td>3,400 (100%)</td>
<td>3,400 (100%)</td>
</tr>
<tr>
<td>Costs for Street Markings (per Mile)</td>
<td>$9.21</td>
<td>$9.30</td>
<td>$9.00</td>
</tr>
<tr>
<td>Thermoplastic Cross-Walk &amp; Stop Bars Installed (3600 Total -replaced every 6 years)</td>
<td>667 (19%)</td>
<td>720 (20%)</td>
<td>600 (17%)</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total Positions</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>
Total Traffic Field Operations 2018/19 Budget — $3,812,300
City of Amarillo

Department Staffing Report

Department: Traffic Field Operation

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ADM541</td>
<td>TRANSPORTATION SUPERINTENDENT</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>MGT540</td>
<td>SIGNAL FOREPERSON</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>MGT541</td>
<td>SIGNS AND MARKINGS SUPERVISOR</td>
<td>1.00</td>
</tr>
<tr>
<td></td>
<td>TEC220</td>
<td>TRAFFIC CONTROL TECHNICIAN</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>TEC541</td>
<td>TRAFFIC TECHNICIAN I</td>
<td>2.00</td>
</tr>
<tr>
<td></td>
<td>TEC543</td>
<td>SIGNAL TECHNICIAN</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Permanent Positions</td>
<td>19.00</td>
</tr>
</tbody>
</table>

| Part-Time Positions | HRL930         | UTILITY WORKER                      | 3.00                |

|                  |                | Total Department                    | 22.00               |

|                  |                | Total Department                    | 1,068,382           |
Mission
The Mission of the Rick Husband Amarillo International Airport is to plan and provide for the current and future air transportation needs of the Texas Panhandle region by constructing, maintaining, and operating safe, efficient, and quality airport facilities; to promote and support all facets of aviation and local economic & community development; to promote and support safe, reliable, and reasonably priced transportation services to destinations meeting the public demand; and to fulfill this mission in an ethical, professional, efficient, fiscally responsible, and cost-effective manner that is consistent with maintaining the high quality of life in the Amarillo area.

Strategic Approach
Goals & Objectives:
- Maintain a motivated and goal-focused staff.
- Make decisions that are environmentally conscious.
- Maintain compliance with all applicable regulations and exceed standards when able.
- Be vigilant in our safety consciousness.
- Maintain professional yet flexible attitudes.
- Maintain a high level of integrity and accountability.
- Look for positive opportunities whenever possible.
- Look for ways to save money in the near term, but also the long term.
- Promote internal and external efficiencies whenever possible.
- Think as a team by supporting each other as well as other City departments.
- Set appropriate standards in every operational area.
- Be customer focused.

Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 3,374,749</td>
<td>$ 3,489,288</td>
<td>$ 3,491,910</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,073,980</td>
<td>1,180,774</td>
<td>1,220,872</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,318,534</td>
<td>1,153,719</td>
<td>1,844,629</td>
</tr>
<tr>
<td>Other Charges</td>
<td>7,828,003</td>
<td>7,859,315</td>
<td>8,220,432</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>49,273</td>
<td>9,530,650</td>
<td>7,726,600</td>
</tr>
<tr>
<td>Debt Service</td>
<td>647</td>
<td>217,300</td>
<td>132,425</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(738)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Transfers</td>
<td>2,364,105</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 16,008,553</td>
<td>$ 23,431,046</td>
<td>$ 22,636,868</td>
</tr>
</tbody>
</table>
The Department of Aviation is an enterprise operation organized to provide the necessary services for a public airport on a financially self-sufficient basis. This means the department does not accept any local property tax monies for its operation. No general fund tax revenues are required. The Airport sits on more than 3,500 acres of land, of which 1,000 acres are developed. This includes a 217,000 square foot passenger terminal for commercial airline service as well as 24 additional structures ranging in size from 1,000 to more than 500,000 square feet of covered space which are utilized for revenue production or as support facilities to maintain the Airport.

Programs

Airport Administration/Support
2018/19 Budget — $1,940,303

The Department of Aviation administrative staff directs the management of a multi-faceted airport transportation facility operation. The staff consists of the Director of Aviation, Deputy Director of Aviation, Assistant Director of Aviation, Operations Duty Managers and administrative support staff. They identify and monitor the funding and financial budgeting for current and future operational needs and capital development. Airport funding sources include the Passenger Facility Charge (PFC) program and federal and state grant programs. This supports the Transportation pillar and vision for fiscal responsibility.

Airfield Management and Maintenance
2018/19 Budget — $2,021,149

Provides maintenance and repair of runways, taxiways, ramps, roadways, airfield lighting and signs, navigational aids and other services such as mowing and wildlife control. The airfield is maintained and operated in accordance with Federal Aviation Administration (FAA) requirements for all commercial airports that hold an Airport Operating Certificate. This program supports developing the best transportation systems for the citizens of Amarillo.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Enplanement</td>
<td>$ 7.42</td>
<td>$ 7.26</td>
<td>$ 7.45</td>
</tr>
</tbody>
</table>

Airport Safety, Security, and Communications Center
2018/19 Budget — $8,286,711

Provides short-term and long-term planning for Federal Aviation Administration (FAA) coordination. Assists in the development of the Airport Certification Manual, environmental related compliance programs, and Airport Security Program to assure the safety of the traveling public. Security costs include the Airport Police Department, Airport Operations Center, and the maintenance of security cameras and security related technology systems. This program includes emergency and medical services needed at the airport and surrounding areas. This program supports the Public Safety and Customer Service initiatives.
**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law Enforcement Calls for Service</td>
<td>4,687</td>
<td>4,700</td>
<td>5,000</td>
</tr>
</tbody>
</table>

Law enforcement calls include items such as offense/incident reports, security system alarm responses, passenger/citizen assistance, parking citations, lost & found calls, unattended bags, arrests, and security area patrols.

**Winter Weather Operations**

*2018/19 Budget — $2,021,149*

Snow and ice removal operations during winter weather events are provided by airport personnel. The assigned departments perform snow and ice control on runways, taxiways, ramps, entrance roads and parking areas. Program costs include the maintenance and operation of snow removal equipment owned by the airport. This program supports the Customer Service initiative.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Actual</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clearance of runways</td>
<td>98%</td>
<td>100%</td>
<td>98%</td>
</tr>
</tbody>
</table>

**Public Parking**

*2018/19 Budget — $202,115*

Parking is available at the Airport for use by the public and Airport employees. This program oversees more than 1,400 parking spaces in four different parking lots while maintaining the parking control operations and the revenue control system. This program supports the Public Safety and Customer Service initiatives.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain parking control operation and revenue control system</td>
<td>95%</td>
<td>99%</td>
<td>98%</td>
</tr>
</tbody>
</table>

**Consolidated Rental Car (“CONRAC”) Facility**

*2018/19 Budget — $889,306*

Provides maintenance of the Rental Car Center and customer return lots and the administration of commercial fuel sales and the Customer Facility Charge (CFC) program. This program supports the Customer Service initiative and development of best transportation systems.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>System operational during operating hours of the facility</td>
<td>75%</td>
<td>85%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Property Management and Maintenance
2018/19 Budget — $808,460

Responsible for leasing real estate, property management, tenant relations, community outreach, risk management, and maintenance to properties leased to tenants within the surrounding Airport owned properties. This program supports the economic development and customer service initiatives.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease term renewals and adjustments completed timely</td>
<td>95%</td>
<td>90%</td>
<td>98%</td>
</tr>
</tbody>
</table>

Terminal Management and Maintenance
2018/19 Budget — $4,850,756

Provides maintenance and repairs of all terminal and terminal-related facilities to ensure the terminal is safe, efficient, clean, and user-friendly for travelers and Airport employees. Also includes lease management and tenant relations for commercial airlines. This program supports the Customer Service and Public Safety initiatives.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>System operational during operating hours of the facility</td>
<td>*</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

*Information not available

Terminal Technology Systems
2018/19 Budget — $404,230

Provides technical support and maintenance for the terminal systems, including flight and baggage information displays, passenger and paging information systems, and audio and visual systems. Provides technical support and maintenance for the flight information displays at gate and hold room areas. The terminal technology system supports the Customer Service initiative.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>System operational status for core aviation business systems during hours of operation of facility</td>
<td>*</td>
<td>97%</td>
<td>99%</td>
</tr>
</tbody>
</table>

*Information not available

Terminal Inline and Baggage Systems
2018/19 Budget — $1,212,689

Provides for technical support and maintenance of the inline baggage system including conveyor belts, computer software, baggage claim devices and bag make up areas. The inline system aligns itself with the Customer Service and Best Transportation Systems initiatives.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>System operational during operating hours of the facility</td>
<td>*</td>
<td>95%</td>
<td>98%</td>
</tr>
</tbody>
</table>

*Information not available

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>57</td>
<td>57</td>
<td>56</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>57</td>
<td>57</td>
<td>56</td>
</tr>
</tbody>
</table>

2018/19 Expenditures by Funding Source

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Fund</td>
<td>$22,635,368</td>
</tr>
<tr>
<td>Special Revenue Funds</td>
<td>$1,500</td>
</tr>
</tbody>
</table>

Total Airport Department 2018/19 Budget — $22,636,868
### Department of Aviation

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM080</td>
<td>DIRECTOR OF AVIATION</td>
<td>1.00</td>
</tr>
<tr>
<td>ADM081</td>
<td>DEPUTY DIRECTOR OF AVIATION</td>
<td>1.00</td>
</tr>
<tr>
<td>ADM085</td>
<td>ASSISTANT DIRECTOR OF AVIATION</td>
<td>1.00</td>
</tr>
<tr>
<td>ADM088</td>
<td>AIRPORT OPERATIONS MANAGER</td>
<td>3.00</td>
</tr>
<tr>
<td>CLR040</td>
<td>AIRPORT OFFICE MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td>1.00</td>
</tr>
<tr>
<td>MGT081</td>
<td>AIRPORT POLICE COMMANDER</td>
<td>1.00</td>
</tr>
<tr>
<td>MGT090</td>
<td>AIRPORT FACILITIES MANAGER</td>
<td>1.00</td>
</tr>
<tr>
<td>PRF080</td>
<td>AIRPORT POLICE OFFICER</td>
<td>9.00</td>
</tr>
<tr>
<td>PRF085</td>
<td>SECURITY OPERATIONS AGENT</td>
<td>9.00</td>
</tr>
<tr>
<td>TEC115</td>
<td>BAS CONTROL TECHNICIAN</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD047</td>
<td>CUSTODIAN II</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD060</td>
<td>ELECTRICIAN II</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD070</td>
<td>CUSTODIAL FOREPERSON</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD073</td>
<td>AIRPORT MAINTENANCE COORDINATOR</td>
<td>1.00</td>
</tr>
<tr>
<td>TRD075</td>
<td>LANDSIDE/FLEET COORDINATOR</td>
<td>0.60</td>
</tr>
<tr>
<td>TRD080</td>
<td>BUILDING MECHANIC I</td>
<td>2.00</td>
</tr>
<tr>
<td>TRD906</td>
<td>BUILDING MECHANIC III</td>
<td>3.00</td>
</tr>
<tr>
<td>TRD910</td>
<td>CUSTODIAN I</td>
<td>9.00</td>
</tr>
<tr>
<td>TRD921</td>
<td>MECHANIC I</td>
<td>0.40</td>
</tr>
<tr>
<td>TRD923</td>
<td>MECHANIC FOREPERSON I</td>
<td>0.50</td>
</tr>
<tr>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td>2.30</td>
</tr>
<tr>
<td></td>
<td>Total Permanent Positions</td>
<td>53.80</td>
</tr>
</tbody>
</table>

Total Permanent Positions: 53.80

Total Department: 3,375,912

### Rental Car Facility

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRD075</td>
<td>LANDSIDE/FLEET COORDINATOR</td>
<td>0.40</td>
</tr>
<tr>
<td>TRD921</td>
<td>MECHANIC I</td>
<td>0.60</td>
</tr>
<tr>
<td>TRD923</td>
<td>MECHANIC FOREPERSON I</td>
<td>0.50</td>
</tr>
<tr>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td>0.70</td>
</tr>
<tr>
<td></td>
<td>Total Permanent Positions</td>
<td>2.20</td>
</tr>
</tbody>
</table>

Total Permanent Positions: 2.20

Total Department: 115,998
## CITY OF AMARILLO
### SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Utility Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1431 Solid Waste Collection</td>
<td>9,870,318</td>
<td>9,744,603</td>
<td>10,310,620</td>
</tr>
<tr>
<td>1432 Solid Waste Disposal</td>
<td>4,262,428</td>
<td>4,598,929</td>
<td>4,745,276</td>
</tr>
<tr>
<td>1000 General Fund</td>
<td>14,132,746</td>
<td>14,343,532</td>
<td>15,055,896</td>
</tr>
<tr>
<td><strong>5200 Water &amp; Sewer Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Utility Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>52100 Utilities Office</td>
<td>2,526,854</td>
<td>2,956,513</td>
<td>3,003,779</td>
</tr>
<tr>
<td>52110 Director of Utilities</td>
<td>371,206</td>
<td>585,851</td>
<td>586,789</td>
</tr>
<tr>
<td>52120 Water &amp; Sewer General</td>
<td>1,125,665</td>
<td>1,577,950</td>
<td>1,771,076</td>
</tr>
<tr>
<td>52121 Sewer General</td>
<td>5,283,029</td>
<td>3,006,025</td>
<td>3,194,050</td>
</tr>
<tr>
<td>52122 Water General</td>
<td>7,986,802</td>
<td>8,937,318</td>
<td>8,923,651</td>
</tr>
<tr>
<td>52123 Water &amp; Sewer - Transfer</td>
<td>922,560</td>
<td>36,723,306</td>
<td>34,359,038</td>
</tr>
<tr>
<td>52200 Water Production</td>
<td>7,195,260</td>
<td>7,216,730</td>
<td>7,697,677</td>
</tr>
<tr>
<td>52210 Water Transmission</td>
<td>4,944,146</td>
<td>5,572,692</td>
<td>6,283,459</td>
</tr>
<tr>
<td>52220 Surface Water Treatment</td>
<td>10,717,684</td>
<td>11,019,243</td>
<td>11,118,071</td>
</tr>
<tr>
<td>52230 Water Distribution</td>
<td>6,575,457</td>
<td>6,411,767</td>
<td>6,807,226</td>
</tr>
<tr>
<td>52240 Waste Water Collection</td>
<td>4,769,839</td>
<td>4,978,545</td>
<td>5,240,560</td>
</tr>
<tr>
<td>52260 River Road Water Reclama</td>
<td>3,290,688</td>
<td>3,669,148</td>
<td>3,622,315</td>
</tr>
<tr>
<td>52270 Hollywood Road Waste Wat</td>
<td>4,170,299</td>
<td>4,781,467</td>
<td>4,675,621</td>
</tr>
<tr>
<td>52281 Laboratory Admin</td>
<td>1,571,630</td>
<td>1,844,481</td>
<td>2,081,565</td>
</tr>
<tr>
<td>5200 Water and Sewer System Fu</td>
<td>61,451,119</td>
<td>99,281,036</td>
<td>99,364,877</td>
</tr>
<tr>
<td><strong>5600 Drainage Utility Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Utility Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>56100 Drainage Utility</td>
<td>3,291,673</td>
<td>3,672,838</td>
<td>4,360,873</td>
</tr>
<tr>
<td>56200 Drainage Utility Transfe</td>
<td>0</td>
<td>2,425,000</td>
<td>11,729,601</td>
</tr>
<tr>
<td>5600 Drainage Utility Fund</td>
<td>3,291,673</td>
<td>6,097,838</td>
<td>16,090,474</td>
</tr>
<tr>
<td><strong>Utility Services Total Expenditures</strong></td>
<td><strong>78,875,538</strong></td>
<td><strong>119,722,406</strong></td>
<td><strong>130,511,247</strong></td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$1,708,054</td>
<td>$1,720,120</td>
<td>$1,780,290</td>
</tr>
<tr>
<td>Supplies</td>
<td>83,922</td>
<td>128,000</td>
<td>109,700</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>666,670</td>
<td>1,019,135</td>
<td>1,040,004</td>
</tr>
<tr>
<td>Other Charges</td>
<td>68,208</td>
<td>89,258</td>
<td>73,785</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$2,526,854</td>
<td>$2,956,513</td>
<td>$3,003,779</td>
</tr>
</tbody>
</table>

Mission

Utility Billing strives to provide accurate billing on a timely basis to all customers with the highest regard for public satisfaction. To provide exceptional service to newcomers, visitors and residents so that they may experience a positive environment within the City of Amarillo, whether by phone or in person. To provide customer service that will exceed all expectations by listening to customers and responding to their needs in a professional, courteous and respectful manner.

Strategic Approach

The City of Amarillo Utility Billing division is a high-volume utility service separated into the following functional groups: Service, Credit/Collections, Cashiering, and Meter Reading. Vital Statistics is also supported within the Utility Billing division.

Utility Billing is often the initial contact with the City of Amarillo for many individuals. It is the goal of the division to continue to cultivate quality service and to work with customers regarding underlying issues related to utility accounts in a timely and positive manner.

The Utility Billing division continues to look for innovative solutions to fulfill the initiatives outlined in the BluePrint for Amarillo especially in relation to the Customer Service Pillar. The division is responsible for the production and distribution of all billing statements in a highly efficient manner and continues to look for new ways to accomplish these goals by investing time and efforts in the future implementation of billing software as well as call center upgrades that will help to improve satisfaction of service.

It is evident that the division’s success depends on its ability to strengthen its current customer relationships. Billing solutions function as a critical touch point between utilities and their customers. With new technologies, utility bills can now serve as streamlined vehicles announcing new services and providing customized communications. Also, with the advancement of technology, the Utility Billing
division can communicate more effectively and directly with customers. This implementation could not only deliver operational efficiencies and improve customer satisfaction, but could potentially lower costs in the printing and distribution of more than 850,000 bills yearly by providing electronic access to customers via the internet.

**Programs**

**Utility Billing Administration and Support**  
**2018/19 Budget — $127,660**

This program provides support and accounts for the accurate and precise recording of information gathered from the reading, billing and collection of money for every meter within the City of Amarillo. The goal within the Administration and Support program is to improve responsiveness when dealing with customer issues as well as overall customer satisfaction. Wait times to speak with service representatives continue to be a common frustration. The Utility Billing division has made this issue an immediate priority and have been granted the opportunity to implement software solutions for improved customer feedback. It is believed that with the implementation of a call center software solution, the average wait time per customer should drastically reduce due to several methods of call back options and consistency per employee. These methods will create an electronic environment which could offer web chat, self-serve portals and auto call back features. These additional forms of communication will assist the Utility Billing division in following Council Pillars by promoting efficient forms of communication to customers. It is the goal of the Utility Billing division to dedicate the timely implementation of call center and billing solutions to enhance and promote quality service within the City.

*Performance Measures/Indicators:
*Information not available*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2017/18 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Customer Contacts</td>
<td>*</td>
<td>191,970</td>
<td>193,000</td>
</tr>
<tr>
<td>Contact by Telephone</td>
<td>*</td>
<td>67%</td>
<td>65%</td>
</tr>
<tr>
<td>Contact in Person</td>
<td>*</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Contact by Internet</td>
<td>*</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Wait Time More Than 10 Minutes</td>
<td>*</td>
<td>31%</td>
<td>20%</td>
</tr>
<tr>
<td>Responsiveness/First Call Resolution</td>
<td>*</td>
<td>56%</td>
<td>60%</td>
</tr>
<tr>
<td>Overall Customer Satisfaction - Very Satisfied</td>
<td>33%</td>
<td>*</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Utility Bill Production**  
**2018/19 Budget — $917,654**

This program is responsible for the production of more than 850,000 customer bills annually. Billings are processed on an average of three times per week based on the City’s 12-meter reading cycles. Utility Billing produces the bills for not only Water and Sewer, but Drainage Utility and Solid Waste. The preparations of meter reading books are completed within a span of two days, and consist of the data entry of re-reads and verifications. The production of bills takes approximately five hours and includes verification of data, calculation of bills, creating the billing journal, and distribution on bills. The future implementation of billing software as well as the addition of our Utility Billing Specialist will increase the accuracy and efficiency of bill production, auditing, and access to reports that will provide historical data. The Utility Billing Specialist will focus on detailed audits of customers’ accounts as well as
coordinating with the Meter Reader and Water Distribution staff members to assist customer concerns with minimal impact to customer billing. Implementation of new software will allow customers access to a self-serve portal for convenience.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Billed Monthly</td>
<td>72,999</td>
<td>73,500</td>
<td>74,500</td>
</tr>
<tr>
<td>Current Number of E-Bill Users</td>
<td>1,536</td>
<td>2,000</td>
<td>3,000</td>
</tr>
</tbody>
</table>

Utility Billing Customer Service
2018/19 Budget — $603,760

Utility Billing Customer Service staff is designated into two functional groups: Credit Services and New Connections. All staff members work towards the goal of providing quick and accurate service for customers at an exemplary level to improve customer satisfaction.

Credit Service staff responds to requests for payment arrangements on current and past due accounts, as well as the issuance of service orders for reconnections and delinquent meter installations. Staff members within credit services distribute service orders regarding high bill investigations and work with customers who have experienced leaks by assisting with adjustments on bills. Applications and requests for fire hydrant meters and the collection of current readings for each fire hydrant customers are completed within credit services, as well. All final bills are produced within credit services and service outage calls are worked by all available staff members during regular business hours.

New Connections staff responds primarily to requests for services regarding new, transfer and completion of service. Staff members interact with customers whose needs vary from simple billing questions to more complex investigations regarding establishment of services. New Connections staff also work with assisting other City departments in processing new tap orders. The calculation and application of illegal fees are also performed within Customer Service.

With the implementation of new billing software, call center solution and the addition of our Trainer/Quality Assurance position, Utility Billing Customer Service staff will have the opportunity to provide quality service to the citizens of Amarillo as well as all those we encounter on a daily basis. Staff will have the ability to provide multiple types of arrangement options to customers. This may include the option of budget billing which will, in turn, reduce the number of broken arrangements. Customer Service staff will also benefit from call centers solutions by reducing the average wait time, but by also creating electronic service orders, which would increase the efficiency between the Utility Billing division and other departments such as Water Distribution. Customer satisfaction would increase due to the proper training and monitoring of timely responses to our customers when providing services. Electronic service orders would minimize the loss of paper orders in transfer and processing, as well as create efficient response times when identifying customer issues.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Arrangements Issued</td>
<td></td>
<td>9,096</td>
<td>8,000</td>
</tr>
<tr>
<td>Annual Extended Arrangements Issued</td>
<td>*</td>
<td>72</td>
<td>50</td>
</tr>
<tr>
<td>Total Broken Arrangements</td>
<td>*</td>
<td>65%</td>
<td>50%</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Monthly Disconnected Service</td>
<td>*</td>
<td>3,636</td>
<td>3,000</td>
</tr>
<tr>
<td>Time Spent per New Service Request</td>
<td>*</td>
<td>15 minutes</td>
<td>10 minutes</td>
</tr>
<tr>
<td>Time Spent per Discontinued Service Request</td>
<td>*</td>
<td>5 minutes</td>
<td>5 minutes</td>
</tr>
<tr>
<td>Time Spent per Transfer Service Request</td>
<td>*</td>
<td>15 minutes</td>
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</tr>
<tr>
<td>Time Spent Completing New Tap Orders</td>
<td>*</td>
<td>20 minutes</td>
<td>10 minutes</td>
</tr>
</tbody>
</table>

*Information not available*

**Utility Payment and Account Administration**

**2018/19 Budget — $453,571**

Payment and Account Administration staff is responsible for processing payments in an efficient and effective manner. Payments are collected in person as well as through third parties. In addition to the collection of payments, staff members also provide reliable and accurate collection efforts including processing returned checks, as well as corresponding with customers regarding these items. Payment and Account Administration staff also accepts payment for the City of Amarillo Red Light Camera Violations as well as selling City bus tickets. All staff members are thoroughly trained in the importance of each transaction and accuracy when balancing daily transactions. With an updated software solution, it is the division’s expectation to experience an increase in the number of transactions submitted within the self-serve portals and a reduction in the number of walk-in customers assisted. Customers will utilize the electronic/automated features a new software solution could bring.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Handled (daily)</td>
<td>*</td>
<td>16,230</td>
<td>$16,500</td>
</tr>
<tr>
<td>Cash Payments (monthly)</td>
<td>*</td>
<td>46,700</td>
<td>45,000</td>
</tr>
<tr>
<td>Credit Card Payments (monthly)</td>
<td>*</td>
<td>23,900</td>
<td>24,000</td>
</tr>
<tr>
<td>Check Payments (monthly)</td>
<td>*</td>
<td>24,900</td>
<td>24,000</td>
</tr>
<tr>
<td>Total Transactions (daily)</td>
<td>*</td>
<td>383</td>
<td>350</td>
</tr>
<tr>
<td>Number of Walk-in Customers</td>
<td>*</td>
<td>95,800</td>
<td>95,000</td>
</tr>
</tbody>
</table>

*Information not available*

**Meter Reading**

**2018/19 Budget — $901,134**

Meter Reading staff are responsible for providing reliable and timely reads of approximately 72,500 meters monthly within the City. Daily routes are assigned to each staff member which contain, on average, 500 meters within a walking route to remain ahead of the billing cycle. All walking routes are completed within the first half of the workday and the remainder is designated to the completion of re-reads. All Meter Reading staff members work through a variety of elements and obstacles throughout their workday, such as encountering aggressive animals, the inability to gain access to meters for some unforeseen reason, and inclement weather. All staff members work through these elements and obstacles to contribute in the timely production of bills. With the addition of a Meter Reader Foreperson, the program has had the ability to reduce the amount of orders distributed to the Service Center and utilize in-house staff to perform more efficiently. New handheld devices have assisted in the accuracy of reading without malfunctioning. With these tools, the division is gradually achieving its goal to improve the overall functions within the Meter Reader team. It is still our goal to continue to improve
in the percentage of actual readings and decrease within the number of estimated readings. It is the division’s prediction that with the increase in the accuracy of readings, the number of customer complaints will reduce, which will alleviate phone queue wait times.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meters Read</td>
<td>*</td>
<td>93%</td>
<td>95%</td>
</tr>
<tr>
<td>Meters Estimated</td>
<td>*</td>
<td>1.5%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Internal Account Adjustments</td>
<td>*</td>
<td>0.95%</td>
<td>0.80%</td>
</tr>
<tr>
<td>Verification by Service Reps</td>
<td>*</td>
<td>4.2%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Average Total Re-reads (daily)</td>
<td>*</td>
<td>80</td>
<td>75</td>
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</tbody>
</table>

*Information not available

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>33</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>34</td>
<td>40</td>
<td>40</td>
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</tbody>
</table>

Total Utility Billing 2018/19 Budget — $3,003,779
UTILITY BILLING

Administration and Support
1.70 FTEs

Utility Bill Production
12.22 FTEs

Customer Service
8.04 FTEs

Payment / Account Administration
6.04 FTEs

Meter Reading
12.00 FTEs
# City of Amarillo

## Department Staffing Report

**Department:** Utilities Office

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total Permanent Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00 ADM170</td>
<td></td>
<td>UTILITY BILLING MANAGER</td>
<td>1.00 ADM170 UTILITY BILLING MANAGER</td>
</tr>
<tr>
<td>1.00 ADM171</td>
<td></td>
<td>ASSISTANT MANAGER UTILITY BILLING</td>
<td>1.00 ADM171 ASSISTANT MANAGER UTILITY BILLING</td>
</tr>
<tr>
<td>1.00 CLR010</td>
<td></td>
<td>BILLING SPECIALIST</td>
<td>1.00 CLR010 BILLING SPECIALIST</td>
</tr>
<tr>
<td>1.00 CLR015</td>
<td></td>
<td>TRAINER/QUALITY ASSURANCE SPECIALIST</td>
<td>1.00 CLR015 TRAINER/QUALITY ASSURANCE SPECIALIST</td>
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<tr>
<td>2.00 CLR130</td>
<td></td>
<td>ADMINISTRATIVE SUPERVISOR</td>
<td>2.00 CLR130 ADMINISTRATIVE SUPERVISOR</td>
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<tr>
<td>16.00 CLR405</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td>16.00 CLR405 ADMINISTRATIVE ASSISTANT II</td>
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<tr>
<td>1.00 CLR941</td>
<td></td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td>1.00 CLR941 ADMINISTRATIVE TECHNICIAN</td>
</tr>
<tr>
<td>1.00 CLR947</td>
<td></td>
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<td>1.00 CLR947 ADMINISTRATIVE SPECIALIST I</td>
</tr>
<tr>
<td>10.00 TRD170</td>
<td></td>
<td>METER READER I</td>
<td>10.00 TRD170 METER READER I</td>
</tr>
<tr>
<td>2.00 TRD171</td>
<td></td>
<td>METER READER II</td>
<td>2.00 TRD171 METER READER II</td>
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38.00 Total Permanent Positions

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>2.00 HRL901</td>
<td>ACCOUNT CLERK I</td>
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40.00 Total Department 1,780.290
(52110, 52120, 52121, 52122, 52123)

Budget Comparison

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$278,282</td>
<td>$601,714</td>
<td>$646,907</td>
</tr>
<tr>
<td>Supplies</td>
<td>24,681</td>
<td>35,200</td>
<td>52,721</td>
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<tr>
<td>Contractual Services</td>
<td>150,186</td>
<td>142,750</td>
<td>152,789</td>
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<tr>
<td>Other Charges</td>
<td>9,407,597</td>
<td>10,182,250</td>
<td>10,834,533</td>
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<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>36,743,306</td>
<td>34,359,038</td>
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<tr>
<td>Debt Service</td>
<td>4,905,956</td>
<td>3,125,230</td>
<td>2,788,616</td>
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<tr>
<td>Operating Transfers</td>
<td>922,560</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$15,689,262</strong></td>
<td><strong>$50,830,450</strong></td>
<td><strong>$48,834,604</strong></td>
</tr>
</tbody>
</table>

Mission

As an acknowledged leader in the industry, the City of Amarillo Water Utilities Department is committed to supplying continuous high quality water, sewer and environmental services to our customers in a safe and efficient manner, supporting Amarillo’s high quality of life now and in the future. This is accomplished through innovative employees demonstrating teamwork, commitment and outstanding customer service.

 Strategic Approach

The Director of Utilities office provides leadership and oversight for seven divisions including Water Production, Water Transmission, Surface Water Treatment, Water Distribution, Wastewater Collection, Wastewater Treatment and Environmental Lab. The Director of Utilities office, through strategic planning processes, manages the daily operations of these departments to meet the organizational goals of the City of Amarillo and to provide clean safe drinking water to the citizens of Amarillo. The Director of Utilities places emphasis on strategic planning at all levels of the organization, to allow the Division to provide the highest level of quality customer service while ensuring our operational activities support our mission and statement.

Water and sewer utilities are faced with ever changing challenges which include rising costs, aging infrastructure, stringent regulatory requirements and a changing workforce. The Director of Utilities looks to use effective utility management practices to lead the Water Utilities Department, in order to focus our efforts and energy to meet our organizational performance goals.

The Director of Utilities Office is addressing the City Council’s priorities and City Manager’s initiatives set forth in the Blue Print for Amarillo through Implementation of Best Practices Management and Economic Development and Redevelopment. The Director of Utilities Office engages in Best Practice
management with the oversight of the seven divisions to ensure continued regulatory compliance at the Water and Wastewater Treatment Plants, continued pursuit of alternative operational and procurement strategies to minimize the use of our limited resources, continued pursuit of training strategies to broaden employees knowledge and through monitoring of customers concerns to provide, maintain, and improve customer service. The Director of Utilities closely monitors rules and regulations set forth by the American Water Works Association (AWWA), the Texas Commission on Environmental Quality (TCEQ), and the Environmental protection Agency (EPA) to ensure the Water Utilities Department is in compliance with current rules and regulations. The Director of Utilities engages in Economic Development and Redevelopment through the management of utilities infrastructure including maintenance and expansion of the current infrastructure. The Director of Utilities monitors the age of the existing infrastructure and other capital assets to execute effective improvement and replacement of infrastructure. The Director of Utilities also monitors current inventory to identify future expansion needs resulting from growth and expansion of the City.

Programs
Support and Managerial Oversight of Utilities Division
2018/19 Budget — $586,789

The Director of Utilities provides support and managerial oversight for the 7 divisions in the Water Utilities Department. The Director of Utilities Office staff was integrated with the Engineering Department staff for a reorganization to create a Capital Projects and Development Engineering group in early 2016. The Director of Utilities retained four staff positions; Director of Utilities, Assistant Director of Utilities, Administrative Assistant I and Office Administrator.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Awareness Meetings on Water Conservation</td>
<td>14</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Evaluation of Divisions to Comply with Best Practices for Department</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Number of FTE’s Supported</td>
<td>223</td>
<td>232</td>
<td>234</td>
</tr>
<tr>
<td>Regulatory Compliance Review for Divisions</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Dollar Amount of Operating Expenditures Managed for Department (in millions)</td>
<td>$15.7</td>
<td>$16.2</td>
<td>$14.3</td>
</tr>
</tbody>
</table>

Water and Sewer General
2018/19 Budget — $13,888,777

This program includes administrative and professional costs not attributable to specific Water and Sewer fund departments and personnel costs such as funding to implement the compensation and classification study.

Water and Sewer Capital
2018/19 Budget — $34,359,038

The City’s Capital Improvement Plan (“CIP”) represents the staff’s determination of projects that need to be completed during the next five years to improve the quality of life for all our citizens and to improve our present service delivery system. Director of Utilities plans for projects such as installation of new water and
sewer mains, repairs of or improvements to existing water and sewer infrastructure, and vehicles or equipment needed to for Water and Sewer fund to provide its services and meet the needs of citizens. Funding for these projects is provided by Water and Sewer fund revenues.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

Total Director of Utilities 2018/19 Budget — $48,834,604

- **DIRECTOR OF UTILITIES**
  - Support and Managerial Oversight: 5.00 FTEs
  - Water & Sewer General: 0.00 FTEs
  - Water & Sewer Capital Improvements: 0.00 FTEs
# City of Amarillo

## Department Staffing Report

**Department:** Director of Utilities

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM300</td>
<td>DIRECTOR OF UTILITIES</td>
</tr>
<tr>
<td>1.00</td>
<td>ADM301</td>
<td>ASSISTANT DIRECTOR OF UTILITIES</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR945</td>
<td>OFFICE ADMINISTRATOR</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT580</td>
<td>PROGRAM MANAGER</td>
</tr>
<tr>
<td>5.00</td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
<tr>
<td>5.00</td>
<td></td>
<td>Total Department</td>
</tr>
</tbody>
</table>

Total Department: 461,907
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 2,405,590</td>
<td>$ 2,509,502</td>
<td>$ 2,944,521</td>
</tr>
<tr>
<td>Supplies</td>
<td>3,654,324</td>
<td>4,442,430</td>
<td>4,883,987</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,134,040</td>
<td>1,665,965</td>
<td>1,667,544</td>
</tr>
<tr>
<td>Other Charges</td>
<td>15,065,706</td>
<td>15,005,768</td>
<td>15,603,155</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>597,430</td>
<td>185,000</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 22,857,090</td>
<td>$ 23,808,665</td>
<td>$ 25,099,207</td>
</tr>
</tbody>
</table>

Mission

The water production division is dedicated to protecting public health in accordance with federal and state laws governing water quality. Our focus is to provide a constant supply of high quality low cost water that satisfies the ever-changing demands of our customers.

Strategic Approach

As a major city situated in the High Plains of Texas, a safe and reliable water supply has always been and will continue to be central to Amarillo’s viability, economy, and quality of life. Extreme weather patterns over the last decade have forced a recalibration of “normal” and an intensified reliance on groundwater sources. In response to these factors combined with a growing population, economy, and many other competing needs, the City of Amarillo is working with engineers, the Texas Water Development Board (TWDB), and the Texas Commission on Environmental Quality (TCEQ) to develop and implement its most proactive and comprehensive water system plan in its history to fully integrate supply, transmission, treatment, storage, and distribution while optimizing expenditures, staffing, and management of assets in correlation with the Blueprint for Amarillo initiatives of Fiscal Responsibility and Customer Service.

Amarillo’s objective is to develop a vision with a fiscally responsible roadmap for the future by considering the current and future demands on the water system from residents, commercial interests, and fire fighting protocols. This will be an adaptable plan that can be used as the basis to match priorities and financial demands; addressing known issues, a response to growth, regulatory, and aging infrastructure triggers, and the tools to readily adapt and adjust as necessary.

Customer service is primarily directed through system improvements in water quality, and meeting pressure and quantity demands. In addition, the water production division performs community engagement by taking complaint calls and solving issues in the distribution system such as, main breaks, sewer back-ups, disconnected services and general utility inquiries with courtesy and professionalism. The water production division is also involved with the City’s conservation efforts with the Every Drop Counts campaign. Moreover, the staff works multiple events each year to promote community
awareness and education on water production and water conservation. Furthermore, we plan on developing our outreach efforts in the coming years with brochures and through the website. The staff of the Osage plant conducts educational plant tours for school groups.

During the current budget year, projects were designed and completed to increase water quality and production capacity; we replaced an obsolete chlorine safety unit; repaired / replaced several wells; and added a system of baffles in our ground storage tanks to further increase water quality. In addition, programs have been initiated to pool utility resources to improve the working conditions and safety of our staff. Other curriculum we are working towards include: the development of a citywide flushing program, qualifying for the Texas Optimization Program, conducting a vulnerability assessment, and updating our Sample Monitoring Plan.

**Programs**

**Water Production Division**

**2018/19 Budget — $7,697,677**

Management and maintenance of the four City well fields and well field pumping stations.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Groundwater Production Capacity (Billion Gallons)</td>
<td>7.000</td>
<td>7.000</td>
<td>9.000</td>
</tr>
<tr>
<td>Well Pump and Motor Replacement/Repair</td>
<td>8</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Leak Repairs</td>
<td>8</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Upgrades to the SCADA System</td>
<td>3</td>
<td>15</td>
<td>30</td>
</tr>
</tbody>
</table>

**Water Transmission Division**

**2018/19 Budget — $6,283,459**

Management and maintenance of City pumping stations and overhead storage facilities.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potable Water Tank Inspections</td>
<td>17</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Remote Station Inspections</td>
<td>575</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Water Loss Percentage*</td>
<td>12.6%</td>
<td>12.0%</td>
<td>12.0%</td>
</tr>
</tbody>
</table>

*AWWA standard for water loss is less than 12%

**Water Treatment Division**

**2018/19 Budget — $11,118,071**

Management, maintenance, treatment and state compliance testing of the Canadian River Municipal Water Authority (CRMWA) water resource.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
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<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRMWA Allocation (Billion Gallons)</td>
<td>8.5</td>
<td>10.2</td>
<td>11.0</td>
</tr>
<tr>
<td>Compliance with State / Federal Regulatory Reporting</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% Loss in Treatment Process</td>
<td>5%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Bacteriological Sampling</td>
<td>1,550</td>
<td>1,550</td>
<td>1,550</td>
</tr>
<tr>
<td>Surface Water Production Capacity (Billion Gallons)</td>
<td>9.0</td>
<td>14.7</td>
<td>15.0</td>
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</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>47</td>
<td>48</td>
<td>54</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Total Positions</td>
<td>47</td>
<td>48</td>
<td>54</td>
</tr>
</tbody>
</table>

Total Water Production, Transmission and Treatment 2018/19 Budget — $25,099,207

WATER PRODUCTION

- Water Production: 15.00 FTEs
- Water Transmission: 8.00 FTEs
- Surface Water Treatment: 31.00 FTEs
City of Amarillo

Department Staffing Report

Department: Water Production

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>TEC930</td>
<td>ELECTRONICS/INSTRUMENTATION TECH</td>
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<tr>
<td>1.00</td>
<td>TRD805</td>
<td>GROUNDWATER OPERATOR</td>
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</tr>
<tr>
<td>3.00</td>
<td>TRD915</td>
<td>ELECTRICIAN I</td>
<td></td>
</tr>
<tr>
<td>10.00</td>
<td>TRD957</td>
<td>UTILITY MAINTENANCE MECHANIC III</td>
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<tr>
<td>15.00</td>
<td></td>
<td>Total Permanent Positions</td>
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<tr>
<td>15.00</td>
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<td>Total Department</td>
<td>809,798</td>
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</tbody>
</table>

Department: Water Transmission

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>MGT910</td>
<td>TREATMENT PLANT MAINTENANCE FOREPERSON</td>
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</tr>
<tr>
<td>1.00</td>
<td>TEC930</td>
<td>ELECTRONICS/INSTRUMENTATION TECH</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TRD915</td>
<td>ELECTRICIAN I</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>TRD957</td>
<td>UTILITY MAINTENANCE MECHANIC III</td>
<td></td>
</tr>
<tr>
<td>8.00</td>
<td></td>
<td>Total Permanent Positions</td>
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</tr>
<tr>
<td>8.00</td>
<td></td>
<td>Total Department</td>
<td>412,008</td>
</tr>
</tbody>
</table>

Department: Surface Water Treatment

<table>
<thead>
<tr>
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<th>Classification</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
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<td>1.00</td>
<td>ADM175</td>
<td>WATER UTILITIES MAINTENANCE MANAGER</td>
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<tr>
<td>1.00</td>
<td>ADM320</td>
<td>WATER PRODUCTION SUPERINTENDENT</td>
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</tr>
<tr>
<td>1.00</td>
<td>CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT320</td>
<td>ELECTRONIC/INSTRUMENTATION SUPER</td>
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</tr>
<tr>
<td>1.00</td>
<td>MGT910</td>
<td>TREATMENT PLANT MAINTENANCE FOREPERSON</td>
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</tr>
<tr>
<td>1.00</td>
<td>MGT941</td>
<td>OPERATIONS CONTROL SUPERVISOR</td>
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<tr>
<td>2.00</td>
<td>TEC320</td>
<td>WATER OPERATIONS/COMPLIANCE TECHNICIAN</td>
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</tr>
<tr>
<td>1.00</td>
<td>TEC930</td>
<td>ELECTRONICS/INSTRUMENTATION TECH</td>
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<tr>
<td>1.00</td>
<td>TRD060</td>
<td>ELECTRICIAN II</td>
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<tr>
<td>1.00</td>
<td>TRD800</td>
<td>CHIEF ELECTRICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TRD801</td>
<td>CHIEF MECHANIC</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TRD910</td>
<td>CUSTODIAN I</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TRD915</td>
<td>ELECTRICIAN I</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
<tr>
<td>4.00</td>
<td>TRD957</td>
<td>UTILITY MAINTENANCE MECHANIC III</td>
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<tr>
<td>10.00</td>
<td>TRD966</td>
<td>TREATMENT PLANT OPERATOR III</td>
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<tr>
<td>31.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
<tr>
<td>31.00</td>
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<td>Total Department</td>
<td>1,722,715</td>
</tr>
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</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$3,119,973</td>
<td>$3,211,193</td>
<td>$3,261,648</td>
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<tr>
<td>Supplies</td>
<td>63,395</td>
<td>74,326</td>
<td>93,491</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,345,144</td>
<td>1,350,365</td>
<td>1,419,923</td>
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<tr>
<td>Other Charges</td>
<td>2,745,189</td>
<td>2,312,883</td>
<td>2,569,164</td>
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<tr>
<td>Inter Reimbursements</td>
<td>(698,244)</td>
<td>(537,000)</td>
<td>(537,000)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$6,575,457</strong></td>
<td><strong>$6,411,767</strong></td>
<td><strong>$6,807,226</strong></td>
</tr>
</tbody>
</table>

Mission

To provide consumers with safe and reliable water services at the lowest reasonable rates that are consistent with sound business practices. To provide reliable, high quality water service while meeting customer demand and to manage departmental resources in an open, responsible manner, at the lowest practical cost.

Strategic Approach

Water Distribution is responsible for maintenance and repair of the distribution system which supplies water to homes and businesses. The distribution system consists of 1,170 miles of water main ranging from 2” to 48”, 4538 fire hydrants, 17,944 valves and 71,691 service connections.

Water Distribution engages in the BluePrint for Amarillo by continuing to rehabilitate the infrastructure by Instituting Best Practices with internal and external sources to meet Customer Service. The City added a crew and equipment in the 2014/15 and 2015/16 budgets to concentrate on 2” water line replacement. The Utilities department started a new Water Master Plan study this year. The department will use the study to continue evaluation of the demand of the distribution system, future needs and how to operate the system in the future.

Programs

Water Distribution Administration
2018/19 Budget — $88,556
Responsible for customer calls and dispatching calls to field crews for Water and Wastewater collection. Administration staff created 6,299 work orders for Water department and 3,253 work orders for Wastewater department during 2014/15.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Staff Work Orders Created</td>
<td>9,923</td>
<td>10,000</td>
<td>10,250</td>
</tr>
<tr>
<td>Phone Calls Taken</td>
<td>14,934</td>
<td>15,000</td>
<td>15,250</td>
</tr>
</tbody>
</table>

Examples: Water Off, Emergency turn Off, Sewer Backups, Line Locate request, Water Main Breaks.

Maintenance and Repair
2018/19 Budget — $5,935,415

Responsible for the maintenance and repair of the water distribution system to ensure uninterrupted service to customers. The distribution system includes 1,170 miles of water mains, 17,944 valves and 71,493 active accounts.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Breaks</td>
<td>269</td>
<td>220</td>
<td>200</td>
</tr>
<tr>
<td>Fire Hydrants Repaired</td>
<td>320</td>
<td>150</td>
<td>125</td>
</tr>
<tr>
<td>Water Valves Worked/Exercised</td>
<td>1,049</td>
<td>1,250</td>
<td>1,250</td>
</tr>
</tbody>
</table>

New Construction Service Taps and Main Extensions
2018/19 Budget — $373,503

Responsible for in the installation of new water services from 5/8” to 4”, fire lines and installing new water mains as needed. The department O&M covers the labor and equipment cost for new construction.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Water Taps Installed</td>
<td>160</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Water Taps Abandoned</td>
<td>45</td>
<td>50</td>
<td>55</td>
</tr>
<tr>
<td>% New Tap Cost to Department</td>
<td>41%</td>
<td>42%</td>
<td>43%</td>
</tr>
<tr>
<td>New tap Cost to Department</td>
<td>$271,191.80</td>
<td>$285,000</td>
<td>$295,000</td>
</tr>
<tr>
<td>New taps Customers cost</td>
<td>$160,175.80</td>
<td>$170,000</td>
<td>$170,000</td>
</tr>
<tr>
<td>Years to Recover City cost for new Taps</td>
<td>3.0 Years</td>
<td>3.4 Years</td>
<td>3.7 Years</td>
</tr>
<tr>
<td>Work Orders Completed</td>
<td>$667,757</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
</tbody>
</table>

Water Meter Service
2018/19 Budget — $386,474
Responsible for the installation and repairs of water meters. New water meters are purchased through a CIP account. The approximate annual cost of water meters is $325,000.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meter Representatives Orders Worked</td>
<td>69,430</td>
<td>75,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Water Meters Tested</td>
<td>273</td>
<td>300</td>
<td>350</td>
</tr>
</tbody>
</table>

**Winter Weather Operations**

2018/19 Budget — $23,278

Responsible for responding to Emergency Operations Center (EOC) emergencies and removing snow from City owned property such as City Hall, Civic Center, libraries, Globe News Center and downtown streets when needed by the Street department.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response to Snow Removal</td>
<td>2</td>
<td>0</td>
<td>3</td>
</tr>
</tbody>
</table>

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>65</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Positions</strong></td>
<td><strong>65</strong></td>
<td><strong>65</strong></td>
<td><strong>65</strong></td>
</tr>
</tbody>
</table>

**Total Water Distribution Department 2018/19 Budget — $6,807,226**
City of Amarillo

Department Staffing Report

Department: Water Distribution

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00 ADM330</td>
<td>WATER AND SEWER SYSTEM SUPERINTENDENT</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM331</td>
<td>ASSISTANT WATER DIST SUPERINTENDENT</td>
<td></td>
</tr>
<tr>
<td>2.00 CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>12.00 MGT345</td>
<td>WATER/SEWER FOREPERSON I</td>
<td></td>
</tr>
<tr>
<td>3.00 MGT930</td>
<td>WATER AND SEWER SUPERVISOR II</td>
<td></td>
</tr>
<tr>
<td>3.00 MGT931</td>
<td>WATER AND SEWER SUPERVISOR I</td>
<td></td>
</tr>
<tr>
<td>11.00 TEC120</td>
<td>UTILITY TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>2.00 TRD331</td>
<td>UTILITY LOCATOR</td>
<td></td>
</tr>
<tr>
<td>2.00 TRD334</td>
<td>WATER METER MECHANIC II</td>
<td></td>
</tr>
<tr>
<td>10.00 TRD335</td>
<td>METER SERVICE REPRESENTATIVE II</td>
<td></td>
</tr>
<tr>
<td>16.00 TRD930</td>
<td>UTILITY WORKER</td>
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</tr>
</tbody>
</table>

65.00 Total Permanent Positions

3,261,648 Total Department
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$1,797,028</td>
<td>$1,927,091</td>
<td>$1,945,340</td>
</tr>
<tr>
<td>Supplies</td>
<td>390,825</td>
<td>421,048</td>
<td>466,500</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>876,849</td>
<td>809,452</td>
<td>802,456</td>
</tr>
<tr>
<td>Other Charges</td>
<td>1,929,136</td>
<td>1,980,223</td>
<td>2,185,533</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(223,999)</td>
<td>(159,269)</td>
<td>(159,269)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$4,769,839</td>
<td>$4,978,545</td>
<td>$5,240,560</td>
</tr>
</tbody>
</table>

Mission
To operate the wastewater collection system in a customer service oriented, financially sound, and efficient manner. To maintain the collection system in such a manner as to meet or exceed established regulatory water quality standards in compliance with state and federal discharge permits. To protect the public from potential diseases by properly collecting and transporting sewage to treatment facilities while providing community-wide accessibility.

Strategic Approach
Responsible for the operation and maintenance of the wastewater collection system which includes 980 miles of sewer main ranging from 6” to 54”, 12,671 manholes and 54 lift stations. Wastewater Collection fulfills its mission by proactively and systematically responding to customer calls and gathering data about the 989 mile system.

Wastewater Collection engages in the Blueprint for Amarillo by continuing to Institute Best Practices to rehabilitate of the infrastructure with internal or external sources to meet Customer Service. The department completed a Wastewater Master Plan Study in 2013 that produced a Dynamic Planning Tool (DPT). Wastewater Collection will utilize the new DPT to schedule Capital Improvement Projects (CIP) and to identify target areas for internal projects for infrastructure replacement.

Programs
Maintenance and Repair
2018/19 Budget — $5,075,698
Responsible for the maintenance and repair of the wastewater collection system including 980 miles of sewer mains, 12,386 sewer manholes, 69,251 sewer service tap connections and 54 lift stations.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sewer Mains Repairs</td>
<td>185</td>
<td>160</td>
<td>150</td>
</tr>
<tr>
<td>Sewer Manholes Adjusted</td>
<td>147</td>
<td>85</td>
<td>75</td>
</tr>
<tr>
<td>Miles of Sewer Cleaned</td>
<td>471</td>
<td>480</td>
<td>480</td>
</tr>
<tr>
<td>Miles of Sewer Televised</td>
<td>15</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Total Sewer Calls Received</td>
<td>806</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Total Sewer Calls that were Not Stops</td>
<td>584</td>
<td>550</td>
<td>550</td>
</tr>
<tr>
<td>Lift Station Checks Yearly</td>
<td>6,972</td>
<td>6,500</td>
<td>6,500</td>
</tr>
</tbody>
</table>

New Construction Service Taps and Main Extensions
2018/19 Budget — $164,862

Responsible for in the installation of new sewer taps and installing new sewer mains as needed. The Department O&M covers the labor and equipment cost for new construction.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Sewer Taps Installed</td>
<td>101</td>
<td>110</td>
<td>100</td>
</tr>
<tr>
<td>Sewer Taps Abandoned</td>
<td>45</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>% New Tap Cost to Department</td>
<td>54%</td>
<td>55%</td>
<td>61%</td>
</tr>
<tr>
<td>New Tap Cost to Department</td>
<td>$174,457</td>
<td>$190,000</td>
<td>$190,000</td>
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<tr>
<td>New taps Customers cost</td>
<td>$80,400</td>
<td>$85,250</td>
<td>$77,500</td>
</tr>
<tr>
<td>Years to Recover City cost for new Taps</td>
<td>4.7 Years</td>
<td>4.8 Years</td>
<td>5.7 Years</td>
</tr>
<tr>
<td>Work Orders Completed</td>
<td>$216,205</td>
<td>$60,000</td>
<td>$45,000</td>
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Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>38</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>38</td>
<td>38</td>
<td>38</td>
</tr>
</tbody>
</table>

Total Wastewater Collection 2018/19 Budget — $5,240,560
WASTEWATER COLLECTION

- Maintenance and Repair
  36.80 FTEs

- New Construction Service Taps/Main Extensions
  1.20 FTEs
## City of Amarillo

### Department Staffing Report

**Department:** Waste Water Collection

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td>38.00</td>
</tr>
<tr>
<td>1.00 ADM340</td>
<td></td>
<td>ASSISTANT WASTEWATER COLL. SUPERINTENDENT</td>
<td></td>
</tr>
<tr>
<td>5.00 MGT345</td>
<td></td>
<td>WATER/SEWER FOREPERSON I</td>
<td></td>
</tr>
<tr>
<td>3.00 MGT930</td>
<td></td>
<td>WATER AND SEWER SUPERVISOR II</td>
<td></td>
</tr>
<tr>
<td>1.00 MGT931</td>
<td></td>
<td>WATER AND SEWER SUPERVISOR I</td>
<td></td>
</tr>
<tr>
<td>5.00 TEC120</td>
<td></td>
<td>UTILITY TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00 TEC340</td>
<td></td>
<td>ODOR CONTROL TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00 TEC930</td>
<td></td>
<td>ELECTRONICS/INSTRUMENTATION TECH</td>
<td></td>
</tr>
<tr>
<td>3.00 TRD342</td>
<td></td>
<td>LIFT STATION MAINTENANCE MECHANIC II</td>
<td></td>
</tr>
<tr>
<td>14.00 TRD930</td>
<td></td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
<tr>
<td>3.00 TRD954</td>
<td></td>
<td>UTILITY MAINTENANCE MECHANIC I</td>
<td></td>
</tr>
<tr>
<td>1.00 TRD960</td>
<td></td>
<td>UTILITY OPERATOR</td>
<td></td>
</tr>
<tr>
<td>38.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>38.00</td>
</tr>
</tbody>
</table>

**Total Department:** 1,945,340
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$2,664,796</td>
<td>$2,685,307</td>
<td>$2,366,644</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,584,903</td>
<td>1,940,337</td>
<td>1,978,379</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>701,886</td>
<td>1,266,855</td>
<td>1,277,789</td>
</tr>
<tr>
<td>Other Charges</td>
<td>2,509,402</td>
<td>2,558,116</td>
<td>2,675,124</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$7,460,987</td>
<td>$8,450,615</td>
<td>$8,297,936</td>
</tr>
</tbody>
</table>

Mission

To operate the Wastewater Treatment plants to meet federal and state regulations in order to protect the public health and the environment.

Strategic Approach

To provide the citizens of Amarillo with the most efficient and economical wastewater treatment possible pursuant to State and Federal Regulations.

The laboratory provides rapid and accurate analyses of water, wastewater, and bio-solids to any requesting City department by the use of approved methodologies. This facility provides a reliable source of water meeting and exceeding contract requirements for industrial cooling. This facility administers all applicable ordinances and regulations in a fair and responsible manner. It also promotes for the maximum use of reclaimed water and bio-solids while protecting the environment.

The Wastewater Treatment plants are engaged in the Blueprint for Amarillo through the Fiscal Responsibility, Civic Pride and Best Practices initiatives. The departments use maintenance funding to evaluate and prioritize repairs or replacements of the current infrastructure. Staff maintains all equipment and facilities to a professional level to enhance community appearance. The departments strive to incorporate Best Practices into all of its policies and procedures and focuses on providing a high quality effluent. The Texas Commission on Environmental Quality (TCEQ) is the regulating agency for water quality. Employees are required to be licensed through rigorous training and testing to ensure that a high quality effluent, that meets state and federal standards, is provided to protect the environment.
Programs

Wastewater Treatment
2018/19 Budget — $8,297,936

Provides treatment plant operations, reclaimed water reuse to industry, as well as bio-solids disposal to City residents, businesses and industries, so they can have environmentally safe wastewater disposal.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Violations to Discharge Permit</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Treatment plant capacity (MGD)</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Wastewater treated (MGD)</td>
<td>16.9</td>
<td>17.1</td>
<td>17.2</td>
</tr>
<tr>
<td>Reclaimed water to XCEL (MG)</td>
<td>3,294</td>
<td>2,845</td>
<td>3,000</td>
</tr>
<tr>
<td>Effluent to L. Tanglewood &amp; Creek (MG)</td>
<td>2,863</td>
<td>3,004</td>
<td>3,000</td>
</tr>
<tr>
<td>Biosolids to Landfill (Metric Tons)</td>
<td>735</td>
<td>1,200</td>
<td>1,500</td>
</tr>
</tbody>
</table>

Hollywood Road:
2018 Bi-Annual Texas Commission on Environmental Quality (TCEQ) completed with 0 demerits.
DMR-QA 37 Completed with 0 demerits.
In 2017 Hollywood Road had an average daily flow of 8.77 MGD, which is 73.1% of the 12 MGD treatment plant capacity.

River Road:
2017 Bi-Annual Texas Commission on Environmental Quality (TCEQ) completed with 0 demerits.
DMR-QA 37 Completed with 0 demerits.
In 2017 River Road had a daily average flow of 9.0 MGD which is 56% of the 16 MGD treatment plant capacity.

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>50</td>
<td>49</td>
<td>43</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total Positions</td>
<td>54</td>
<td>53</td>
<td>47</td>
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</tbody>
</table>

Total Wastewater Treatment 2018/19 Budget — $8,297,936
WASTEWATER TREATMENT

Wastewater Treatment
47.00 FTEs
## City of Amarillo

### Department Staffing Report

#### Department: River Road Water Reclamation

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 ADM165</td>
<td>WATER RECLAMATION FACILITY MANAGER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 MGT910</td>
<td>TREATMENT PLANT MAINTENANCE FOREPERSON</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 MGT941</td>
<td>OPERATIONS CONTROL SUPERVISOR</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1.00 TEC930</td>
<td>ELECTRONICS/INSTRUMENTATION TECH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 TEC942</td>
<td>PROCESS CONTROL TECHNICIAN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 TRD910</td>
<td>CUSTODIAN I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00 TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1.00 TRD951</td>
<td>EQUIPMENT OPERATOR III</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.00 TRD957</td>
<td>UTILITY MAINTENANCE MECHANIC III</td>
<td></td>
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</tr>
<tr>
<td>9.00 TRD966</td>
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<td></td>
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<tr>
<td><strong>21.00 Total Permanent Positions</strong></td>
<td></td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 HRL930</td>
</tr>
<tr>
<td><strong>23.00 Total Department</strong></td>
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</tbody>
</table>

#### Department: Hollywood Road Waste Water Treatment

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 ADM165</td>
<td>WATER RECLAMATION FACILITY MANAGER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 MGT910</td>
<td>TREATMENT PLANT MAINTENANCE FOREPERSON</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 MGT941</td>
<td>OPERATIONS CONTROL SUPERVISOR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 TEC930</td>
<td>ELECTRONICS/INSTRUMENTATION TECH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 TEC942</td>
<td>PROCESS CONTROL TECHNICIAN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 TRD910</td>
<td>CUSTODIAN I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.00 TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00 TRD951</td>
<td>EQUIPMENT OPERATOR II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00 TRD957</td>
<td>UTILITY MAINTENANCE MECHANIC III</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.00 TRD966</td>
<td>TREATMENT PLANT OPERATOR III</td>
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</tr>
<tr>
<td><strong>22.00 Total Permanent Positions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 HRL930</td>
</tr>
<tr>
<td><strong>24.00 Total Department</strong></td>
</tr>
</tbody>
</table>

23.00

388
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 1,180,776</td>
<td>$ 1,289,051</td>
<td>$ 1,270,084</td>
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<tr>
<td>Supplies</td>
<td>162,620</td>
<td>214,246</td>
<td>221,490</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>137,204</td>
<td>194,889</td>
<td>297,339</td>
</tr>
<tr>
<td>Other Charges</td>
<td>101,860</td>
<td>120,276</td>
<td>311,932</td>
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<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>68,600</td>
<td>20,500</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>(10,830)</td>
<td>(42,581)</td>
<td>(39,780)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 1,571,630</td>
<td>$ 1,844,481</td>
<td>$ 2,081,565</td>
</tr>
</tbody>
</table>

Mission
To complete regulatory requirements, and provide analytical services needed by many City departments/divisions through an Environmental Quality Division. The mission is collectively one of protection for citizens, the City, and the Environment.

Strategic Approach
To maintain a professional staff which requires a high degree of responsibility, pride, and dedication in the field of their expertise.

The Laboratory Administration Division is active in Best Practices with the Texas Commission on Environmental Quality (TCEQ) National Environmental Laboratory Accreditation Conference (NELAC) Accreditation in place. This includes fully accredited analysts and methods. A TCEQ approved Pretreatment Program is also maintained. The Stormwater Quality Program includes and maintains a TCEQ MS4 Permit. Recently the new Household Hazardous Waste Program (HHW), which is approved by the State of Texas, was completed and installed. Laboratory Administration is active in the new City workforce Safety Initiative by maintaining 42 Job Safety Analysis documents (JSA’s) for the division. Laboratory Administration provides services to other departments/divisions and supports the citizens of Amarillo for their concerns. Operations in the Environmental Laboratory Program are very active with cutting edge Technology which is used in methods and complex instruments. The output of this Technology ensures Public Safety of Drinking Water and various waste management systems. Excellence in Communication is continually provided to the Public, the Regulatory Sector, and the News Media. This division has a City of Amarillo internet presence with the Stormwater Quality Program, the Pretreatment Program, the HHW Program, and the Environmental Laboratory. All of these are located on the Amarillo.Gov homepage with good explanations of the programs and details of how State & Federal law is interfaced with the programs. Laboratory Administration provides Safe Drinking Water
Customer Service needed by requesting citizens, City departments/divisions, and private businesses. Economic Development is helped by providing active analysis and historical data concerning the quality of our Drinking water and the status of our Wastewater. We also provide guidance and data in the process of Infrastructure development in Water Treatment, Wastewater Treatment, Stormwater Quality, and Wastewater Collection Systems. Laboratory Administration is directly involved to ensure these changes are adequate, correct, and meet the needs of the various State Regulatory Programs. Our work is directly involved in ensuring private Industrial Waste Facilities maintain good housekeeping under their permits which are issued by Laboratory Administration. The Stormwater Quality Program supports Civic Pride by ensuring sediment, erosion, and construction debris do not leave construction and industrial sites. These sites have State required SWP3 plans and are inspected by this program to ensure good housekeeping procedures provide Amarillo Beautification.

Programs

Administration & Support
2018/19 Budget - $198,244

This Program is responsible for completion of 22,975 required administrative documents including permits, manifests, laboratory reports, credit card purchases, memos, deposits/cash reports, requisitions, payment vouchers, chemical inventory, and others as required by different work groups.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Administrative Documents Managed</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22,975</td>
<td>23,549</td>
<td>24,137</td>
</tr>
</tbody>
</table>

Environmental Laboratory Program
2018/19 Budget — $851,407

This Program is a Central Laboratory operation for the City of Amarillo. Analytical laboratory support is provided to many City departments & divisions. Currently this work includes approximately 68,000 parameter results within 18,564 samples with a commercial value of $1,904,000 per year. Growth in samples processed currently averages 1.54% per year. We provide high quality analytical services to all requesting departments & divisions in a timely manner with the lowest cost to the City.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Total Samples analyzed</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>18,564</td>
<td>18,850</td>
<td>19,140</td>
</tr>
</tbody>
</table>

Industrial Waste/Pretreatment Program
2018/19 Budget — $301,540

This Program manages 16 significant industries with Industrial Waste Permits. This includes monthly sampling, inspections, permitting, and reporting in a timely and professional manner. We meet and exceed all requirements of the TCEQ approved Pretreatment Program and the permits of both Wastewater Treatment Plants.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Stormwater Quality Program</th>
<th>2018/19 Budget — $437,703</th>
</tr>
</thead>
<tbody>
<tr>
<td>This Program manages 101 regulated industries. This includes sampling, inspections, and reporting. The primary City Playa Lakes are also monitored for pollution routinely. Operation and maintenance of the State/Federal MS4 Permit issued to the City is continual, and renews in a five year cycle. We professionally maintain the Program to meet the Stormwater Quality MS4 Permit, the Construction General Permit, and the Industrial General Permit.</td>
<td></td>
</tr>
</tbody>
</table>

| Performance Measures/Indicators: |
|-------------------------------|-------------------|-------------------|
| | 2016/17 Actual | 2017/18 Estimated | 2018/19 Projected |
| | 16 | 16 | 18 |
| Industries Managed under Permits | |

<table>
<thead>
<tr>
<th>Chemical Inventory Program</th>
<th>2018/19 Budget — $57,647</th>
</tr>
</thead>
<tbody>
<tr>
<td>This Program manages 8,506 chemical items within 113 City departments &amp; divisions and generates the Texas Tier Two Report annually. The Annual Chemical Inventory for all City departments &amp; divisions is conducted by this Program each year in December. The results of the 113 inventories are checked for accuracy and completeness to support generation of the primary Annual Texas Tier II Report. Interim Tier II Reports may be required at different times during the year if needed. Performance for the Program is measured by time of response, completeness, and accuracy of the data presented to TCEQ.</td>
<td></td>
</tr>
</tbody>
</table>

| Performance Measures/Indicators: |
|-------------------------------|-------------------|-------------------|
| | 2016/17 Actual | 2017/18 Estimated | 2018/19 Projected |
| | 101 | 105 | 108 |
| Industries Managed under Permits | |

<table>
<thead>
<tr>
<th>NELAC Drinking Water Bacteriology Program</th>
<th>2018/19 Budget — $217,286</th>
</tr>
</thead>
<tbody>
<tr>
<td>This Program analyzes 9,891 Drinking Water samples per year to protect over 250,000 people in 275 cities and entities in the upper Panhandle Region. Regional Bottled Water companies are also supported. We maintain TCEQ NELAC Accreditation, and provide the State with all applicable reports in a timely and accurate manner. Applied growth factor is 1.54% per year.</td>
<td></td>
</tr>
</tbody>
</table>

| Performance Measures/Indicators: |
|-------------------------------|-------------------|-------------------|
| | 2016/17 Actual | 2017/18 Estimated | 2018/19 Projected |
| | 8,506 | 8,676 | 8,849 |
| Total Chemical Items Managed | | | |

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industries Managed under Permits</td>
<td>101</td>
<td>105</td>
<td>108</td>
</tr>
<tr>
<td>Total Chemical Items Managed</td>
<td>8,506</td>
<td>8,676</td>
<td>8,849</td>
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</table>
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Total Bacteriology Samples Processed</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
</table>

**Household Hazardous Waste Program**

**2018/19 Budget — $17,738**

This Program processes 6,811 pounds of Chemical products delivered by the residential Public per year, and completes annual State reporting. We process all hazardous waste items received from the residential Public in a safe and accountable manner. Many products which are safe for consumer use are recycled back to the Public free of charge.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Pounds of Chemicals Managed</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
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</table>

**Authorized Positions**

<table>
<thead>
<tr>
<th>Permanent Positions</th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Positions</strong></td>
<td>19</td>
<td>22</td>
<td>21</td>
</tr>
</tbody>
</table>

**Total Environmental Laboratory 2018/19 Budget — $2,081,565**
LABORATORY ADMINISTRATION

- Administration and Support: 2.00 FTEs
- Environmental Lab Program: 8.59 FTEs
- Industrial Waste / Pretreatment: 3.04 FTEs
- Stormwater Quality: 4.42 FTEs
- Chemical Inventory: 0.58 FTEs
- NELAC Drinking Water Bacteriology: 2.19 FTEs
- Household Hazardous Waste Program: 0.18 FTEs
<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM355</td>
<td>CHIEF CHEMIST: ENVIRONMENTAL PROGRAMS MANAGER</td>
</tr>
<tr>
<td>1.00</td>
<td>ADM551</td>
<td>ENVIRONMENTAL ADMINISTRATOR</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR130</td>
<td>ADMINISTRATIVE SUPERVISOR</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
</tr>
<tr>
<td>1.00</td>
<td>PRF350</td>
<td>ENVIRONMENTAL CHEMIST</td>
</tr>
<tr>
<td>2.00</td>
<td>PRF351</td>
<td>CHEMIST I</td>
</tr>
<tr>
<td>2.00</td>
<td>PRF352</td>
<td>CHEMIST II</td>
</tr>
<tr>
<td>2.00</td>
<td>PRF353</td>
<td>CHEMIST III</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC335</td>
<td>INDUSTRIAL WASTE SUPERVISOR</td>
</tr>
<tr>
<td>2.00</td>
<td>TEC555</td>
<td>ENVIRONMENTAL TECHNICIAN</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC928</td>
<td>STORM WATER SUPERVISOR</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC943</td>
<td>BACTERIOLOGY TECHNICIAN</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC945</td>
<td>WATER BACTERIOLOGIST</td>
</tr>
<tr>
<td>1.00</td>
<td>TRD047</td>
<td>CUSTODIAN II</td>
</tr>
<tr>
<td>1.00</td>
<td>TRD350</td>
<td>INDUSTRIAL WASTE INSPECTOR</td>
</tr>
<tr>
<td>2.00</td>
<td>TRD351</td>
<td>STORM WATER INSPECTOR</td>
</tr>
<tr>
<td>21.00</td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
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</table>

**21.00** Total Department **1,270,084**
Budget Comparison

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$5,150,705</td>
<td>$5,006,704</td>
<td>$5,192,885</td>
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<tr>
<td>Supplies</td>
<td>233,887</td>
<td>504,084</td>
<td>720,190</td>
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<tr>
<td>Contractual Services</td>
<td>4,425,291</td>
<td>4,170,835</td>
<td>4,194,966</td>
</tr>
<tr>
<td>Other Charges</td>
<td>60,435</td>
<td>62,980</td>
<td>72,579</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>-</td>
<td>130,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$9,870,318</td>
<td>$9,744,603</td>
<td>$10,310,620</td>
</tr>
</tbody>
</table>

Mission
The City of Amarillo Solid Waste Collection Division provides for the safe and efficient collection of residential and commercial solid waste within the City limits. The Solid Waste Collection Division ensures the health, safety, and welfare of residents, commercial customers, and employees while acting in compliance with state regulations and Amarillo Municipal Ordinances.

Strategic Approach
The City Solid Waste Collection Division utilizes a fully automated, containerized trash collection system for the majority of residential and commercial customers. Residents in specific neighborhoods without alleys have curbside hand-pickup collection of their solid waste. The City of Amarillo also has a curbside big/bulky collection program as well as coordinated alley collection program for limbs and big/bulky items. The existing multiple program operation strives to maintain Civic Pride by providing many solid waste collection services for the public in accordance with Best Practices.

Programs
Division Administration/Support
2018/19 Budget — $495,892

Administration/Support is responsible for management of the multi-faceted Solid Waste Collection Division.

Residential Collection Services
2018/19 Budget — $4,955,971
Currently, the City of Amarillo provides residential collection using side-load dumpsters as well as curb-side bag collection in neighborhoods without alleys. Beginning in this budget year, the City of Amarillo, will start providing automated curb cart service to customers with dumpsters in front of their homes, those with dead-end alleys or safety concerns, and customers currently receiving curbside hand collection. The City plans to begin with approximately 4,000 customers, adding another 4,000 mid-year.

Each 3-cubic-yard, side-loader dumpster for solid waste disposal, will generally serve three to five households. At present, there are approximately 19,000 of the 3-cubic-yard, side-loader dumpsters serving approximately 60,000 residences within the City limits.

There are 3,200 residences that are on curb-side trash bag collection service. The curb-side collection is divided into five different rear-loader truck routes. The curb-side customer’s trash bags are collected on either Monday and Thursday, or Tuesday and Friday.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Single Family Residential – Alley and Street Dumpsters</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households</td>
<td>59,349</td>
<td>60,179</td>
<td>55,401</td>
</tr>
<tr>
<td>Cost of Service per Month</td>
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<td>$16.00</td>
<td>$16.39</td>
</tr>
<tr>
<td><strong>Single Family Residential – Curbside Manual</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households</td>
<td>3,280</td>
<td>3,280</td>
<td>693</td>
</tr>
<tr>
<td>Cost of Service per Month</td>
<td></td>
<td>$32.29</td>
<td>$40.13</td>
</tr>
<tr>
<td><strong>Single Family Residential – Curb Cart</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households</td>
<td>NA</td>
<td>NA</td>
<td>8,000</td>
</tr>
<tr>
<td>Cost of Service per Month**</td>
<td>NA</td>
<td>NA</td>
<td>$8.51</td>
</tr>
<tr>
<td>Monthly Solid Waste Rate***</td>
<td>$15.41</td>
<td>$15.41</td>
<td>$16.76</td>
</tr>
</tbody>
</table>

*Costs do not include the enhanced big and bulky program.

**Conservative estimate considering only 30% route density. Costs decrease with higher density.

***Includes additional 3 big & bulky crews, and 2 chipper crews

**Recycling Centers**  
2018/19 Budget — $54,990

Solid Waste Collection cleans and maintains the five Household Collection Sites located in the City. The centers accept used motor oil, oil filters, tin cans, and aluminum cans. The recycling centers are cleaned and the oil filters removed at least twice per week by the Chipper Crew personnel.

**Big & Bulky Collection Crews and Chipper Crews**  
2018/19 Budget — $1,631,042

The City has seven Lightning Loader trucks with six crews available to operate on five different routes to collect the large bulky items such as large tree stumps, furniture, appliances, and other junk. Last year, the two Chipper Crews were merged with the Lightning Loader Collection Crews, and are now collecting the brush as well as the big and bulky within the alleys.
A Curbside Big & Bulky program was added during the previous budget year and allows customers to contact the Solid Waste Collection Division to schedule a pickup of big & bulky items from their curb. Once a customer calls Solid Waste, they are given a date to set out their items and the crew collects them from their curb. Do to the popularity of this program, the Solid Waste Collection Division anticipates changing the program within the budget year to allow for curbside collection days by neighborhood or zone.

<table>
<thead>
<tr>
<th>Performance Measures/Indicators:</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alley Cleanup Requests</td>
<td>NA</td>
<td>7,200</td>
<td>7,500</td>
</tr>
<tr>
<td>Alley Cleanup Requests Completed</td>
<td>NA</td>
<td>4,500</td>
<td>7,500</td>
</tr>
<tr>
<td>Curbside Big &amp; Bulky Pickup Requests</td>
<td>NA</td>
<td>9,500</td>
<td>10,900</td>
</tr>
<tr>
<td>Curbside Service Requests Completed</td>
<td>NA</td>
<td>9,500</td>
<td>10,900</td>
</tr>
</tbody>
</table>

**Brush Sites & Composting**  
**2018/19 Budget — $297,535**

The City of Amarillo will be opening two brush sites for residents to dispose of their tree limbs and brush. These sites reduce the amount of limbs placed in the alleys by tree trimming contractors and residents. The brush and limbs at these two locations will be processed and transferred to the compost facility at the City of Amarillo Landfill. The tub grinder and operators, currently located at the landfill, will be used at the brush sites to grind the limbs and brush for transport.

The new brush sites will provide organic material needed for the compost site at the landfill. The compost facility is another year away from having quality compost available for sale, but will utilized the materials collected from the City’s brush sites to grow this program. The compost site will allow the citizens and businesses of Amarillo to divert waste from the Landfill to the compost site, expanding the life of the Landfill.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total cubic yards of ground wood chips</td>
<td>29,806</td>
<td>55,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Tub grinder costs (per cubic yard of wood chips)</td>
<td>$5.43</td>
<td>$5.43</td>
<td>$5.43</td>
</tr>
<tr>
<td>Tub grinder hours operated</td>
<td>680</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Tub grinder costs per hour</td>
<td>$497.50</td>
<td>$497.50</td>
<td>$532.32</td>
</tr>
</tbody>
</table>

**Dumpster Paint and Repair Operation**  
**2018/19 Budget — $1,090,962**

The Solid Waste Collection Division operates a container repair and painting operation.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dumpster Service Requests</td>
<td>NA</td>
<td>1,700</td>
<td>1,650</td>
</tr>
<tr>
<td>Dumpsters Repaired</td>
<td>NA</td>
<td>1,253</td>
<td>1,120</td>
</tr>
<tr>
<td>Dumpsters Replaced</td>
<td>NA</td>
<td>447</td>
<td>530</td>
</tr>
</tbody>
</table>

Commercial Collection Services
2018/19 Budget — $1,784,228

The City’s Commercial Collection Services provide service to approximately 6,400 business customers using either 8-cubic-yard front loading containers or 3-cubic-yard side loading dumpsters. The front-end loader collection trucks collect 58% of the waste generated from commercial customers. Smaller businesses and apartment complexes utilize the smaller 3-cubic-yard side loading containers. Due to very competitive pricing from private commercial haulers with three year term contracts and national chain service agreements, the commercial collection service has seen a decrease in customers and service from past years.

With the implementation of non-exclusive franchise fees, the Solid Waste Collection Division will evaluate options to gradually withdraw from commercial collection services.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Workload</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial 3-CY customers (3+ times per week)</td>
<td>2,721</td>
<td>2,721</td>
<td>2,500</td>
</tr>
<tr>
<td>Commercial 8-CY customers</td>
<td>953</td>
<td>953</td>
<td>970</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th>Authorized Positions</th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>102</td>
<td>103</td>
<td>103</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>104</td>
<td>105</td>
<td>105</td>
</tr>
</tbody>
</table>

Total Solid Waste Collection 2018/19 Budget — $10,310,620
SOLID WASTE COLLECTION

- Residential Collection: 40.37 FTEs
- Residential Curb-side Collection: 10.10 FTEs
- Recycling Centers: 0.56 FTEs
- Lightning Loader Collection: 16.61 FTEs
- Brush Site / Tub Grinder Operation: 3.03 FTEs
- Dumpster Paint and Repair: 11.11 FTEs
- Commercial Collection: 18.17 FTEs
- Administration / Support: 5.05 FTEs
### City of Amarillo

#### Department Staffing Report

**Department:** Solid Waste Collection

<table>
<thead>
<tr>
<th>Permanent Positions</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00 ADM240</td>
<td>SOLID WASTE SUPERINTENDENT</td>
<td></td>
</tr>
<tr>
<td>1.00 ADM241</td>
<td>ASSISTANT SOLID WASTE SUPERINTENDENT</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR410</td>
<td>ADMINISTRATIVE ASSISTANT III</td>
<td></td>
</tr>
<tr>
<td>1.00 CLR941</td>
<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>2.00 MGT240</td>
<td>SOLID WASTE SERVICE COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>5.00 MGT241</td>
<td>ROUTE SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>1.00 MGT260</td>
<td>MAINTENANCE SHOP COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>1.00 TEC560</td>
<td>SOLID WASTE SERVICE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00 TEC915</td>
<td>ASSISTANT SOLID WASTE SERVICE COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>2.00 TRD240</td>
<td>WELDER I</td>
<td></td>
</tr>
<tr>
<td>1.00 TRD241</td>
<td>WELDER II</td>
<td></td>
</tr>
<tr>
<td>15.00 TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
<tr>
<td>53.00 TRD952</td>
<td>SOLID WASTE EQUIPMENT OPERATOR I</td>
<td></td>
</tr>
<tr>
<td>17.00 TRD953</td>
<td>SOLID WASTE EQUIPMENT OPERATOR II</td>
<td></td>
</tr>
<tr>
<td>103.00</td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 HRL930</td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Department</th>
<th>5,192,885</th>
</tr>
</thead>
</table>

400
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 1,850,409</td>
<td>$ 2,083,749</td>
<td>$ 2,173,233</td>
</tr>
<tr>
<td>Supplies</td>
<td>128,327</td>
<td>160,065</td>
<td>124,178</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>2,059,541</td>
<td>2,037,676</td>
<td>2,130,182</td>
</tr>
<tr>
<td>Other Charges</td>
<td>224,151</td>
<td>317,439</td>
<td>317,683</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 4,262,428</td>
<td>$ 4,598,929</td>
<td>$ 4,745,276</td>
</tr>
</tbody>
</table>

Mission

The City of Amarillo Solid Waste Disposal Division provides for the safe and environmentally efficient processing, transportation, compaction, and daily cover of the community’s waste at the Transfer Station and Landfill operations in compliance with the federal, state, local permit regulations, and in accordance with Best Practices. The Landfill accepts solid waste and debris from the Transfer Station, other municipal departments, commercial contract haulers, contractors, private citizens, and neighboring communities. Solid Waste Disposal strives to provide excellent Customer Service, while always striving to improve Safety of the employees and citizens that utilize the Transfer Station and Landfill.

Strategic Approach

The Solid Waste Disposal Division operates a Transfer Station that receives the refuse from commercial and residential collection vehicles. The Transfer Station is centrally located within the city limits of Amarillo, at the City Service Center, and reduces the overall transportation costs of hauling refuse to the Landfill.

The Landfill strategic approach is to maintain compliance with federal and state environmental laws, while serving the needs of the citizens of Amarillo through efficient service and Best Practices, while enhancing Civic Pride through efficient waste disposal. This approach will be implemented utilizing Safety first, with a strong emphasis on Customer Service.

Programs

Transfer Station
2018/19 Budget — $1,792,420

The Transfer Station provides for a central location to efficiently transfer refuse from the collection routes to the Landfill for disposal.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workload</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tons collected</td>
<td>158,807</td>
<td>181,566</td>
<td>182,000</td>
</tr>
</tbody>
</table>

**Landfill**

2018/19 Budget — $2,952,856

The Landfill weighs the incoming refuse, and compacts and covers all incoming debris daily. The Landfill recycles appliances, miscellaneous metal, used tires, etc. The facility must collect air samples, ground water samples, surface water run-off samples, and water well samples to assure compliance with federal, state, and local permit operating regulations. The City of Amarillo Landfill has an expected life of approximately another 100 years.

The Solid Waste Division is actively pursuing ways to reduce, reuse and recycle to expand the Landfill’s lifespan. One such effort is the composting site located at the landfill. This facility is approximately a year away from having quality compost available for sale, but will utilize the materials collected from the City’s brush sites to grow this program. The compost site will allow the citizens and businesses of Amarillo to divert waste from the Landfill to the compost site, expanding the life of the Landfill.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workload</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of incoming loads</td>
<td>36,392</td>
<td>46,733</td>
<td>47,000</td>
</tr>
<tr>
<td>Tons of solid waste received</td>
<td>243,339</td>
<td>281,382</td>
<td>282,000</td>
</tr>
<tr>
<td>Used tires recycled</td>
<td>9,691</td>
<td>10,731</td>
<td>11,000</td>
</tr>
</tbody>
</table>

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>40</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>42</td>
<td>44</td>
<td>44</td>
</tr>
</tbody>
</table>

**Total Solid Waste Disposal 2018/19 Budget — $4,745,276**
SOLID WASTE DISPOSAL

Transfer Station
  16.62 FTEs

Landfill
  27.38 FTEs
## City of Amarillo
### Department Staffing Report

**Department:** Solid Waste Disposal

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent Positions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT250</td>
<td>LANDFILL SUPERVISOR</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT251</td>
<td>ASSISTANT LANDFILL SUPERVISOR</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT252</td>
<td>TRANSFER STATION SUPERVISOR</td>
</tr>
<tr>
<td>1.00</td>
<td>MGT253</td>
<td>ASSISTANT TRANSFER STATION SUPERVISOR</td>
</tr>
<tr>
<td>2.00</td>
<td>TEC150</td>
<td>ENVIRONMENTAL COMPLIANCE TECHNICIAN</td>
</tr>
<tr>
<td>2.00</td>
<td>TRD250</td>
<td>TRANSFER STATION OPERATOR</td>
</tr>
<tr>
<td>3.00</td>
<td>TRD252</td>
<td>GATE ATTENDANT</td>
</tr>
<tr>
<td>9.00</td>
<td>TRD255</td>
<td>DISPOSAL EQUIPMENT OPERATOR</td>
</tr>
<tr>
<td>13.00</td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
</tr>
<tr>
<td>8.00</td>
<td>TRD952</td>
<td>SOLID WASTE EQUIPMENT OPERATOR I</td>
</tr>
<tr>
<td>1.00</td>
<td>TRD972</td>
<td>TRANSFER STATION MAINTENANCE MECHANIC</td>
</tr>
<tr>
<td><strong>42.00</strong></td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
</tbody>
</table>

| **Part-Time Positions** |                |                                            |
| 1.00                  | HRL251         | TRANSFER TRUCK DRIVER                      |
| 1.00                  | HRL930         | UTILITY WORKER                              |
| 2.00                  |                | Total Part-Time Positions                   |

**Total Department:** 2,173,233
**Budget Comparison**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$1,309,767</td>
<td>$1,691,310</td>
<td>$1,795,128</td>
</tr>
<tr>
<td>Supplies</td>
<td>185,836</td>
<td>194,605</td>
<td>226,275</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>957,724</td>
<td>965,257</td>
<td>933,700</td>
</tr>
<tr>
<td>Other Charges</td>
<td>553,148</td>
<td>617,022</td>
<td>709,576</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>2,425,000</td>
<td>11,729,601</td>
</tr>
<tr>
<td>Debt Service</td>
<td>40,240</td>
<td>254,644</td>
<td>744,644</td>
</tr>
<tr>
<td>Inter Reimbursements</td>
<td>-</td>
<td>(50,000)</td>
<td>(50,000)</td>
</tr>
<tr>
<td>Operating Transfers</td>
<td>244,958</td>
<td>-</td>
<td>1,550</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$3,291,673</td>
<td>$6,097,838</td>
<td>$16,090,474</td>
</tr>
</tbody>
</table>

**Mission**

To work cooperatively to provide the community with a safe and efficient drainage system and to provide our services in a respectful, courteous, and responsive manner.

**Strategic Approach**

The Drainage Utility department is entering its seventh year of operating and maintaining the City’s drainage system. The Drainage Utility supports the goals and initiatives set out in the Council Pillars and City Manager Initiatives by maintaining the City’s storm water drainage infrastructure utilizing recommended Best Practices for customer billing assistance, street sweeping, inspection, inventory management, cleaning, rehabilitation, and repair of all municipal drainage facilities (such as concrete channels, gutters, outfalls, inlets, culverts, storm pipe, open channels, storm water pumps, and playa lakes).

The principal guidance documents that provide assistance in the department’s planning and operations are the Council Pillars and City Manager Initiatives, the City of Amarillo Drainage Utility Study (December 2011), the Martin Road Lake Storm Water Master Plan (November 2013), the Tee Anchor Drainage Master Plan (July 2014), the Storm Water Management Master Plan (April 1993), and the Storm Water Management Criteria Manual (April 1995). The Drainage Utility department is working toward certification through The American Public Works Association (APWA) as a Best Practices department and is using APWA’s Public Works Management Practices Manual, 8th Edition, as a guidance document.
Programs

Drainage Utility Administration/Support
2018/19 Budget - $587,355

Provide administration and support services to the drainage utility system through the foundations of Infrastructure Planning, implementation of Best Practices, and implementation of the City’s Safety programs.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Service Request Processed</td>
<td>233</td>
<td>315</td>
<td>320</td>
</tr>
<tr>
<td>Customer’s Service Request Processing (callback to customer within 48 hours)</td>
<td>95.22%</td>
<td>97%</td>
<td>99%</td>
</tr>
</tbody>
</table>

Drainage Infrastructure and Maintenance
2018/19 Budget - $2,762,340

Meet the Infrastructure Planning, Safety Programs, Civic Pride and Best Practices initiatives of the Council Pillars and City Manager Initiatives by inspecting, maintaining and repairing the drainage system. Maintain the drainage system to operate efficiently and to provide for the safest transport and removal of storm waters.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storm Sewer Inspected, Cleaned or Maintained (Linear Feet)</td>
<td>96,985</td>
<td>91,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Percentage of system</td>
<td>11.0%</td>
<td>10.4%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Storm Sewer Cleaned or Maintained (Per LF)</td>
<td>$3.11</td>
<td>$1.85</td>
<td>$1.60</td>
</tr>
<tr>
<td>Storm Sewer Internal Inspections (Linear Feet)</td>
<td>83,476</td>
<td>55,000</td>
<td>65,000</td>
</tr>
<tr>
<td>Percentage of system</td>
<td>9.5%</td>
<td>6.3%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Storm Sewer Internal Inspections (Per LF)</td>
<td>$2.12</td>
<td>$1.75</td>
<td>$1.65</td>
</tr>
<tr>
<td>Drainage Channel Maintenance (Linear Feet)</td>
<td>11,586</td>
<td>17,000</td>
<td>18,000</td>
</tr>
<tr>
<td>Percentage of system</td>
<td>27.8%</td>
<td>36.0%</td>
<td>38.0%</td>
</tr>
<tr>
<td>Drainage Channel Maintenance (Per LF)</td>
<td>$4.21</td>
<td>$5.00</td>
<td>$4.50</td>
</tr>
<tr>
<td>Curb &amp; Gutter Maintenance (Linear Feet)</td>
<td>5,813</td>
<td>8,248</td>
<td>8,500</td>
</tr>
<tr>
<td>Percentage of system</td>
<td>.10%</td>
<td>.17%</td>
<td>.19%</td>
</tr>
<tr>
<td>Curb &amp; Gutter Maintenance (Per LF)</td>
<td>$47.35</td>
<td>$30.66</td>
<td>$30.00</td>
</tr>
<tr>
<td>Drainage Inlets Inspection &amp; Maintenance</td>
<td>1,914</td>
<td>2,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Percentage of system</td>
<td>47%</td>
<td>50%</td>
<td>62%</td>
</tr>
<tr>
<td>Manhole Inspection &amp; Maintenance</td>
<td>259</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Percentage of system</td>
<td>51%</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

406
Environmental Maintenance
2018/19 Budget - $810,850

Sweep streets on a regular basis not only to improve Customer Service but also to reduce contaminants regulated by State and Federal agencies. Cover approximately 20,000 centerline miles of curbed streets.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streets Swept (Centerline Miles)</td>
<td>16,622</td>
<td>20,000</td>
<td>21,000</td>
</tr>
<tr>
<td>Programmed Street Swept (% of Total)</td>
<td>98%</td>
<td>105%</td>
<td>100%</td>
</tr>
<tr>
<td>Cost of Street Sweeping (Per Centerline Mile)</td>
<td>$63.53</td>
<td>$48.00</td>
<td>$45.00</td>
</tr>
</tbody>
</table>

Drainage Utility Fee Maintenance
2018/19 Budget - $200,328

Maintain and adjust the customer database for billing as changes occur on service properties in keeping with Best Practices. Revenues for the Drainage Utility are provided through the fees billed to approximately 77,000 drainage utility accounts.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drainage Utility Bills Adjusted</td>
<td>312</td>
<td>953</td>
<td>1,000</td>
</tr>
</tbody>
</table>

Drainage Capital Improvement Plan
2018/19 Budget - $11,729,601

Determination of projects that need to be completed during the next five years to improve the quality of life for all citizens and to improve the present service delivery system. Drainage Utility plans for projects such as installation of new storm sewers, repair or improvement to existing storm sewer infrastructure, new construction, and vehicles and equipment to expand the Drainage Utility function.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Approved CIP Projects</td>
<td>4</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Approved CIP Funding</td>
<td>$1,906,525</td>
<td>$2,425,000</td>
<td>$11,700,000</td>
</tr>
</tbody>
</table>
## Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td>31</td>
<td>32</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>29</td>
<td>31</td>
<td>32</td>
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</tbody>
</table>

Total Drainage Utility 2018/19 Budget — $16,090,474

![Diagram of Drainage Utility]
## City of Amarillo

### Department Staffing Report

**Department:** Drainage Utility

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>1.00</td>
<td>ADM090</td>
<td>DRAINAGE UTILITY ASSISTANT SUPERINTENDENT</td>
<td></td>
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<tr>
<td>1.00</td>
<td>ADM105</td>
<td>DRAINAGE UTILITY SUPERINTENDENT</td>
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</tr>
<tr>
<td>1.00</td>
<td>CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR941</td>
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<td></td>
</tr>
<tr>
<td>3.00</td>
<td>MGT224</td>
<td>DRAINAGE UTILITY FOREPERSON</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>MGT225</td>
<td>DRAINAGE UTILITY SUPERVISOR</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>TEC932</td>
<td>STORM SEWER TECHNICIAN</td>
<td></td>
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<tr>
<td>1.00</td>
<td>TRD220</td>
<td>EQUIPMENT OPERATOR IV</td>
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</tr>
<tr>
<td>2.00</td>
<td>TRD221</td>
<td>EQUIPMENT OPERATOR I</td>
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</tr>
<tr>
<td>2.00</td>
<td>TRD222</td>
<td>CONCRETE FINISHER</td>
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<td>9.00</td>
<td>TRD930</td>
<td>UTILITY WORKER</td>
<td></td>
</tr>
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<td>5.00</td>
<td>TRD950</td>
<td>EQUIPMENT OPERATOR II</td>
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<td>1.00</td>
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<td>EQUIPMENT OPERATOR III</td>
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<td>TRD960</td>
<td>UTILITY OPERATOR</td>
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<td>32.00</td>
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<td>Total Permanent Positions</td>
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32.00 Total Department 1,795,128
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Development Services</td>
<td></td>
<td></td>
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<tr>
<td>1021 Office of Economic Develo</td>
<td>91,306</td>
<td>180,617</td>
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<tr>
<td>1410 Public Works</td>
<td>298,527</td>
<td>442,017</td>
<td>463,969</td>
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<tr>
<td>1415 Capital Projects &amp; Develo</td>
<td>993,815</td>
<td>1,284,269</td>
<td>1,121,462</td>
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<tr>
<td>1720 Planning and Development</td>
<td>474,756</td>
<td>689,288</td>
<td>911,052</td>
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<tr>
<td>1731 Traffic Administration</td>
<td>460,874</td>
<td>662,129</td>
<td>682,787</td>
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<tr>
<td>1740 Building Safety</td>
<td>2,768,601</td>
<td>2,950,531</td>
<td>2,854,881</td>
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<td>1750 Environmental Health</td>
<td>1,099,517</td>
<td>1,164,986</td>
<td>1,281,055</td>
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<tr>
<td>1000 General Fund</td>
<td>6,187,396</td>
<td>7,373,837</td>
<td>7,315,206</td>
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<tr>
<td>2420 Urban Transportation Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24200 Urban Transportation Plan</td>
<td>421,658</td>
<td>436,878</td>
<td>439,512</td>
</tr>
<tr>
<td>2420 Urban Transportation Plan</td>
<td>421,658</td>
<td>436,878</td>
<td>439,512</td>
</tr>
<tr>
<td>2425 Photographic Traffic Enfo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24250 Photographic Traffic Enf</td>
<td>1,175,603</td>
<td>1,172,665</td>
<td>1,171,297</td>
</tr>
<tr>
<td>2425 Photographic Traffic Enfo</td>
<td>1,175,603</td>
<td>1,172,665</td>
<td>1,171,297</td>
</tr>
<tr>
<td>5200 Water &amp; Sewer Fund</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>52115 Capital Projects &amp; Devel</td>
<td>1,120,621</td>
<td>1,540,262</td>
<td>1,303,253</td>
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<tr>
<td>5200 Water and Sewer System Fu</td>
<td>1,120,621</td>
<td>1,540,262</td>
<td>1,303,253</td>
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<tr>
<td>Development Services Total Expenditures</td>
<td>8,905,278</td>
<td>10,523,642</td>
<td>10,229,268</td>
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Budget Comparison

<table>
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<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 287,761</td>
<td>$ 464,848</td>
<td>$ 487,678</td>
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<tr>
<td>Supplies</td>
<td>8,171</td>
<td>1,250</td>
<td>1,250</td>
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<tr>
<td>Contractual Services</td>
<td>43,883</td>
<td>6,030</td>
<td>6,030</td>
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<tr>
<td>Other Charges</td>
<td>16,550</td>
<td>11,810</td>
<td>10,932</td>
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<tr>
<td>Inter Reimbursements</td>
<td>(57,838)</td>
<td>(41,921)</td>
<td>(41,921)</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 298,527</strong></td>
<td><strong>$ 442,017</strong></td>
<td><strong>$ 463,969</strong></td>
</tr>
</tbody>
</table>

Mission

The Public Works department aims to enhance the quality of life for its residents and visitors, and to promote economic development for our community by strategically providing and maintaining public infrastructure and municipal services in a resilient manner.

Strategic Approach

The primary function of the Public Works department is to provide administrative support and managerial direction to the six divisions within the Public Works department, which are: Streets Services, Solid Waste Collection & Disposal, Traffic Field Operations, Traffic Engineering, Fleet Services, and Drainage Utility. The Public Works department provides coordination, operational direction, and administrative support to these divisions. These responsibilities are accomplished through the department’s singular program of Administration & Support Services.

Programs

Division Administration/Support
2018/19 Budget — $463,969

Provide management and oversight to the Solid Waste Collection and Disposal, Fleet Services, Traffic, Streets, and Drainage operations.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2015/16 Actual</th>
<th>2016/17 Estimated</th>
<th>2017/18 Projected</th>
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</thead>
<tbody>
<tr>
<td>Number of Full-Time Employees Supported</td>
<td>332</td>
<td>337</td>
<td>340</td>
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<tr>
<td>Expenditures Managed (millions)</td>
<td>$53.4</td>
<td>$59.4</td>
<td>$70.1</td>
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Authorized Positions

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Positions</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Public Works Department 2018/19 Budget — $463,969

PUBLIC WORKS

Division Administration and Support
4.00 FTEs
## Department Staffing Report

**Department:** Public Works

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>ADM200</td>
<td>DIRECTOR OF PUBLIC WORKS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM201</td>
<td>ASSISTANT DIRECTOR OF PUBLIC WORKS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR947</td>
<td>ADMINISTRATIVE SPECIALIST I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT580</td>
<td>PROGRAM MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.00</td>
<td></td>
<td>Total Department</td>
<td></td>
<td>487,678</td>
</tr>
</tbody>
</table>
Mission
The Capital Projects and Development (CP&D) Engineering department’s mission is to facilitate safe, well-planned community improvements. The Department acts with integrity, accountability and transparency to provide the highest level of service for an improved overall City.

Strategic Approach
CP&D Engineering is a full service department made up of a team of professionals in the fields of surveying, drafting, GIS, project management, construction inspection, engineering, and administration. The department is committed to the strategic objectives in the City of Amarillo’s BluePrint for Amarillo each initiative is considered as part of the daily work of the department.

The CP&D Engineering department is committed to providing Customer Service to the citizens of Amarillo, engineering services to other City divisions and departments, and to provide regulatory oversight to private development in order to achieve the objectives of the City. The department commits to the health, Public Safety, and welfare of the general population by ensuring compliance with laws and regulations governing the design and construction of public drinking water production and supply systems; public wastewater collection, treatment, and disposal systems; public storm water infrastructure; public solid waste disposal systems; and the public right-of-way.

The department contributes to the overall efforts of the City’s Economic Development and Redevelopment initiative as well as the Civic Pride initiative by planning, designing, and constructing projects such as the North Heights Neighborhood Plan, Annual Arterial Reconstruction, Annual Sidewalk Replacement, 2-inch Water Main Replacement, and Sewer Main Pipe Bursting. CP&D Engineering embodies the Fiscal Responsibility initiative by initiating and evaluating the success of a multi-year citywide infrastructure plan the Community Investment Program (CIP). The CIP focuses on infrastructure planning, design, and construction utilizing best practices. That plan includes collecting and evaluating statistical data and maintaining licensed and certified design and project management
staff to make recommendations on the maintenance, expansion, and funding of the infrastructure needs of the community.

CP&D Engineering strives for Excellence in Communication with the public, contractors, and private development partners. CP&D Engineering is dedicated to the development of the department by providing a safe work environment that encourages the growth of loyal employees who respect each other. The department holds to the highest ethical standards and performs in ways that earn the trust of others by acknowledging that decisions affect all residents of Amarillo.

The department was created in the 2015/2016 fiscal year by combining the engineering functions from Director of Utilities department and the Engineering department.

**Programs**

**Capital Department Administration/Support**

**2018/19 Budget — $559,549**

Provides oversight and management of the design and construction of capital projects and development for the City of Amarillo and its extraterritorial jurisdiction (ETJ). This program ensures best practices are being used in the design process and construction of public infrastructure. Performance measures include meeting contractual processing times for project payments, change-orders and project acceptance letters.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar Value of Capital Projects Accepted</td>
<td>$8,477,501</td>
<td>$30,000,000</td>
<td>$65,000,000</td>
</tr>
<tr>
<td>Dollar Value of Capital Projects Budgeted</td>
<td>$43,472,681</td>
<td>$46,254,755</td>
<td>$63,652,758</td>
</tr>
<tr>
<td>Dollar Value of Development Projects Capitalized</td>
<td>$30,847,072</td>
<td>$60,000,000</td>
<td>$50,000,000</td>
</tr>
<tr>
<td>Number of Engineering Consultant Contracts Administered</td>
<td>12</td>
<td>16</td>
<td>18</td>
</tr>
</tbody>
</table>

*Information not available*

**Capital Project Planning**

**2018/19 Budget — $62,172**

Provides other departments with long-term planning associated with CIP projects, including budgeting. Provides guidance and expertise related to evaluating projects for conformance to a long-term plan for City infrastructure, Economic Development and Redevelopment, Civic Pride including community appearance, and disadvantaged areas of the community, and a comprehensive transportation network.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th>Capital Improvement Projects</th>
<th>Estimated Number of Projects</th>
<th>Estimated Dollar Value of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018/2019 Capital Projects Proposed</td>
<td>82</td>
<td>$81,536,349</td>
</tr>
<tr>
<td>5 year Capital Projects Proposed</td>
<td>336</td>
<td>$368,261,616</td>
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</tbody>
</table>
*Information not available

Capital Project Design
2018/19 Budget — $870,411

Provides other departments with design and bidding phase services for capital projects, including land acquisition, the production of technical specifications, plans, detailed estimates, and contract documents. Utilizes Fiscal Responsibility to design lasting and useful projects that support the priorities of the City for Economic Development and Redevelopment, Civic Pride including community appearance, and disadvantaged areas of the community, Public Safety, and a comprehensive Transportation network.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Length of Arterial Designed (Lane Miles)</td>
<td>4</td>
<td>5.5</td>
<td>9</td>
</tr>
<tr>
<td>Dollar Value of Arterial Designed</td>
<td>$3,000,000</td>
<td>$3,500,000</td>
<td>$11,200,000</td>
</tr>
<tr>
<td>Total Length of Arterial Overlayed (Lane Miles)</td>
<td>27.84</td>
<td>24</td>
<td>28.00</td>
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<tr>
<td>Total Length of Storm Sewer Main Designed (Miles)</td>
<td>.25</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Dollar Value of Storm Sewer Main Designed</td>
<td>$200,000</td>
<td>$1,100,000</td>
<td>$8,600,000</td>
</tr>
<tr>
<td>Total Length of Water Main Designed (Miles)</td>
<td>6.5</td>
<td>6.5</td>
<td>6</td>
</tr>
<tr>
<td>Dollar Value of Water Main Designed</td>
<td>$4,900,000</td>
<td>$4,871,956</td>
<td>$4,500,000</td>
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<tr>
<td>Total Length of Sewer Main Designed (Miles)</td>
<td>6.3</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Dollar Value of Sewer Main Designed</td>
<td>$2,600,000</td>
<td>$10,254,850</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Dollar Value of General Construction Design including Street Improvements, ADA/Sidewalk Improvements, Bus Stops, and Misc. Projects.</td>
<td>$4,985,000</td>
<td>$3,700,000</td>
<td>$15,500,000</td>
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<tr>
<td># of Surveys Completed</td>
<td>155</td>
<td>150</td>
<td>160</td>
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</table>

Capital Project Construction
2018/19 Budget — $559,550

Provides construction phase services to other departments for the construction of capital projects including project management, payment recommendation, field inspection, and project testing. Utilizes Fiscal Responsibility to construct lasting and useful projects that support the priorities of the City for Economic Development and Redevelopment, Civic Pride including community appearance, and disadvantaged areas of the community, Public Safety, and a comprehensive Transportation network. Maintains a Safe work environment on projects for City staff, contractors, and the public.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Total Length of Arterial Constructed (Lane Miles)</td>
<td>4</td>
<td>5.5</td>
<td>9</td>
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</table>
Development Services Administration
2018/19 Budget — $124,344

Provides the public with services associated with planning for, establishing, and enforcing applicable laws and regulations for the design and construction of public infrastructure by private development. This process includes maintaining the technical specifications for the construction of public infrastructure, flood plain administration, contract administration, review of technical documents, project inspection, and project testing for Fiscal Responsibility and Public Safety.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Development Construction Plans Reviewed</td>
<td>40</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>% Reviewed on Time</td>
<td>98%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Total Number of Development Drainage Reports Reviewed</td>
<td>15</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>% Reviewed on Time</td>
<td>88%</td>
<td>85%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Right Of Way (ROW) Management
2018/19 Budget — $248,689

Provides the management of the public ROW, which includes acquiring needed ROW, mapping existing and proposed infrastructure, and planning for and permitting construction in the public ROW. Utilizes best practices by collecting data on the use of the public ROW to develop and enforce Fiscally Responsible construction methods, keep the public informed, facilitate Public Safety, and planning for the future of public ROW.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Total Number of ROW Permits Issued</td>
<td>80</td>
<td>116</td>
<td>140</td>
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<tr>
<td>Total Number of ROW Permits Closed</td>
<td>65</td>
<td>100</td>
<td>130</td>
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<tr>
<td>Total Number of Construction Easements</td>
<td>40</td>
<td>45</td>
<td>45</td>
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<tr>
<td>Total Number of ROW Locate Requests</td>
<td>2604</td>
<td>2500</td>
<td>2500</td>
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Authorized Positions

<table>
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<tr>
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<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>39</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>Part-time Positions</td>
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<td>0</td>
<td>0</td>
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<tr>
<td>Total Positions</td>
<td>39</td>
<td>39</td>
<td>39</td>
</tr>
</tbody>
</table>

2018/19 Expenditures by Funding Source

- General Fund: $1,121,462
- Water and Sewer System Fund: $1,303,253

Total CP&D Engineering Department 2018/19 Budget — $2,424,715
CAPITAL PROJECTS AND DEVELOPMENT ENGINEERING

- Administrative and Support: 9.00 FTEs
- Capital Project Planning: 1.00 FTEs
- Capital Project Design: 14.00 FTEs
- Capital Project Construction: 9.00 FTEs
- Development Services Administration: 2.00 FTEs
- Right-of-Way Management: 4.00 FTEs
### City of Amarillo

#### Department Staffing Report

**Department:** Capital Project Development and Engineering

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
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<tr>
<td>0.52 ADM210</td>
<td>CITY ENGINEER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.52 ADM211</td>
<td>ASSISTANT CITY ENGINEER</td>
<td></td>
<td></td>
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<tr>
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<tr>
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<tr>
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<tr>
<td>0.52 MGT210</td>
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<tr>
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**Total Permanent Positions:** 20.28

**Total Department:** 1,332,085
City of Amarillo

Department Staffing Report

Department: Capital Project Development and Engineering (Enterprise)

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<tr>
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<tr>
<td>0.48 CLR400</td>
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<td>0.48 CLR405</td>
<td>ADMINISTRATIVE ASSISTANT II</td>
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<td>PROJECT CONSTRUCTION SUPERVISOR</td>
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<td>RESOURCE ADMINISTRATOR</td>
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<td>18.72</td>
<td>Total Permanent Positions</td>
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<td>18.72</td>
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Mission
Planning and Development Services works to enhance the quality of life for City of Amarillo citizens by providing services that encourage quality growth, development, and redevelopment in all areas within the City and its extraterritorial jurisdiction. The Planning division accomplishes this through concentrated efforts related to short and long range planning principles, land use controls, and development review practices. The Metropolitan Planning Organization provides for the planning and development of the transportation network throughout the Amarillo Urban Transportation Study area in a continuous, cooperative, and coordinated manner. The Economic Development division has an emphasis on enhancing and expanding the City's tax base and community's quality of life while supporting other partners that focus on job retention/creation, workforce development, business support, and entrepreneurship.

Strategic Approach
Planning: The Planning division provides professional planning advice and information to the City Council, Planning and Zoning Commission, other development-related boards/committees, local residents, landowners, and the development community, with the goal of enhancing the quality of life and the built environment within the City of Amarillo.

In collaboration with various community stakeholders, the Planning division develops and recommends policies, regulations/ordinances, and procedures that promote effective development and redevelopment strategies aimed at improving the quality of life for Amarillo residents. Creating and promoting a vibrant and sustainable built environment, while ensuring the protection and enhancement of important cultural and historical resources, are also key goals for the Planning division.

The planning function is guided by goals and objectives provided by Amarillo’s Comprehensive Plan, and adopted neighborhood plans. The Comprehensive Plan’s goals and objectives relate to long-range planning policy, annexation, land use, design, and housing. The adopted neighborhood plans’ goals and objectives relate to redevelopment, infrastructure, identity and amenities, health, and safety.

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
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<tbody>
<tr>
<td>Personnel Services</td>
<td>$789,373</td>
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<td>Supplies</td>
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<td>11,450</td>
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<td>Contractual Services</td>
<td>57,049</td>
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<td>Other Charges</td>
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<td>135,835</td>
<td>156,214</td>
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<td>Total Expenses</td>
<td>$987,720</td>
<td>$1,306,783</td>
<td>$1,350,564</td>
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day, short-range planning activities are accomplished through administering regulations within the zoning, subdivision, and other development-related ordinances.

Through the use of these planning documents, the division strives to balance physical, social, and economical interests, in order to achieve a built form that will benefit both the present and future residents of the community. Public and stakeholder involvement in the planning process is encouraged as a means to balance competing interests and engage the community.

The department was recognized by the Texas Chapter of the American Planning Association (TxAPA) for Planning Excellence in 2015, 2016, and 2017, affirming the department’s commitment to Best Practices. Each of the programs below fulfills the BluePrint for Amarillo initiative. For example, the Long and Short-Range Planning program addresses aspects of Economic Development, Redevelopment, and Civic Pride. The Special District Administration and Planning Studies & Reports programs each involve several BluePrint for Amarillo initiatives; including continued Downtown Redevelopment, Addressing Disadvantaged Areas, Community Appearance, and Civic Pride.

Metropolitan Planning Organization (MPO): The Metropolitan Planning Organization division fulfills its mission through short and long-range transportation planning activities for roadways, public transportation, walking, biking, and freight. The MPO works to coordinate planning efforts between federal, state, county, City of Canyon, Panhandle Regional Planning Commission (PRPC), and City of Amarillo officials and to incorporate public involvement at all stages of the transportation planning process. The primary activities of the department include the preparation of the Metropolitan Transportation Plan (MTP), a 25 year long-range plan that requires the maintenance of socio-economic data for transportation modeling, the Transportation Improvement Program (TIP), a four-year short-range plan for transportation projects within the study area, and the Unified Planning Work Program (UPWP), which identifies the planning objectives for the fiscal year. These efforts address the BluePrint for Amarillo Transportation strategic pillar.

Considering the MPO Best Practices efforts, during the 2015-2016 fiscal year, the MPO staff participated in a Metropolitan Planning Program Review conducted by the Federal Highway Administration and Federal Transit Administration. The Federal Review Team found that the Amarillo MPO is in compliance with federal regulations governing the MPO's planning and programming initiatives. Recommendations from the review are being incorporated into the Transportation Planning program. During the 2017-2018 fiscal year, the MPO has engaged in a Program Review with the Texas A&M Transportation Institute (TTI) and a subset of the Technical Advisory Committee (TAC). This endeavor is intended to streamline operations, determine staffing and resource shortages, and to come into line with industry best practices, while doing the work required to prepare for designation as a Transportation Management Area (TMA), anticipated at the time of the next Census. This initiative has already resulting in changes to processes, and has led to a modification to the Metropolitan Area Boundary (MAB), to include Canyon.

The division also is involved in public transportation planning activities with Amarillo City Transit and the maintenance of a Federal Transit Administration (FTA) database for application and management of the annual FTA grant. This work includes transit studies, local transit system promotion, and transit planning associated with the Americans with Disabilities Act (the “ADA”). The division also participated in the formulation of a Transit Master Plan, finalized in 2017. These public transportation activities address the BluePrint for Amarillo’s Transportation strategic pillar.

The proposed budget relies upon funding provided by a federal grant administered through the Texas Department of Transportation (TxDOT). The funds have been consistent over the past six to eight years; as such, no funding deviation is expected for the City of Amarillo in the 2018-2019 year.

Economic Development: The Economic Development Division leads the City’s efforts at local economic development with an emphasis on enhancing and expanding the City’s tax base and community’s quality
of life. It provides support to the Amarillo Economic Development Corporation and other partners with a focus on job retention and creation, workforce development, business support, and entrepreneurship. The division is also responsible for serving as the liaison between the City and its various partners, as well as developing, implementing and maintaining the City’s economic development incentive policies and guidelines.

**Programs**

**Planning and Development Services Administration/Support**

**2018/19 Budget — $355,977**

This program provides for the management of staff and resources necessary to facilitate meetings and development review processes. This program includes program administration, office supplies and equipment, professional development, and public involvement/Title VI civil rights. Public meetings are an important way to engage the community and transportation stakeholders. Interest and investment by citizens can be measured by public involvement and participation at meetings for proposed projects and document preparation. Citizen requests for traffic count information, public transportation needs, or roadway project detail allows staff to gauge citizen awareness. This citizen awareness aids staff with future project development.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th>Planning</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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<tbody>
<tr>
<td>Number of pre-application conferences</td>
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<td>78</td>
<td>85</td>
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<tr>
<td><strong>Metropolitan Planning Organization</strong></td>
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<tr>
<td>Public meetings</td>
<td>24</td>
<td>50</td>
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<tr>
<td>Public meeting stakeholder attendance</td>
<td>60</td>
<td>229</td>
<td>240</td>
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<tr>
<td>Stakeholder comments received</td>
<td>N/A</td>
<td>3</td>
<td>5</td>
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</table>

**Long Range and Short Range Planning**

**2018/19 Budget — $351,897**

Long and short-range planning seeks to gather and analyze data and information related to growth and development as necessary to formulate and implement current and long-range planning-related policies and/or ordinances. For short-range planning, this program includes maintaining the TIP, UPWP development, analysis of citizen requests, traffic studies, review of plats and right-of-ways, Transit marketing, ADA Transit planning, and Transit studies. Short and long-range planning initiatives are considerations brought about by public and agency input. For long-range planning, the program includes development of the MTP and maintaining the Thoroughfare Plan. Portions of these work efforts fulfill the Blueprint for Amarillo Economic Development and Redevelopment pillar.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th>Planning</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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<tbody>
<tr>
<td>Area within City limit (square miles)</td>
<td>90.3</td>
<td>90.44</td>
<td>91.5</td>
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Development Application Processing/Review
2018/19 Budget — $255,095

Development Application Processing/Review is the program for administering development-related applications and review processes by appropriate staff.

Performance Measures/Indicators:

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
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<tbody>
<tr>
<td>Number of cases requiring public notice (zoning, replats, vacations, PIDs)</td>
<td>162</td>
<td>80</td>
<td>22</td>
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<tr>
<td>Average time (days) to conduct completeness check for applications</td>
<td>3</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Average time (days) to complete review of preliminary plans</td>
<td>15</td>
<td>12</td>
<td>12</td>
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<tr>
<td>Number of subdivision plats processed</td>
<td>117</td>
<td>110</td>
<td>47</td>
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<tr>
<td>Number of Residential Lots</td>
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<td>1071</td>
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<tr>
<td>Number of Commercial Lots</td>
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<td>4</td>
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<td>Average time (days) for subdivision plat comments back to applicant</td>
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<td>10</td>
<td>10</td>
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<tr>
<td>Site plan cases reviewed</td>
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<td>135</td>
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<tr>
<td>Time for site plan review (days)</td>
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<td>15</td>
<td>15</td>
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Board/Commission Support
2018/19 Budget — $55,270
The Planning and Development Services Department serves as a liaison to various development and economic development-related board/commissions, public meetings, and public committees/groups as necessary to administer the review and approval of development-related applications. These include the Planning and Zoning Commission, Downtown Design Review Board, Tax Increment Reinvestment Zones #1 and #2, Local Government Corporation, Board of Review for Historic Landmarks and Districts, the Street Renaming Committee, and the Neighborhood Plan Oversight Committee.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Number of public meetings</td>
<td>35</td>
<td>47</td>
<td>60</td>
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<td>Number of P&amp;Z Commission staff reports (developed &amp; presented)</td>
<td>120</td>
<td>70</td>
<td>90</td>
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<td>Average time (days) to create &amp; distribute P&amp;Z Commission packets</td>
<td>7</td>
<td>4</td>
<td>6</td>
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**Ordinance Maintenance**

*2018/19 Budget — $116,007*

Ordinance Maintenance monitors and revises growth- and development-related policies and ordinances as necessary to implement current needs as recommended by development-related decision-making bodies. A complete rewrite of the City of Amarillo Zoning Code is scheduled for 2018 into 2020.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>Number of ordinance drafts/amendments</td>
<td>3</td>
<td>4</td>
<td>6</td>
</tr>
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**Data Development and Maintenance**

*2018/19 Budget — $155,581*

Data Development and Maintenance monitors and revises growth- and development-related policies and ordinances as necessary to implement current needs as recommended by development-related decision-making bodies. It also ensures up-to-date mapping, including the city’s official base map and other specialized mapping for transportation, spatial analysis, informational purposes, and annexations. Maintenance also provides support to other departments for special projects, exhibits, and reports.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
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<tr>
<td>Number of ordinance amendments</td>
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<td>4</td>
<td>6</td>
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<tr>
<td>Number of map amendments or layer creation</td>
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<td>75/6</td>
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Economic Development
2018/19 Budget — $60,737

Economic Development divisions handles all economic development related incentive requests for the City Council, Tax Increment Reinvestment Zones, as well as applications for state and federal programs needing City approval. It also handles economic development research, marketing materials, and general requests for information on city development. Maintains city website, as well as others such as chooseamarillo.com listing and downtowntx.org to keep current Amarillo information listed.

Performance Measures/Indicators:

<table>
<thead>
<tr>
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<th>2016/17 Actual</th>
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<td>$13,050,000,000</td>
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<tr>
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<td>525</td>
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<td>Total Population</td>
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<td>199,826</td>
<td>200,000</td>
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<tr>
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<td>100,666</td>
<td>100,750</td>
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<td>Total Taxable Sales</td>
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<td>Taxable sales per person (total population)</td>
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<td>$18,932.78</td>
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<td>Building Permit Valuations</td>
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<td>Business Visits</td>
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<td>Total Number of TIRZ #1 Grants/Rebates</td>
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<td>Total Number of TIRZ #2 Grants/Rebates</td>
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Authorized Positions

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<tbody>
<tr>
<td>Permanent Positions</td>
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<td>15</td>
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<tr>
<td>Part-time Positions</td>
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<td>Total Positions</td>
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<td>15</td>
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2018/19 Expenditures by Funding Source

- General Fund $911,052
- Special Revenue Funds $439,512

Total Planning and Development Services and Urban Transportation Planning 2018/19 Budget — $1,350,564
City of Amarillo

Department Staffing Report

Department: Planning and Development Services

<table>
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<th>Number of Employees</th>
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<th>Personal Services</th>
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<td>1.00</td>
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<td>1.00</td>
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<td>1.00</td>
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<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>3.00</td>
<td>PRF900</td>
<td>SENIOR PLANNER</td>
<td></td>
</tr>
<tr>
<td>0.50</td>
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<td>PLANNER II</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
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<tr>
<td>1.00</td>
<td>TEC170</td>
<td>GIS TECHNICIAN</td>
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<tr>
<td>1.00</td>
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<tr>
<td>10.50</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
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</tbody>
</table>

10.50 Total Department 830,799

Department: Urban Transportation Planning

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services</th>
</tr>
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<tbody>
<tr>
<td>Permanent Positions</td>
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<tr>
<td>1.00</td>
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<tr>
<td>1.00</td>
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<td>ADMINISTRATIVE TECHNICIAN</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF500</td>
<td>MANAGEMENT ANALYST</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF900</td>
<td>SENIOR PLANNER</td>
<td></td>
</tr>
<tr>
<td>0.50</td>
<td>PRF901</td>
<td>PLANNER II</td>
<td></td>
</tr>
<tr>
<td>4.50</td>
<td></td>
<td>Total Permanent Positions</td>
<td></td>
</tr>
</tbody>
</table>

4.50 Total Department 314,339
Mission
To provide for the safe and efficient movement of pedestrians, cyclists and vehicular traffic within the City and to ensure safe passage on our streets and highways to motorists and pedestrians alike. The goal of the red light camera program is to change driving behavior using technology rather than manpower. This involves a continuous effort to improve the overall efficiency of the street network while reducing the number and severity of collisions.

Strategic Approach
The Traffic Engineering Department is responsible for the planning, design, and operations of all traffic control devices. This includes the placement of traffic signs (Stop, Yield, Speed Limit, Parking Restriction, Street Name, Etc.) Traffic Signals and Pavement Markings (Stop Bars, Crosswalks, Island Tips, Arrows, Etc.) all of these implement the use of best practices to improve technology to improve efficiency. The Department is responsible for the following: Authorizing Street Light installations (except for Highways), Supervising the Adult School Crossing Guard Program for Elementary Schools, investigating sight restriction complaints, issuing Block Party and Parade Permits, conducting a Traffic Count Program, reviewing and approving plans that concern Traffic Areas. These Activities are accomplished using nationally recognized standards and methods found in the Texas Manual on Uniform Traffic Control Devices and International Transportation of Engineers best practices, while still following best practices to improve traffic patterns throughout the city and in the downtown development; it also plans for fiscal responsibility for replacements as equipment meets their end of life.

The department has several performance measures that enable the department management to monitor daily, weekly and yearly work trends, quality of service, and make adjustments as needed for customer service. The department implements cost effective improvements including additional traffic signs, improved pavement markings traffic signal retiming and/or re-phasing and revised signal displays for better visibility and collision reduction. By implementing these best practices the Traffic Engineering
Department has set itself up to monitor the appropriate programs to align itself with the City’s future Blueprint for Amarillo.

Traffic Engineering is working with Texas Department of Transportation (TXDOT) to improve the traffic flow on Amarillo Blvd. between Polk and Lincoln. The project will include upgrades to existing signals, software, and pedestrian crossings along the corridor as well as median islands. The Traffic improvements on Amarillo Blvd. are to fix declining infrastructure, update technology to improve efficiency and implementation of best practices in Traffic Engineering. Some Technology improvements will be updating the design of pedestrian crossings to meet new ADA standards, Synchro software for improved timing coordination on Arterial Streets. Traffic Engineering is updating the ordinance policies for parades, block parties and festivals.

Amarillo Police Department lacks sufficient resources to adequately enforce traffic signal laws without photo red light enforcement. The most obvious problem is that police officers cannot be everywhere at once. It is simply impossible for officers to continuously monitor an intersection with the uninterrupted focus of a photo red light camera. Another important consideration is the potential danger associated with police officers following red light runners through heavily congested intersections. The pursuit of red light runners can pose a serious risk for motorists, pedestrians, and police officers.

Finally assuming it was feasible to safely enforce an intersection, according to Police Department cost analysis research, it would take at least three full-time officers at a cost of at least $125,000 per officer the first year and an average of $100,000 per officer in future years, to enforce an intersection for one shift. Obviously the cost would exceed the City's opportunity to responsibly enforce one intersection using traditional methods. Photo red light enforcement is safer, more efficient and cost-effective than traditional methods of intersection enforcement.

The existing contract renewed in August of 2017 and in April of 2018 an amendment was made to add 7 new intersections and remove 4 existing for a total of 12 camera locations. This will cause rear-end accidents to increase slightly and angle collisions to decease, at the new camera locations.

**Programs**

**Traffic Engineering Administration/Support**

**2018/19 Budget — $1,011,932**

Management of a multi-faceted Traffic Administration duties by Traffic Engineer and, supported by office staff and the Photographic Traffic Enforcement Administration duties of an Administrative hearing officer. Administrative staff works with American Traffic Solutions and Amarillo Police Department to collect fees for red light camera violations, hearings are held every other Wednesday. The Photographic Traffic Signal Enforcement program has an overall collection rate of 60%. This program is designed to make sure the department follows best practices using nationally recognized standards and methods found in the Texas Manual on Uniform Traffic Control Devices and International Transportation of Engineers best practices for Traffic Engineering, and continues to design for the flow of traffic in the downtown development.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Service requests completed</td>
<td>320</td>
<td>360</td>
<td>340</td>
</tr>
<tr>
<td>Number of Traffic Construction Plans reviewed</td>
<td>77</td>
<td>85</td>
<td>80</td>
</tr>
</tbody>
</table>
Traffic Engineering
2018/19 Budget — $148,749

Provides for the time and resources dedicated towards the review and resolution of traffic related concerns in an effort for commitment to safety, consistent, and effective transportation system that implements best practices. Traffic Engineering is responsible for implementing City policies/standards for development projects for residential and commercial construction projects that occurs within the City of Amarillo. This program continues to improve traffic patterns throughout the city and in the downtown development; it also plans for future infrastructure replacements as they meet their end of life.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work orders issued for Street Lights Installed by Xcel</td>
<td>76</td>
<td>38</td>
<td>35</td>
</tr>
<tr>
<td>Traffic Links Counted on 2 year rotation (500 total links)</td>
<td>250</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Traffic Signal Studies</td>
<td>10 (*1)</td>
<td>49 (*1)</td>
<td>8 (*1)</td>
</tr>
<tr>
<td>Speed Studies</td>
<td>16 (*9)</td>
<td>30 (*18)</td>
<td>20 (*15)</td>
</tr>
<tr>
<td>Traffic Control requests</td>
<td>70 (*38)</td>
<td>88 (*65)</td>
<td>80 (*60)</td>
</tr>
<tr>
<td>Parking Studies</td>
<td>20 (*8)</td>
<td>35 (*12)</td>
<td>28 (*14)</td>
</tr>
</tbody>
</table>

*Number of Studies Implemented

School Crossing Program
2018/19 Budget — $334,918

This program has 36 Hourly School Crossing Guards with 3 Substitutes and 1 Supervisor. This program is designed with a commitment to safety and civic pride to work with Amarillo Independent School District (AISD) and Canyon Independent School District (CISD) to aide with the crossing of school children across busy arterial and collector streets.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accidents where School Crossing Guards are present</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

*Response time: Signals – 1 Hour; Street Lights – 24 hours
Permits
2018/19 Budget — $28,743

Parade and Block Party permits are issued to citizens to insure that all emergency services are aware of street closures and to insure that parties are following City guidelines. Driveway Permits are given out to property owners and contractors who wish to remove curb and gutter and install a new driveway, or replace an existing driveway. This program is designed to be fiscally responsible and implement best practices.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Block Party Permits Issued</td>
<td>78</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>Parade Permits Issued</td>
<td>94</td>
<td>32</td>
<td>35</td>
</tr>
<tr>
<td>Permit Revenue(Parade, Run, Block Party, Driveway)</td>
<td>$7,910</td>
<td>$1,710</td>
<td>$3,250</td>
</tr>
</tbody>
</table>

Sight Restrictions
2018/19 Budget — $28,742

Sight Restrictions are obstructions in the line of sight for traffic at an intersection with a stop sign or yield sign. This program is designed instill civic pride and implement best practices.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sight Restriction Requests</td>
<td>187</td>
<td>160</td>
<td>145</td>
</tr>
<tr>
<td>Sight Restrictions Investigated</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Sight Restrictions Cleared</td>
<td>92%</td>
<td>93%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Safety Improvements
2018/19 Budget — $301,000

This program is set-up to fund safety improvement programs within the City that follow National Guidelines of what Photographic Traffic Enforcement revenue can be spent on. Traffic Engineering studies to allocate which new signalized intersection, and which signalized intersections will be rebuilt with projected funds for the fiscal year. This Program has funded the building of 12 new Signalized Intersections, installed new equipment at 26 signalized intersections, installation of 2 emergency Firestation Flashers, 1 new School Zone, 2 Flood Gate Systems, 28 Fire Preempted Signals, 165 Cell Phone Signs, 2 temporary Signal Pop –Up Trailers, and 2 work zone safety trailers.

Performance Measures/Indicators:
### Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Audits conducted at the top crash accident locations</td>
<td>N/A</td>
<td>60</td>
<td>20</td>
</tr>
<tr>
<td>Reduction in Crashes at Safety Audit Locations</td>
<td>N/A</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Traffic Control Modifications for safety improvements</td>
<td>13</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

### 2018/19 Expenditures by Funding Source

- **General Fund** $682,787
- **Special Revenue Funds** $1,171,297

**Total Traffic Administration 2018/19 Budget — $1,854,084**
## City of Amarillo

### Department Staffing Report

#### Traffic Administration

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM540</td>
<td>TRAFFIC ENGINEER</td>
</tr>
<tr>
<td>1.00</td>
<td>CLR415</td>
<td>ADMINISTRATIVE ASSISTANT IV</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC222</td>
<td>TRAFFIC DESIGN TECHNICIAN</td>
</tr>
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<td>1.00</td>
<td>TEC542</td>
<td>TRAFFIC TECHNICIAN II</td>
</tr>
<tr>
<td>1.00</td>
<td>TEC550</td>
<td>TRAFFIC OPERATIONS TECHNICIAN</td>
</tr>
<tr>
<td>5.00</td>
<td></td>
<td>Total Permanent Positions</td>
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</table>

<table>
<thead>
<tr>
<th>Part-Time Positions</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>36.00</td>
<td>HRL540</td>
<td>SCHOOL CROSSING GUARD</td>
</tr>
<tr>
<td>3.00</td>
<td>HRL541</td>
<td>SCHOOL CROSSING GUARD SUBSTITUTE</td>
</tr>
<tr>
<td>2.00</td>
<td>HRL542</td>
<td>TRAFFIC COUNTER</td>
</tr>
<tr>
<td>1.00</td>
<td>HRL545</td>
<td>SCHOOL CROSSING GUARD SUPERVISOR</td>
</tr>
<tr>
<td>42.00</td>
<td></td>
<td>Total Part-Time Positions</td>
</tr>
</tbody>
</table>

| 47.00               |                | Total Department                                | 489,985 |

#### Photographic Traffic Enforcement

<table>
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<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
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<tbody>
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<td>Permanent Positions</td>
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<tr>
<td>1.00</td>
<td>MGT560</td>
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<table>
<thead>
<tr>
<th>Part-Time Positions</th>
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<tr>
<td>1.00</td>
<td>HRL045</td>
<td>ADMINISTRATIVE HEARING OFFICER</td>
</tr>
<tr>
<td>2.00</td>
<td></td>
<td>Total Department</td>
</tr>
</tbody>
</table>
Building Safety promotes livability and ensures public health, safety and welfare in the built environment. Building Safety also provides services to promote neighborhood preservation, focusing on a healthy and vibrant environment thru interaction and education of our community.

Strategic Approach
The Department of Building Safety fulfills its mission through a compliance approach of service delivery. This approach aligns with City Council’s pillars of Public Safety, Economic Development/Redevelopment, and Customer Service. The Department continues to maintain an excellent Building Codes Effectiveness Grading System (BCEGS) of 2 for commercial and 3 for Residential (1 being best, 10 worst). These ratings place Amarillo’s Building Safety Department in the top 96% for commercial and 92% for residential compared to 400 other municipalities in Texas. Our rating is based on a variety of factors including percentage of International Code Council certified staff, model code cycle, code amendments, quality of plan review and inspection service. Building Safety staff consists of 31 full time positions, 2 part time positions and 1 CDBG funded position. All are dedicated to improving the safety and welfare of citizens and visitors to Amarillo on a daily basis.

The department provides a high level of professional service to a wide range of programs and activities focused on health, safety and quality of life in Amarillo. Mandated activities include compliance and enforcement actions in accordance with applicable local, state and federal requirements relating to the built environment. The department strives to streamline citizen services through the Development Services portal, “One Stop Shop”. This is achieved through application intake for numerous City programs, plan review, permitting, inspection, and licensing services. Building Safety staff takes pride in working on the front side of the model by regularly engaging in customer consultation before and during development and compliance activities.

Community Improvement program activities are consistent with Council’s Economic Development/Redevelopment initiative to enhance the community’s economic competitiveness, which includes abatement of uncultivated vegetation, accumulations of junk and debris, graffiti, junk vehicles,
identification and removal of hazardous conditions, and legal due process requirements for dangerous structures. Building Safety is charged with inspecting the City’s housing stock through investigation of substandard housing complaints, vacant building enforcement as well as working closely with the Community Development Department to assist Development/Redevelopment. The new dangerous structure Condemnation process is an excellent example of best practices. In the short time this new process has been in existence an average of 4 dangerous structures per month have been abated.

The department is also responsible for other programs which improve the quality of life in Amarillo. These include the City’s portal for Development Services, contractor registration, transient business licenses, credit access business licenses, scrap tire businesses, topless establishment licenses, manufactured home/RV parks and complaint investigations. The department convenes the following boards and commissions: Construction Advisory and Appeals Commission, Condemnation Appeals Commission, and the Zoning Board of Adjustments.

Programs

Development Services, Building Safety, and Code Enforcement Support
2018/19 Budget — $635,211

Measurable improvement in services provided to the community include: shorter construction plan review turn-around and permitting times; focus on quality inspections; and community engagement and preservation. The Building Safety department has a continued focus on widespread cross training/staff development, SOPs and workflow diagrams. Currently Building Safety has completed approximately 150 SOPs. Building Safety is also concerned with improving citizen access to information regarding services. This information is provided through the use of a website, informational bulletins and outreach activities.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development services intake</td>
<td>481</td>
<td>800</td>
<td>1200</td>
</tr>
<tr>
<td>SOP’s &amp; workflow diagrams</td>
<td>285</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Percentage of code certified plan reviewers and inspectors</td>
<td>92%</td>
<td>95%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Plan Review and Permit Issuance: Permit Intake, Plan Review and Process Management
2018/19 Budget — $900,715

Permit Intake, Plan Review and Process Management strives to reduce and maintain turn-around time through additional training and staff development. Some additional Customer Service initiatives include staff working with high volume builders’ usage of “Master Plans” that, once reviewed and approved, will be archived for re-use. When the builder re-uses an approved master plan, a review is only required for the site conditions. Several other examples of Customer Service initiatives include: simplified mobile home application, this new form reduced the permit process by approximately half an hour and “Express Plans” a fill in the blank plan suitable for simple Home Owner projects such as decks, patio covers, carports, this process eliminates need for multiple visits. The Building Safety department continues to create spreadsheets, white papers, checklists, and user-friendly forms/applications are being tailored to expedite the permit process.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Permit Intake/Plan Review</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade permit issuance (mep)</td>
<td>11,979</td>
<td>13,500</td>
<td>15,000</td>
</tr>
<tr>
<td>Total value of construction permitted</td>
<td>$453,958,838</td>
<td>$550,000,000</td>
<td>$500,000,000</td>
</tr>
<tr>
<td>Average calendar days to permit new residential</td>
<td>6</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Average calendar days to permit all commercial</td>
<td>14</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

*Several Customer Service initiatives were implemented this past fiscal year. “Master Plan” concept, this process allows the builder to submit a catalog of master plans. Those plans only need one structural/life safety review. Thereafter the contractor can submit site plan indicating which master plan to be built, thus requiring a review of the site only. The process is expedites review and turnaround time considerably. “Express Plans” just recently developed and made available for simple Home Owner projects. We anticipate this will save our customers from multiple visits and reduce time line for permits.

Another Customer Service initiative is the continued transition to digital format on all construction documents and files at the beginning of the application process, thus eliminating time and resources previously devoted to managing paper files/documents.

Inspection Services: Building/Site Inspection
2018/19 Budget — $699,446

Building Safety Inspection Services strives to reduce the number of site visits on projects through cross-training and by expanding the current number of Community Safety Inspectors (CSI) through training opportunities and incentives. CSIs are capable of performing multiple inspections per visit. Building Safety currently has 1 CSI inspector with a goal to encourage more staff to transition to CSI status. These initiatives are in line with Council priority of fiscal responsibility, customer service and economic development/redevelopment.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Building site visits</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSI inspections</td>
<td>2,326</td>
<td>3,200</td>
<td>2,500</td>
</tr>
<tr>
<td>Total inspections</td>
<td>124,453</td>
<td>103,200</td>
<td>102,500</td>
</tr>
<tr>
<td>Average site visit per inspector per day</td>
<td>39</td>
<td>16</td>
<td>30</td>
</tr>
</tbody>
</table>

Community Improvement: Code Violation Inspections
2018/19 Budget — $619,509

Community Improvement activities facilitate the overall Quality of Life in Amarillo, more specifically Public Safety, Economic Development/Redevelopment and Civic Pride through compliance with local and national standards. The various activities encompassed within this program area include: Overgrown vegetation, junk and debris, junk vehicles, substandard structures and zoning violations.
<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community improvement inspections</td>
<td>43,226</td>
<td>48,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Code violation inspections</td>
<td>41,570</td>
<td>64,000</td>
<td>64,000</td>
</tr>
<tr>
<td>Dangerous structures identified</td>
<td>40</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Community Development funded inspections</td>
<td>10,369</td>
<td>10,000</td>
<td>10,500</td>
</tr>
<tr>
<td>Weed/junk and debris complaints</td>
<td>14,359</td>
<td>22,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Unoccupied, unsafe buildings complaints</td>
<td>93</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Tenant occupied unsafe building complaints</td>
<td>196</td>
<td>110</td>
<td>200</td>
</tr>
<tr>
<td>Junk vehicle complaints</td>
<td>286</td>
<td>375</td>
<td>475</td>
</tr>
</tbody>
</table>

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>32</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>34</td>
<td>33</td>
<td>33</td>
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**Total Building Safety 2018/19 Budget — $2,854,881**
## Department Staffing Report

### Department: Building Safety

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
<th>Part-Time Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM035</td>
<td>ASSISTANT BUILDING OFFICIAL</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>ADM073</td>
<td>DEPUTY BUILDING OFFICIAL</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>ADM510</td>
<td>BUILDING OFFICIAL</td>
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<tr>
<td>CLR941</td>
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<td>MGT520</td>
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<tr>
<td>TEC400</td>
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<tr>
<td>TRD500</td>
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<tr>
<td>TRD505</td>
<td>COMMUNITY IMPROVEMENT CHIEF</td>
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<tr>
<td>TRD510</td>
<td>PLUMBING INSPECTOR</td>
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<tr>
<td>TRD511</td>
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<td></td>
</tr>
<tr>
<td>TRD513</td>
<td>CHIEF PLANS EXAMINER</td>
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</tr>
<tr>
<td>TRD514</td>
<td>ELECTRICAL INSPECTOR I</td>
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<tr>
<td>TRD515</td>
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<tr>
<td>TRD516</td>
<td>CHIEF PLUMBING INSPECTOR</td>
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<tr>
<td>TRD520</td>
<td>COMMUNITY IMPROVEMENT INSPECTOR</td>
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<tr>
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<td>PLANS EXAMINER</td>
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<tr>
<td>HRL904</td>
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<td>HRL920</td>
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<td></td>
<td>Total Part-Time Positions</td>
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<tr>
<td></td>
<td>Total Department</td>
<td>33.00</td>
<td>1,989,823</td>
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</tbody>
</table>
Mission
The department of Environmental Health consists of highly trained health and safety professionals who identify and promote the conditions under which all people can live within healthy communities and work to achieve optimum health serving the Bi-City-County Health District. Our goal is to protect and improve the health and well-being for all people who live, work, or visit Amarillo, Canyon, and the counties of Potter and Randall.

Strategic Approach
The strategic approach for Environmental Health is acutely focused on the BluePrint for Amarillo to include City Council’s Top Five priorities. Environmental Health strives to fulfill the goals of BluePrint for Amarillo by focusing specifically on the Best Practices, Customer Service and Fiscal Responsibility pillars.

In fiscal year 2018/2019 we continue to focus on ensuring an appropriately-sized and competent workforce. Currently, Environmental Health lacks adequate staff to deliver two inspections per food establishment per year, as required by municipal code and state law. We currently average less than two inspections per establishment, per year. Our long-term goal is to conduct four inspections (per year per facility) of facilities with highly-vulnerable populations (HVP) and two inspections (per year per facility) of all other food establishments to come in line with Best Practices. We will also be working with the existing and new members of the Public Health District to capture a higher percentage of cost recovery for services performed outside City limits as part of the department’s commitment to Fiscal Responsibility. Currently, 40% of departmental resources are expended outside the City limits, while only 20% of the revenue comes from outside the City. The department will be implementing two new software initiatives to provide better and timelier Customer Service by increasing our efficiency and effectiveness. Finally, the department will be implementing the City’s first wastewater pre-treatment (grease trap) program which will include permitting with fees and periodic inspections.
**Programs**

**Administration and Support – Director, Program Supervisors, and Administrative Support**

**2018/19 Budget — $158,078**

Managing and leading field inspection staff to ensure appropriate and timely service delivery by assisting with data entry, customer interaction, technical guidance, and other administrative duties. Engaging the community and our partners to share resources and provide education and training on important public health and safety information. This includes our Certified Food Manager, Certified Pool Technician courses, and other community-based engagement and outreach presentations.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>All permit and license applications will be entered into database within the same day of receipt</td>
<td>50%</td>
<td>78%</td>
<td>95%</td>
</tr>
<tr>
<td>Once permits and licenses have been processed, they will be sent to permit/license holder within 5 business days</td>
<td>80%</td>
<td>87%</td>
<td>95%</td>
</tr>
<tr>
<td>Provide at least one Food Handler course every month</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Publish a quarterly Environmental Health newsletter for dissemination</td>
<td>50%</td>
<td>75%</td>
<td>100%</td>
</tr>
<tr>
<td>Attend at least 4 Amarillo Public Lodging Association regular meetings to conduct education and/or updates</td>
<td>25%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>Attend at least 4 Panhandle Restaurant Association regular meetings to conduct education and/or updates</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Development Services Partner**

**2018/19 Budget — $39,490**

Participating in the “One-Stop-Shop” development concept. We work with Planning, Building Safety, and other departments to provide a rapid turnaround for project reviews, permitting, and inspections in an integrated system focused on superior customer service.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process plat approval for Planning department within one business day</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Complete pre-opening inspections for food establishments within 3 business days from the issuance of the Certificate of Occupancy (CO)</td>
<td>90%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Food Safety
2018/19 Budget — $399,755

Conducting services related to the permitting and inspection of food establishments within the Bi-City-County Health District. Services include plan reviews, construction and compliance inspections, permitting, routine inspections, and investigations of food and waterborne illness and complaints.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete food establishment plan reviews within 10 calendar days</td>
<td>85%</td>
<td>93%</td>
<td>95%</td>
</tr>
<tr>
<td>Investigate food and waterborne illnesses within 1 business day</td>
<td>80%</td>
<td>89%</td>
<td>95%</td>
</tr>
<tr>
<td>Inspect all Food Establishments at least two times per year (required by State law)</td>
<td>65%</td>
<td>63%</td>
<td>100%</td>
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</tbody>
</table>

Alcoholic Beverage License
2018/19 Budget — $19,804

Licensing the sale of beer, wine, and liquor within City limits.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue license within 5 business days of receipt of complete application</td>
<td>30%</td>
<td>62%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Vector Control
2018/19 Budget — $118,589

Providing treatment of mosquitoes and other disease-causing vectors within City limits.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respond to complaints and treat valid complaints within 1 business day</td>
<td>85%</td>
<td>92%</td>
<td>95%</td>
</tr>
<tr>
<td>Establish an active mosquito trapping and surveillance system with 6 sites</td>
<td>2 sites</td>
<td>4 sites</td>
<td>6 sites</td>
</tr>
<tr>
<td>Conduct surveillance and spray standing water at least two times per week during mosquito season (May-October)</td>
<td>90%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
On-site Sewage Facilities (OSSF)
2018/19 Budget — $217,340

Conducting services related to the permitting and inspection of on-site sewage facilities within the Bi-City-County Health District. Services include plan reviews, construction and compliance inspections, permitting, and investigations of sanitary nuisance complaints.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete plan review and issue permit within 3 business days of receipt of completed application</td>
<td>67%</td>
<td>85%</td>
<td>95%</td>
</tr>
<tr>
<td>Complete all inspection requests within 1 business day of request</td>
<td>85%</td>
<td>100%</td>
<td>100%</td>
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</tbody>
</table>

Public Swimming Pools
2018/19 Budget — $41,506

Conducting services related to the permitting and inspection of public swimming pools within the Bi-City-County Health District. Services include plan reviews, construction and compliance inspections, permitting, routine inspections, and investigations of waterborne illness and complaints.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete public swimming pool plan reviews within 10 calendar days of request</td>
<td>97%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Inspect all annual public pools at least 2 times per year</td>
<td>50%</td>
<td>94%</td>
<td>100%</td>
</tr>
<tr>
<td>Offer at least four Certified Pool Technician courses per year</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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</tbody>
</table>

Foster Home Inspection
2018/18 Budget — $36,798

Providing permitting and inspection of foster homes in the Bi-City-County Health District.

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct inspections within 3 business days from request</td>
<td>89%</td>
<td>97%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Public Health Nuisances  
2018/19 Budget — $154,530

Investigating and mitigating threats to health and environment.

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate sanitary nuisances within one business day</td>
<td>92%</td>
<td>91%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Grease Trap Program  
2018/2019 Budget - $95,165

Conducting services related to the permitting and inspection of grease traps within the City limits. Services include plan reviews, construction and compliance inspections, permitting, routine inspections, and investigations of sanitary nuisances.

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspect all permitted grease traps annually</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Offer at least two courses on proper grease traps maintenance annually</td>
<td>N/A</td>
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Authorized Positions

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<tr>
<th>Positions Type</th>
<th>2016/17 Actual</th>
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<tbody>
<tr>
<td>Permanent Positions</td>
<td>15</td>
<td>15</td>
<td>18</td>
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<tr>
<td>Part-time Positions</td>
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<tr>
<td>Total Positions</td>
<td>16</td>
<td>15</td>
<td>18</td>
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Total Environmental Health 2018/19 Budget — $1,281,055
## Department Staffing Report

**Department:** Environmental Health

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
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<tbody>
<tr>
<td>1.00</td>
<td>ADM099</td>
<td>ENVIRONMENTAL HEALTH DEPUTY DIRECTOR</td>
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<tr>
<td>1.00</td>
<td>ADM550</td>
<td>DIRECTOR OF ENVIRONMENTAL HEALTH</td>
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<tr>
<td>3.00</td>
<td>CLR410</td>
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<tr>
<td>1.00</td>
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<td></td>
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<tr>
<td>1.00</td>
<td>PRF540</td>
<td>ENVIRONMENTAL HEALTH SUPERVISOR</td>
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</tr>
<tr>
<td>3.00</td>
<td>PRF550</td>
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<td>4.00</td>
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<td>18.00</td>
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<td>Total Permanent Positions</td>
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<td>Total Department</td>
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## Description

### Health and Human Services

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1335 Vital Statistics</td>
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<td>59,203</td>
<td>60,812</td>
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<tr>
<td>1000 General Fund</td>
<td>57,026</td>
<td>59,203</td>
<td>60,812</td>
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</table>

### 2010 CDBG Fund

#### Health and Human Services

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>20110 Program Management</td>
<td>330,945</td>
<td>297,796</td>
<td>292,287</td>
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<tr>
<td>20115 Code Enforcement</td>
<td>43,224</td>
<td>150,000</td>
<td>239,500</td>
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<tr>
<td>20116 Code Inspector</td>
<td>69,375</td>
<td>72,481</td>
<td>72,821</td>
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<td>20125 Rehab Support</td>
<td>167,782</td>
<td>150,437</td>
<td>97,632</td>
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<tr>
<td>20130 Housing Rehab</td>
<td>285,970</td>
<td>350,168</td>
<td>375,000</td>
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<td>20135 Park Improvements</td>
<td>192,298</td>
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<td>20140 Public Services</td>
<td>208,729</td>
<td>212,097</td>
<td>238,802</td>
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<tr>
<td>20155 Neighborhood Facilities</td>
<td>15,708</td>
<td>196,000</td>
<td>160,500</td>
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<td>2010 CDBG Fund</td>
<td>1,314,031</td>
<td>1,428,980</td>
<td>1,476,542</td>
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### 2020 Housing

#### Health and Human Services

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<thead>
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<tr>
<td>20210 Housing Assistance</td>
<td>927,642</td>
<td>814,960</td>
<td>895,947</td>
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<tr>
<td>20230 Housing Vouchers</td>
<td>8,948,306</td>
<td>7,529,385</td>
<td>9,188,230</td>
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<tr>
<td>20240 SRO Rehab</td>
<td>682</td>
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<td>0</td>
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<tr>
<td>20250 5 YEAR MAINSTREAM VOUCHES</td>
<td>340,459</td>
<td>321,299</td>
<td>321,299</td>
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<tr>
<td>2020 Housing</td>
<td>10,217,088</td>
<td>8,665,644</td>
<td>10,405,476</td>
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</table>

### 2030 Home Investment Partnersh

#### Health and Human Services

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>20310 Home Administration</td>
<td>57,758</td>
<td>50,117</td>
<td>71,594</td>
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<tr>
<td>20320 Home Projects</td>
<td>887,127</td>
<td>451,051</td>
<td>653,017</td>
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<tr>
<td>2030 Home Investment Partnersh</td>
<td>944,885</td>
<td>501,168</td>
<td>724,611</td>
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### 2040 Shelter Plus Care Fund

#### Health and Human Services

<table>
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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>20400 SHELTER PLUS CARE</td>
<td>413,534</td>
<td>305,000</td>
<td>305,000</td>
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<tr>
<td>2040 Shelter Plus Care Fund</td>
<td>413,534</td>
<td>305,000</td>
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</table>

### 2050 Supportive Housing Fund

#### Health and Human Services

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>20500 SUPPORTIVE HOUSING</td>
<td>5,910</td>
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<tr>
<td>2050 Supportive Housing Fund</td>
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</tbody>
</table>

### 2060 Affordable Housing Fund

#### Health and Human Services

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>20600 AFFORDABLE HOUSING</td>
<td>1,152</td>
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<tr>
<td>2060 Affordable Housing Fund</td>
<td>1,152</td>
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</tbody>
</table>

### 2070 TX Emergency Solutions Gr

#### Health and Human Services

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>20700 TX Emergency Solutions G</td>
<td>143,282</td>
<td>143,324</td>
<td>145,449</td>
</tr>
<tr>
<td>2070 TX Emergency Solutions Gr</td>
<td>143,282</td>
<td>143,324</td>
<td>145,449</td>
</tr>
<tr>
<td>------------------------------</td>
<td>------------------</td>
<td>--------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>2016/2017 Budgeted Budgeted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>City of Amarillo</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Summary of Expenditures by Activity Classification</strong></td>
<td></td>
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<tr>
<td><strong>2075 HMIS</strong></td>
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<tr>
<td>Health and Human Services</td>
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<tr>
<td>20755 HMIS</td>
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<tr>
<td>2075 HMIS</td>
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<tr>
<td><strong>2300 Summer Programs</strong></td>
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<tr>
<td>Health and Human Services</td>
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<tr>
<td>23100 Summer Food Service Prog</td>
<td>294,620</td>
<td>515,354</td>
<td>515,354</td>
</tr>
<tr>
<td>2300 Summer Programs</td>
<td>294,620</td>
<td>515,354</td>
<td>515,354</td>
</tr>
<tr>
<td><strong>2500 Public Health Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Human Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25011 AHD Public Health</td>
<td>955,571</td>
<td>1,176,972</td>
<td>1,294,236</td>
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<tr>
<td>25012 Refugee Health</td>
<td>421,377</td>
<td>540,929</td>
<td>399,102</td>
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<tr>
<td>25013 TDH Immunizations</td>
<td>329,657</td>
<td>356,719</td>
<td>370,066</td>
</tr>
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<td>25014 HIV Prevention</td>
<td>244,513</td>
<td>244,631</td>
<td>257,293</td>
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<td>25015 Core Public Health</td>
<td>186,800</td>
<td>186,649</td>
<td>191,489</td>
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<tr>
<td>25016 Hansen’s</td>
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<td>0</td>
<td>21,464</td>
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<tr>
<td>25017 Healthy Texas Babies</td>
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<td>25020 Bioterrorism Grant</td>
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<td>25025 DSRIP ARAD</td>
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<td>150,000</td>
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<tr>
<td>25026 Childhood Obesity Projec</td>
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<tr>
<td>25028 CPS/EBOLA</td>
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<td>25030 Epidemiology</td>
<td>91,036</td>
<td>85,684</td>
<td>86,939</td>
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<tr>
<td>25035 Local Tuberculosis - Fed</td>
<td>75,637</td>
<td>74,139</td>
<td>75,342</td>
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<tr>
<td>25045 Local Tuberculosis - Sta</td>
<td>160,028</td>
<td>193,381</td>
<td>159,164</td>
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<td>2500 Public Health Fund</td>
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<td>3,812,977</td>
<td>3,760,972</td>
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<td><strong>2530 WIC Grant Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Human Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25311 WIC Administration</td>
<td>259,186</td>
<td>711,529</td>
<td>607,209</td>
</tr>
<tr>
<td>25312 WIC Nutrition Education</td>
<td>410,927</td>
<td>992,406</td>
<td>712,969</td>
</tr>
<tr>
<td>25313 WIC Breastfeeding</td>
<td>52,270</td>
<td>118,519</td>
<td>86,322</td>
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<tr>
<td>25314 WIC Client Services</td>
<td>530,035</td>
<td>1,146,072</td>
<td>804,729</td>
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<tr>
<td>25315 WIC Automation JAD</td>
<td>9,161</td>
<td>0</td>
<td>0</td>
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<tr>
<td>25316 WIC Farmers Market</td>
<td>83,251</td>
<td>4,712</td>
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<tr>
<td>25317 WIC Lactation Consultant</td>
<td>20,969</td>
<td>8,615</td>
<td>8,936</td>
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<tr>
<td>25318 WIC Peer Counselor</td>
<td>36,342</td>
<td>132,805</td>
<td>108,686</td>
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<tr>
<td>25319 WIC Vendor Operations</td>
<td>22</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>25320 WIC Mentor</td>
<td>0</td>
<td>100,000</td>
<td>50,000</td>
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<tr>
<td>25321 WIC Obesity</td>
<td>29,785</td>
<td>41,006</td>
<td>32,958</td>
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<tr>
<td>25322 WIC R D Grant</td>
<td>12,877</td>
<td>0</td>
<td>71,868</td>
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<tr>
<td>25323 WIC Summer Feeding</td>
<td>9,699</td>
<td>12,459</td>
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<tr>
<td>2530 WIC Grant Fund</td>
<td>1,454,522</td>
<td>3,268,123</td>
<td>2,483,676</td>
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<tr>
<td><strong>Health and Human Services Total Expenditures</strong></td>
<td><strong>18,261,188</strong></td>
<td><strong>18,699,773</strong></td>
<td><strong>19,877,892</strong></td>
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</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ 45,938</td>
<td>$ 45,336</td>
<td>$ 46,962</td>
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<tr>
<td>Supplies</td>
<td>8,436</td>
<td>10,107</td>
<td>10,107</td>
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<tr>
<td>Contractual Services</td>
<td>791</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Other Charges</td>
<td>1,861</td>
<td>2,260</td>
<td>2,243</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 57,026</td>
<td>$ 59,203</td>
<td>$ 60,812</td>
</tr>
</tbody>
</table>

Mission
To serve the public by recording, preserving, and retrieving official and vital public records in a courteous and professional manner while consistently conforming to state and federal law governing these practices.

Strategic Approach
To maintain and preserve vital records in compliance with state and federal laws, and to act in the best interest of the City of Amarillo by providing efficient, innovative, and quality services in a fair and impartial manner to all.

The City of Amarillo Vital Statistics division strives to perform at a high level and recognizes the need to continuously work to earn the respect of the community. The division also realizes the importance of always welcoming newcomers as well as lifelong residents with information, resources, and a smile.

The division continues to look for innovative solutions to fulfill the Council Pillars initiative outlined in the Blueprint for Amarillo. The City of Amarillo Vital Statistics division continues to work diligently in remaining compliant with state and federal law when distributing vital records. The Vital Statistics division has continued to follow counsel from State representatives, in attending the annual conferences for Vital Statistics to maintain awareness of all forthcoming changes. The division’s goal for the upcoming year is to obtain an additional Master Registrar certification to achieve a high level of knowledge to not only continue to meet requirements set forth by the State, but also to perform at an exemplary level for our customers as well as for the City of Amarillo.

Within the past year, the City of Amarillo Vital Statistics division has worked towards overall improvement of the maintenance, issuance and preservation of all records. This in turn, will provide the exemplary customer service that each citizen deserves. The City of Amarillo has invested in upgraded technology to maintain records, as well as move to a more electronic environment. The Vital Statistics division was granted the opportunity to implement a new Tyler Technologies records software product.
called Eagle. Within the first year on the new system, we have seen many improvements and look forward to the efficiency and effectiveness it will provide to our staff and the citizens of Amarillo.

**Programs**

**Birth Records**

*2018/19 Budget — $29,190*

Assist the community in providing certified copies of birth records within the State of Texas and providing documents needed to obtain out-of-state birth records. There are many different methods by which the Vital Statistics division receives and distributes these records. Functions consist of certifying homebirth records, issuing amendments on birth records, completing acknowledgement of paternity requests, and helping the county and State agencies with requests—all in compliance with state and federal regulations.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Births Recorded</td>
<td>11,177</td>
<td>11,350</td>
<td>11,500</td>
</tr>
<tr>
<td>Attendance of annual conference</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Master Registrar Certification</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

**Death Records**

*2018/19 Budget — $17,027*

Assist the community as well as funeral homes by providing certified copies of death records in compliance with state and federal regulations. Also issue fetal death certificates, amendments on death records, and burial transit permits in compliance with state and federal regulations.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deaths Recorded</td>
<td>1,499</td>
<td>1,600</td>
<td>1,700</td>
</tr>
<tr>
<td>Attendance of annual conference</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Master Registrar Certification</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

**Qualified Applicant Determination**

*2018/19 Budget — $14,595*

Verify birth and death records are only distributed to qualified applicants. Under Texas Law, birth records are confidential for seventy-five (75) years and death records are confidential for twenty-five (25) years and can be obtained only by qualified applicants. A qualified applicant is defined as the registrant, or immediate family member either by blood or marriage, his or her guardian, or his or her legal representative. Local, state, and federal law enforcement or governmental agencies and other persons may be designated as properly qualified applicants by demonstrating a direct and tangible interest in the record when information in the record is necessary to implement a statutory provision or to protect a personal legal property right. A properly qualified applicant also may be any person who has submitted an application for a request to release personal information and has been approved as outlined in the Health and Safety Code, Section 181.11, relating to requests for Personal Data.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lobby Orders</td>
<td>*</td>
<td>*</td>
<td>12,500</td>
</tr>
<tr>
<td>Online Orders</td>
<td>*</td>
<td>*</td>
<td>1,000</td>
</tr>
<tr>
<td>Certificates Issued</td>
<td>12,676</td>
<td>13,000</td>
<td>13,500</td>
</tr>
</tbody>
</table>

*Data not available*

**Authorized Positions**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Positions</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total Vital Statistics 2018/19 Budget — $60,812**

- **Birth Records**: 0.48 FTEs
- **Death Records**: 0.28 FTEs
- **Qualified Applicant Determination**: 0.24 FTEs
City of Amarillo
Department Staffing Report

Department: Vital Statistics

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Personal Services Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perm. Positions</td>
<td>CLR075</td>
<td>DEPUTY REGISTRAR</td>
<td>1.00</td>
</tr>
<tr>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td></td>
<td>Total Department</td>
<td>46,962</td>
</tr>
</tbody>
</table>


The mission of the Community Development Department is to create strong, sustainable, inclusive communities and quality affordable housing for all.

Strategic Approach

The Consolidated Plan serves as a planning document meeting the federal government statutory requirements in guiding the use of Community Development Block Grant and HOME funds based on applications to the U.S. Department of HUD. The plan includes a Housing Market Analysis, Housing and Homeless Needs Assessment, 5-year Strategic Plan and 1-year Action Plan. The plan also serves as the baseline for measuring program effectiveness, as reported in the Consolidated Annual performance and Evaluation Report. The plan was developed using an on-line survey on the city web site, conducting public forums utilizing focus groups of citizens, nonprofit agencies, business community, colleges and universities, elected and appointed officials, Amarillo Continuum of Care and the Community Development Advisory Committee.

HUD requirements align perfectly with the Council Pillars adopted by the City Council in terms of focus, allocation of resources and initiatives. The Community Development Department plans, monitors and administers entitlement grant program by using best practices to comply with Federal Regulations and City of Amarillo policies. Proposed projects for 2018/19 will provide funding that will address Transportation, Fiscal Responsibility and Civic Pride.
Programs

Community Development Block Grant (CDBG)
2018/19 Budget - $1,991,896

This budget provides the administrative resources necessary to administer all aspects of the CDBG program in accordance with federal and state regulations. CDBG Program allocations will address Transportation with the Bus Tickets for the homeless program. Civic Pride is addressed through our Demolition & Clearance and Community Improvement Inspector projects. Current year performance indicators of 21,398 clients served exceed 100% of projected outcomes for CDBG projects as reported in the Consolidated Annual Performance and Evaluation Report (CAPER) required under HUD’s Consolidated Planning Regulations.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Administration (Represents 20% of maximum CDBG Entitlement)</td>
<td>$291,930</td>
<td>$282,796</td>
<td>$318,402</td>
</tr>
<tr>
<td>Persons assisted</td>
<td>22,506</td>
<td>21,398</td>
<td>15,545</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>6,345</td>
<td>6,345</td>
<td>0</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>10,407</td>
<td>9,953</td>
<td>10,000</td>
</tr>
<tr>
<td>Demolition &amp; Clearance</td>
<td>12</td>
<td>30</td>
<td>45</td>
</tr>
<tr>
<td>Public Services</td>
<td>4,162</td>
<td>4,150</td>
<td>5,000</td>
</tr>
<tr>
<td>Neighborhood Improvements</td>
<td>1,580</td>
<td>920</td>
<td>500</td>
</tr>
</tbody>
</table>

HOME
2018/19 Budget - $724,611

This budget provides resources for single family and multifamily new construction and rehabilitation projects for low to moderate income persons. In addition a Community Housing Development Organization (CHDO) Habitat is funded for construction of new housing for low income homeowners. These projects are fundamental to meeting council priorities of serving disadvantaged areas and improving community appearance.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Administration (Represents 10% of maximum HOME Entitlement)</td>
<td>$51,273</td>
<td>$50,117</td>
<td>$72,557</td>
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<tr>
<td>Persons Assisted</td>
<td>30</td>
<td>16</td>
<td>30</td>
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<tr>
<td>Reconstruction</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Homeowner Rehab</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Rental Rehab</td>
<td>26</td>
<td>15</td>
<td>28</td>
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</tbody>
</table>
Public Housing
2018/19 Budget – $10,855,925

This program provides direct rental assistance through the Housing Choice Voucher Program. Approximately 1,300 households will receive rental assistance in the coming year. The Housing Wait list has been closed for applications since September 2016. Although the housing program is based on household eligibility our disadvantaged neighborhoods are the beneficiary of the majority of HUD funding. HUD requires that housing units meet the Housing Quality Standards threshold which improves community appearance by requiring landlords to maintain units in an acceptable manner. The lack of Affordable Housing is an impediment to maximizing voucher usage. The City is actively recruiting new landlords and assisting new Affordable Housing utilizing federal subsidies.

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leased Units</td>
<td>1,246</td>
<td>1,300</td>
<td>1,300</td>
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<tr>
<td>Leased Units %</td>
<td>81%</td>
<td>85%</td>
<td>85%</td>
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Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>17</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total Positions</td>
<td>17</td>
<td>17</td>
<td>17</td>
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</table>

Total Community Development 2018/19 Budget — $13,572,432
### City of Amarillo

#### Department Staffing Report

**Department:** Program Management

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Permanent Positions</th>
<th>Personal Services Total</th>
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</thead>
<tbody>
<tr>
<td>0.50 ADM502</td>
<td></td>
<td>COMMUNITY DEVELOPMENT DIRECTOR</td>
<td>0.50</td>
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<tr>
<td>0.50 CLR400</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT I</td>
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<tr>
<td>0.10 CLR585</td>
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<td>ACCOUNTING TECHNICIAN</td>
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<tr>
<td>0.50 MGT135</td>
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<td>HOME/CDBG MANAGER</td>
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<tr>
<td>0.50 MGT145</td>
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<td>HMIS MANAGER</td>
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<tr>
<td>0.65 MGT560</td>
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<td>PROGRAM COORDINATOR</td>
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<tr>
<td>2.75</td>
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<td>Total Permanent Positions</td>
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2.75 Total Department 197,405

**Department:** Code Inspector

<table>
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<tbody>
<tr>
<td>1.00 TRD520</td>
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<td>COMMUNITY IMPROVEMENT INSPECTOR</td>
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1.00 Total Department 57,614

**Department:** Rehab Support

<table>
<thead>
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<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
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<th>Personal Services Total</th>
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</thead>
<tbody>
<tr>
<td>1.00 TRD556</td>
<td></td>
<td>REHAB INSPECTOR II</td>
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1.00 Total Department 68,410
## City of Amarillo

### Department Staffing Report

### Department: Housing Assistance

<table>
<thead>
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<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.50 ADM502</td>
<td></td>
<td>COMMUNITY DEVELOPMENT DIRECTOR</td>
</tr>
<tr>
<td>3.00 CLR030</td>
<td></td>
<td>CASE WORKER</td>
</tr>
<tr>
<td>1.50 CLR400</td>
<td></td>
<td>ADMINISTRATIVE ASSISTANT I</td>
</tr>
<tr>
<td>0.85 CLR585</td>
<td></td>
<td>ACCOUNTING TECHNICIAN</td>
</tr>
<tr>
<td>1.00 CLR610</td>
<td></td>
<td>HOUSING PROGRAM COORDINATOR</td>
</tr>
<tr>
<td>1.00 MGT140</td>
<td></td>
<td>HCV MANAGER</td>
</tr>
<tr>
<td>0.50 MGT145</td>
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<td>HMIS MANAGER</td>
</tr>
<tr>
<td>1.00 TRD085</td>
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<td>INSPECTION SPECIALIST</td>
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<tr>
<td>1.00 TRD980</td>
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<td>HOUSING INSPECTOR</td>
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<tr>
<td>10.35</td>
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<td>Total Permanent Positions</td>
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<tr>
<td>Part-Time Positions</td>
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<td></td>
</tr>
<tr>
<td>1.00 HRL941</td>
<td></td>
<td>ADMINISTRATIVE TECH (HOURLY)</td>
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<tr>
<td>11.35</td>
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<td>Total Department</td>
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</table>

### Department: Home Administration

<table>
<thead>
<tr>
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<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.05 CLR585</td>
<td></td>
<td>ACCOUNTING TECHNICIAN</td>
</tr>
<tr>
<td>0.50 MGT135</td>
<td></td>
<td>HOME/CDBG MANAGER</td>
</tr>
<tr>
<td>0.35 MGT560</td>
<td></td>
<td>PROGRAM COORDINATOR</td>
</tr>
<tr>
<td>0.90</td>
<td></td>
<td>Total Permanent Positions</td>
</tr>
<tr>
<td>0.90</td>
<td></td>
<td>Total Department</td>
</tr>
</tbody>
</table>
Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$1,987,027</td>
<td>$2,202,255</td>
<td>$2,263,601</td>
</tr>
<tr>
<td>Supplies</td>
<td>$553,709</td>
<td>$730,929</td>
<td>$568,844</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>$419,474</td>
<td>$433,102</td>
<td>$490,417</td>
</tr>
<tr>
<td>Other Charges</td>
<td>$409,749</td>
<td>$446,691</td>
<td>$438,110</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$3,369,959</strong></td>
<td><strong>$3,812,977</strong></td>
<td><strong>$3,760,972</strong></td>
</tr>
</tbody>
</table>

Mission
The City of Amarillo’s Public Health department is responsible for promoting health and preventing disease in the citizens of Potter and Randall counties.

Strategic Approach
Public Health funding comes from the Amarillo Hospital District, which supports activities not funded through grants. In the past five years, financial support from the Amarillo Hospital District has come in the form of inter-governmental transfer, supporting participation in the 1115 Medicaid waiver program. The department also works with the Texas Department of State Health Services to carry out budgets, work plans and deliverables for each of nine grants. The department utilizes each of these funding sources to carry out Texas state law, local ordinance and innovative approaches to protect the public health of our community. Community needs are identified through the Community Health Assessment and Community Health Improvement Plan, which are completed on a 3-5 year cycle. The coordination of grant requirements for core public health services, needs identified in our community, and BluePrint for Amarillo are the driving forces behind the department’s activities and funding needs.

In addition to fiscal support from the Amarillo Hospital District, 1115 Medicaid waiver projects, and grants, the department applies fees to certain services provided. These fees have remained very low and do not recover cost of services. However, they do provide additional program income to support grant activities. During the 2017/18 fiscal year, fees were again evaluated and brought in line with the Texas Vaccine for Children Program. Immunization fees were increased from $10/vaccine to $14.85/vaccine. Vaccines for children have a cap of $30 and there is no cap for adult vaccines. Administration fees for other services was also increased to $15 in an effort to reacapture costs associated with provided high quality services to patients (fiscal responsibility). In addition to evaluating fees, a number of services were added to the department’s menu available including, sports physicals, urine pregnancy testing, vaccine titer testing, and trichomoniasis testing (customer service).
The City Council’s pillars are an important part of daily activities in Public Health. Each day, the department works to meet the needs of civic pride, highly educated population, and customer service, both in terms of prevention diseases and promoting health. Public Health serves as a safety net for many of the most vulnerable in our community and provides services and expertise in a wide range of specific services from tuberculosis and immunizations to STDs and public health emergency preparedness. In addition to Public Health’s fixed location in northeast Amarillo, the mobile clinic allows for Public Health services to be made more available to the entire jurisdiction. Public Health looks forward to the upcoming year and partnerships with other City Departments such as Parks and Recreation, Environmental Health, WIC, Animal Management and Welfare, Community Development, Fire, and Police as well as external agencies to continue the great work in Amarillo - addressing the needs of our community.

In the upcoming year, the department anticipates actively working to improve revenue streams by upgrading our electronic medical record system and moving closer to implementing the billing of Medicaid and CHIP for services provided to program participants.

**Programs**

**Public Health Administration/Support**

2018/19 Budget — $297,524

Public Health Administration provides oversight for daily operation and support for department activities (customer service). The department implemented customer satisfaction surveys in March 2018. In the first three months of implementation, the department received 91% excellent rating and 99% good/excellent rating. We pride ourselves on providing quality care with exceptional customer service. The Director serves as liaison for the Amarillo Hospital District and Northwest Texas Health Care System and serves as staff for the Bi-City-County Public Health Board. The department is currently working toward accreditation through the Public Health Accreditation Board, and provides community health assessment and community health improvement planning every three-five years. The department participates in the 1115 Medicaid waiver (DSRIP) program and conducts grant management for 10 grants through the State and Federal partners (fiscal responsibility).

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th>Measure</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>FaceBook Posts</td>
<td>246</td>
<td>300</td>
<td>350</td>
</tr>
<tr>
<td>Reports submitted to funding agencies</td>
<td>65 programmatic financial</td>
<td>69 programmatic financial</td>
<td>77 programmatic financial</td>
</tr>
<tr>
<td>Submit all grant applications/renewal paperwork within designated time frame.</td>
<td>10/100%</td>
<td>12/100%</td>
<td>13/100%</td>
</tr>
<tr>
<td>Customer Satisfaction Surveys</td>
<td>Not implemented</td>
<td>90% Good (4) or Excellent (5)</td>
<td>92% Good (4) or Excellent (5)</td>
</tr>
</tbody>
</table>

Reported October – September

**Communicable Disease**

2018/19 Budget — $241,464

The Communicable Disease Program conducts disease surveillance and epidemiology, interfaces with hospitals and other providers, and provides community education. There are 88 conditions in Texas that
are notifiable to the public health department. During any given year, approximately 45 of the 88 conditions are reported. Communicable Disease staff follow up with each report to ensure the safety of both individual patients and the public, ensure appropriate treatment of patients and contacts, and identify and respond to outbreaks. Communicable Disease staff are actively involved in the community and are members of PanIC, the Panhandle Infection Control group (**highly educated population**).

The Perinatal Hepatitis B program is one component of the Communicable Disease program. Case management is provided for infants and contacts to mothers who have Hepatitis B. The program also collaborates with the Department of Animal Management and Welfare to assess the need for rabies post-exposure prophylaxis for animal bite victims and provides pre-exposure vaccine as needed to members of the community. Staff participate in the Panhandle Child Fatality Review Team in an effort to reduce preventable child deaths in the panhandle of Texas.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Cases Worked</td>
<td>1802</td>
<td>1850</td>
<td>1900</td>
</tr>
<tr>
<td>Number of Notifiable Conditions Investigated</td>
<td>553</td>
<td>600</td>
<td>650</td>
</tr>
<tr>
<td>Disease investigations are reported to the Texas Department of State Health Services within required time. (State Average 80%)</td>
<td>98.6%</td>
<td>98.5%</td>
<td>98.5%</td>
</tr>
<tr>
<td>Perinatal Hep B Infants followed to completion of program. (State Average 72%)</td>
<td>90.1%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Reported January - December

**Immunization**

**2018/19 Budget — $745,328**

The Immunization team provides adult and childhood immunizations through the mobile clinic and fixed location, conducts immunization outreach and community education and conducts school/daycare compliance assessments. Target areas for the mobile clinic include vulnerable areas such as shelters, low-income housing, community events and community centers. Success from these events is often recognized years later when the patient returns to school or obtains citizenship (**highly educated population, customer service**). The 2016/17 numbers remain estimates as the department moved to a new electronic medical record system in June of 2016. The new electronic medical record system collects and reports data in a different manner than previously and robust reporting is not possible at this time. In 2018/19, the department plans an EMR upgrade and reporting capability will be greatly enhanced (**fiscal responsibility**). Vaccines provided through public health clinics include, Hepatitis B, Rotavirus, DTaP, Haemophilus influenzae type B (HIB), Pneumococcal conjugate and polysaccharide, Polio, Flu, MMR, Chickenpox, Hepatitis A, HPV, Meningococcal ACWY and B, Tdap, Td, Zoster, and rabies – a menu of 18 vaccines.

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients seen</td>
<td>9,000</td>
<td>9,450</td>
<td>9,800</td>
</tr>
<tr>
<td>Vaccines given</td>
<td>15,000</td>
<td>17,000</td>
<td>19,000</td>
</tr>
</tbody>
</table>

Reported October – September
Refugee Health
2018/19 Budget — $428,855

The Refugee Health team provides health screenings for primary refugees within 90 days of arrival including TB skin testing, medical history, physical assessment and necessary referrals for medical care. Follow-up immunizations for primary and secondary refugees, assistance with green card paperwork (medical portion) and community education are important components of this program (customer service, civic pride).

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>VOLAG capacity for Primary Refugee arrival</td>
<td>347</td>
<td>350</td>
<td>350</td>
</tr>
<tr>
<td>Primary refugees: health screening within 90 days of arrival</td>
<td>347/100%</td>
<td>151/100%</td>
<td>150/100%</td>
</tr>
<tr>
<td>Secondary Refugees seen in immunization clinic</td>
<td>88</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>Green card assistance</td>
<td>554</td>
<td>324</td>
<td>300</td>
</tr>
</tbody>
</table>

Reported October – September.

Tuberculosis/Hansen’s Control
2018/19 Budget — $330,351

The Tuberculosis Control team provides treatment of active cases and contact investigation, treatment of latent cases, TB testing for the public and community education. In 2017, the department opened the first Hansen’s clinic in the Panhandle of Texas and in 2018 obtained funding through DSHS via a grant opportunity (fiscal responsibility). Through the Hansen’s clinic, staff provide case management and medication management for Hansen’s patients from a variety of backgrounds (civic pride).

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>TB skin tests placed</td>
<td>1832</td>
<td>2000</td>
<td>2200</td>
</tr>
<tr>
<td>Latent Tuberculosis patients seen in clinic</td>
<td>148</td>
<td>150</td>
<td>160</td>
</tr>
<tr>
<td>Latent Tuberculosis therapy completion rate</td>
<td>72.3%</td>
<td>75%</td>
<td>78%</td>
</tr>
<tr>
<td>Active Tuberculosis patients seen in clinic</td>
<td>3</td>
<td>5-7</td>
<td>5-7</td>
</tr>
<tr>
<td>Active Tuberculosis therapy completion rate</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Reported October – September.

STD/HIV Prevention and Treatment
2018/19 Budget — $895,070

The STD/HIV team provides an STD clinic and treatment, disease intervention and contact investigation, HIV outreach and community education. In 2015/16, Syphilis and HIV rates began increasing in both Potter and Randall Counties, a trend that is present State wide. Increased testing to targeted, high risk populations continues as well as enhanced partner elicitation and increased education. Through contact
investigation, a dangerous trend in meeting sexual partners has been identified. The use of dating apps to find anonymous sexual partners is used frequently— as is the practice of unprotected sex. A short term advertising and education campaign was run on Grindr, one of the many dating apps, during the summer of 2016 - with success. Advertising and education on FaceBook, Craigslist, and Backpage.com have been tools implemented along with traditional methods of outreach. STD/HIV staff have worked diligently to increase testing, treatment, and education – by looking for disease, our department is finding it and working to eliminate it (highly educated population).

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients seen in STD clinic</td>
<td>2,474</td>
<td>2,495</td>
<td>2,515</td>
</tr>
<tr>
<td>Patients tested through HIV Outreach</td>
<td>2,016</td>
<td>2,250</td>
<td>2,350</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gonorrhea Rate (Potter)</td>
<td>411.3</td>
<td>379.9</td>
<td></td>
</tr>
<tr>
<td>Gonorrhea Rate (Randall)</td>
<td>88.3</td>
<td>56.6</td>
<td></td>
</tr>
<tr>
<td>Chlamydia Rate (Potter)</td>
<td>825.1</td>
<td>783.7</td>
<td></td>
</tr>
<tr>
<td>Chlamydia Rate (Randall)</td>
<td>238</td>
<td>171.3</td>
<td></td>
</tr>
<tr>
<td>HIV Rate (Potter)</td>
<td>21.3</td>
<td>10.8</td>
<td></td>
</tr>
<tr>
<td>HIV Rate (Randall)</td>
<td>10.7</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>Syphilis Rate (Potter)</td>
<td>28.7</td>
<td>67.9</td>
<td></td>
</tr>
<tr>
<td>Syphilis Rate (Randall)</td>
<td>10</td>
<td>12.8</td>
<td></td>
</tr>
</tbody>
</table>

Rates per 100,000 as provided by the Texas Department of State Health Services and reports data one year in arrears.

*2018/19 data (2017 Rates) will be released in September 2018.

Testing numbers reported October - September
Rates reported January – December

**Public Health Preparedness**

2018/19 Budget — $154,525

The Public Health Preparedness team conducts all hazards preparedness, collaborates with community partners in planning, response, and evaluation and provides community education. This team collaborates with City, State, and Federal partners in planning and conducting a wide range of exercises from table top to full scale (highly educated population, civic pride).

**Performance Measures/Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Point of Dispensing Site Activation Exercise</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Recruit and develop closed PODS</td>
<td>3</td>
<td>4</td>
<td>6</td>
</tr>
</tbody>
</table>

**Public Health Promotions**

2018/19 Budget — $221,567
The public health promotions continue to evolve as funding becomes available through grant opportunities. In April 2018, the department was awarded a 3-5 year Healthy Texas Babies grant to reduce low birth weight and preterm births in Potter and Randall Counties. Through community collaboration, community assessment, and strategic planning Healthy People 2020 goals are the target. In December of 2017, the department was also approved to participate in the Community and Clinical Health Bridge grant. This opportunity will provide funding for obesity and chronic disease related conditions in Potter and Randall Counties. The contract has not been finalized but we are looking forward to beginning this good work (civic pride, highly educated population).

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2016/2017 Actual</th>
<th>2017/2018 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek accreditation</td>
<td>Site visit</td>
<td>Action Plan</td>
<td>Accreditation</td>
</tr>
<tr>
<td>through Public Health</td>
<td>scheduled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accreditation Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Best Practice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire Additional Staff</td>
<td>NA</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>for new grants –</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>measures will evolve</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>as program evolves.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Health Informatics
2018/19 Budget — $446,288

Health Informatics is a growing field in healthcare, including electronic medical records, health information exchange, billing, HIPAA privacy and security, provider credentialing, staff development and training, quality improvement and accreditation efforts. These efforts in healthcare are just as critical as patient care and other programs as it is the backbone of documentation, revenue generation, and liability protection. The Health Informatics team coordinates the electronic medical record efforts for the department. Serves as Local Responsible Party for information privacy and security. Establishes and oversees billing practices (fiscal responsibility). Maintains pharmacy license and CLIA certification for the department. Provides staff on-boarding and coordinates LMS. Serves as Accreditation coordinator and secondary coordinator for DSRIP projects and coordinates the performance of program evaluations/quality assurance for the department (customer service).

<table>
<thead>
<tr>
<th></th>
<th>2016/2017 Actual</th>
<th>2017/2018 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrade EMR</td>
<td>NA</td>
<td>RFP/Vendor Selection</td>
<td>Implementation</td>
</tr>
<tr>
<td>Implement billing</td>
<td>NA</td>
<td>EMR upgrade begins</td>
<td>Implementation</td>
</tr>
</tbody>
</table>

Authorized Positions

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Budgeted</th>
<th>2017/18 Budgeted</th>
<th>2018/19 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td>34</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Part-time Positions</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Positions</td>
<td>36</td>
<td>36</td>
<td>36</td>
</tr>
</tbody>
</table>

Total Public Health 2018/19 Budget - $3,760,972
## Department Staffing Report

### Department: AHD Public Health

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM580</td>
<td>ASSISTANT DIRECTOR OF PUBLIC HEALTH</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>ADM581</td>
<td>DIRECTOR OF PUBLIC HEALTH</td>
<td></td>
</tr>
<tr>
<td>1.30</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR415</td>
<td>ADMINISTRATIVE ASSISTANT IV</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT560</td>
<td>PROGRAM COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>2.40</td>
<td>MGT580</td>
<td>PROGRAM MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF572</td>
<td>REGISTERED NURSE</td>
<td></td>
</tr>
<tr>
<td>8.70</td>
<td></td>
<td>Total Permanent Positions</td>
<td>8.70</td>
</tr>
</tbody>
</table>

### Department: Refugee Health

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>CLR561</td>
<td>COMMUNITY SERVICE AIDE</td>
<td></td>
</tr>
<tr>
<td>0.50</td>
<td>MGT580</td>
<td>PROGRAM MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF572</td>
<td>REGISTERED NURSE</td>
<td></td>
</tr>
<tr>
<td>2.50</td>
<td></td>
<td>Total Permanent Positions</td>
<td>4.50</td>
</tr>
</tbody>
</table>

| Part-Time Positions |                |                          |       |
| 1.00                | HRL560         | NURSE PRACTITIONER       |       |
| 1.00                | HRL572         | REGISTERED NURSE         |       |
| 2.00                |                | Total Part-Time Positions| 4.00  |

### Department: TDH Immunizations

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>CLR400</td>
<td>ADMINISTRATIVE ASSISTANT I</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT580</td>
<td>PROGRAM MANAGER</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF572</td>
<td>REGISTERED NURSE</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>PRF592</td>
<td>IMMUNIZATION OUTREACH SPECIALIST</td>
<td></td>
</tr>
<tr>
<td>6.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>6.00</td>
</tr>
</tbody>
</table>

### Department: HIV Prevention

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Classification</th>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>MGT560</td>
<td>PROGRAM COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>2.00</td>
<td>PRF571</td>
<td>STD/HIV OUTREACH SPECIALIST I</td>
<td></td>
</tr>
<tr>
<td>1.00</td>
<td>PRF577</td>
<td>LINKAGE TO CARE COORDINATOR</td>
<td></td>
</tr>
<tr>
<td>4.00</td>
<td></td>
<td>Total Permanent Positions</td>
<td>4.00</td>
</tr>
</tbody>
</table>

### Total Department

- **AHD Public Health**: 8.70 Total Permanent Positions, 721,451 Total Department.
- **Refugee Health**: 4.50 Total Part-Time Positions, 239,086 Total Department.
- **TDH Immunizations**: 6.00 Total Permanent Positions, 319,904 Total Department.
- **HIV Prevention**: 4.00 Total Permanent Positions, 201,980 Total Department.
City of Amarillo  
Department Staffing Report

**Department: Core Public Health**

<table>
<thead>
<tr>
<th>Permanent Positions</th>
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<th>Description</th>
<th>Personal Services</th>
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**Department: Hansen’s**

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**Department: Healthy Texas Babies**

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**Department: Bioterrorism Grant**

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**Department: DSRIP Immunizations**

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# Department Staffing Report

**Department:** Epidemiology

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**Department:** Local Tuberculosis - Federal

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**Department:** Local Tuberculosis - State

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</table>
The mission of the WIC Nutrition department is to safeguard the health of low- and moderate-income women, infants, and children (up to age five) who are at nutritional risk by providing nutritious foods to supplement diets, information on healthy eating, and referrals to health care.

Strategic Approach

The adoption of the BluePrint for Amarillo by the City Council sets forth a comprehensive strategic direction for the City government in terms of focus, allocation of resources, and initiatives. The mission and role of the WIC Nutrition program directly addresses the Council’s Civic Pride—Enhance Health and Wellness pillar by serving low- and moderate-income families by providing health screenings, nutritious foods to supplement their diets, and referrals to health care. Participation in the WIC program is associated with a reduction in the number of poor birth outcomes and reducing the amount spent on Medicaid costs. Participation in the WIC program also has been shown to support cognitive development, helping children to enter kindergarten ready to learn.

The WIC Nutrition Program is federally funded by USDA through a grant to the State of Texas. The state administers the program and contracts with the City of Amarillo to provide services in accordance with state and federal guidelines. The WIC Nutrition Program strives to deliver the highest quality services in the nation with integrity and with respect to the WIC eligible population. Currently, the department serves an average of 6,430 participants per month, or 77,160 participants per year. The department has an operating budget of $1.8 million. Additionally, the department oversees $4.5 million in food benefit issuances.
There are two major types of nutrition risks recognized for WIC eligibility: medically based risks such as anemia, underweight, history of pregnancy complications, or poor pregnancy outcomes; and dietary risks, such as inappropriate nutrition/feeding practices or failure to meet the current Dietary Guidelines for Americans. Women, infants, and children at nutrition risk have much greater risk of experiencing health problems.

**Programs**

**WIC Department Administration**  
2018/19 Budget — $657,208

This program provides the administrative expertise for the administration of all aspects of the WIC Nutrition Program in accordance with federal and state regulations, policies and procedures. The WIC Administration department received excellent marks on the state audit in August of 2017. It was noted by state auditors that there weren’t any findings in the entire audit, which is a very rare occurrence. High commendations were given for having an excellent managed agency.

**WIC Nutrition Education**  
2018/19 Budget — $817,795

This program is responsible for delivering nutrition education to participants enrolled in the WIC Nutrition Program according to state and federal regulations. The Nutrition Education section was able to continue and enhance the nutrition carnivals that the department offers. The WIC Nutrition Program is the only WIC agency in Texas that provides this enhanced level of nutrition education. This department also has been involved in adding the Farmers Market program to the WIC benefits received, making fresh vegetables and fruit from the Golden Spread Farmers Market available to WIC participants.

*Performance Measures/Indicators:*

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strive to maintain percentage of WIC participants receiving Nutrition Education above 95% (State Standard)</td>
<td>97%</td>
<td>96%</td>
<td>96%</td>
</tr>
<tr>
<td>Number of families receiving Nutrition Education/Counseling Services at the time of benefit issuance</td>
<td>7,579</td>
<td>7,181</td>
<td>6,436</td>
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**WIC Breastfeeding Education**  
2018/19 Budget — $203,944

Responsible for providing breastfeeding information, education, and support to pregnant women and breastfeeding women enrolled in the WIC Nutrition Program, as well as those in the general public requesting such. Services are provided by Breastfeeding Educators, Lactation Consultants, and Peer Counselors.
Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>WIC Client Services</th>
<th>2018/19 Budget — $804,729</th>
</tr>
</thead>
<tbody>
<tr>
<td>This program provides support for delivery of service to WIC participants in the most efficient, timely, accurate, professional, and pleasant manner possible. These support services include performing anthropometric body measurements and plotting results on growth grids; assessing eligibility for the program based on financial, residency, medical/nutritional factors; computer data entry of participant information; issuance of program benefits; scheduling certification and nutrition education appointments; copying/reproduction of materials; filing; and telephone and reception activities. This department has also been involved in the State Summer Feeding pilot project, which provides hot meals and snacks to children on the day that they are receiving services at the WIC offices during the summer months. The department will be transitioning to a new unified State mandated computer system starting in July 2018. The rollout of this software and the transition period is projected to have a negative effect on our case load driving down our participation numbers.</td>
<td></td>
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</table>

Performance Measures/Indicators:

<table>
<thead>
<tr>
<th>Percent of Born-to-WIC infants that are breastfed at the time of certification (State standard is 60 percent)</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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</thead>
<tbody>
<tr>
<td>75%</td>
<td>77%</td>
<td>74%</td>
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</tr>
<tr>
<td>Number of pregnant women receiving breastfeeding education</td>
<td>8,871</td>
<td>7,755</td>
<td>7,409</td>
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<tr>
<td>Number of breastfeeding women receiving breastfeeding counseling/education</td>
<td>11,568</td>
<td>10,855</td>
<td>10,399</td>
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</table>

<table>
<thead>
<tr>
<th>Percentage of women enrolled in first trimester at certification (State standard is 20 percent)</th>
<th>2016/17 Actual</th>
<th>2017/18 Estimated</th>
<th>2018/19 Projected</th>
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<tbody>
<tr>
<td>37%</td>
<td>38%</td>
<td>38%</td>
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<tr>
<td>Average number of participants served monthly</td>
<td>7,172</td>
<td>6,617</td>
<td>6,430</td>
</tr>
<tr>
<td>Total number of WIC participants receiving food benefits annually</td>
<td>96,605</td>
<td>91,398</td>
<td>86,059</td>
</tr>
<tr>
<td>Percentage change from previous year</td>
<td>-6%</td>
<td>-6%</td>
<td>-4%*</td>
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*Negative % change is attributed to improved economy, decreased birth rate, and increase in SNAP benefits.
Authorized Positions

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Total WIC Department 2018/19 Budget — $2,483,676
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<tr>
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<tr>
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**Department: WIC Nutrition Education**

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City of Amarillo

Department Staffing Report

**Department: WIC Breastfeeding**

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**Department: WIC Client Services**

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## City of Amarillo

### Department Staffing Report

**Department:** WIC Peer Counselor

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Public Improvement Districts Total Expenditures  
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Budget Comparison

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Mission

To promote and facilitate the development of quality neighborhoods that enhance the community appearance.

Strategic Approach

Public Improvement Districts (PIDs) were established to provide for the installation and maintenance of certain amenities and common areas that include hardscape and greenscape features that enhance the neighborhood by providing recreational and aesthetic related improvements.

A five-year service plan that defines the annual budget and individual assessments for each PID is approved annually by the respective PID Advisory Board and City Council. Each PID is fully funded by assessments and does not require City funding.

Programs

Greenways

2018/19 Budget — $618,125

Established in 1995, Greenways was the first PID established in Amarillo. Landscaped parkways and common areas which include hardscape features are some of the improvements within the Greenways. The Greenways PID continues to develop a linear park system which now contains approximately 29 acres. The park-like setting meanders throughout the development, interconnecting the home sites with a linear parkway. Trees and shrubs have been added to enhance the park’s large expanse of irrigated turf. The park contains over a mile of walking/jogging trails for the use and enjoyment of all users. Utilizing grant dollars from the State of Texas Parks and Wildlife Department, the City constructed a natural setting city park with soccer fields and other recreational type amenities in what was previously an undeveloped playa lake. The City maintains this “playa park”. The assessments for the Greenways
PID are necessary to fund the maintenance and administrative costs associated with the PID improvements, debt service, and reserve.

The Greenways PID has a five member advisory Board. Per the terms of the Greenways PID petition, three board member positions are homeowners and two are suggested for approval by the developer.

**Heritage Hills**

**2018/19 Budget — $63,755**

The Heritage Hills PID was established in July 2016 to provide for the construction and maintenance of certain right-of-way improvements such as landscaping, green areas and entry features throughout the subdivision. Heritage Hills will be a multi-phased development and will be subject to developer reimbursements for portions of the improvements. Since the proposed services are in addition to the standard level of service provided by the City, the property owners within the Heritage Hills PID will be assessed for the cost of care and maintenance.

Per the terms of the Heritage Hills PID petition, the initial three-member advisory board is to consist of three board members suggested for approval by the owner.

**Colonies**

**2018/19 Budget — $832,168**

Established in 2001, the Colonies PID encompasses approximately 375 acres of land and is located in southwest Amarillo. The Colonies PID contains both residentially and commercially developed properties. The Colonies PID is a multi-phased development and will be subject to developer reimbursements for portions of the improvements. Since the proposed services are in addition to the standard level of service provided by the City, the property owners within the Colonies PID will be assessed for the cost of care and maintenance. The Colonies PID collected the first assessments in January 2002. The assessments for the Colonies PID are necessary to fund the maintenance and administrative costs associated with the PID improvements, debt service, and reserves. Improvements such as a clock tower, landscaped medians, a bridge, gazebos, entryway features, and specialty lighting have been installed, dedicated, accepted and are now being maintained by the PID assessments.

The Colonies PID has a five-member advisory board. Per the terms of the Colonies PID petition, two board positions are suggested for approval by lot owners, two board positions are suggested for approval by the developer, and one board position suggested for approval by the owners.

**Tutbury**

**2018/19 Budget — $9,494**

Tutbury PID and was established to provide for the maintenance of eight landscaped parcels, which have been designated as common areas within the Colonies Unit Number Nine subdivision.

The Tutbury PID has a three-member advisory board. Per the terms of the Tutbury PID petition, all three Board members must be Tutbury homeowners.
Point West
2018/19 Budget — $26,068

The Point West PID was established to provide for the maintenance of several landscaped medians within City right-of-way. The City of Amarillo has a policy of not allowing medians within City right-of-way and therefore required the PID be established for a maintenance mechanism.

The Point West PID is zoned for a business and office park development. Point West was established as a mechanism to provide for the maintenance of several landscaped medians within City right-of-way. Since the proposed services are in addition to the standard level of service provided by the City, the property owners within Point West will be assessed for the cost of care and maintenance of the medians. The assessments for the Point West PID are necessary to fund the associated maintenance and administrative costs. These costs will be divided among the property owners based on the percentage of total square footage of property owned.

The Point West PID has a five-member advisory board. Per the terms of Resolution No. 5-29-12-1 which expanded the board from three members to five members, two members shall be suggested by the developer, two members must be lot owners, and one member shall be suggested for approval by the owners.

Quail Creek
2018/19 Budget — $7,047

The Quail Creek PID was established to provide for the maintenance of the common area with brick dumpster enclosures to include a lighted landscaped median within City right-of-way.

This 29 lot residential subdivision was developed on an irregular piece of land and was limited in what could be drafted into a workable residential design. The large median in the middle of the development was a result of this irregular tract. There will be no entry features associated with this tract and the only landscaping will be grass and trees within the median mentioned above. The subdivision improvements associated with this PID were completed and accepted in the spring of 2009 and are now being maintained by a private contractor. The amenities offered within this PID are in addition to the standard level of service provided by the City. The property owners within the Quail Creek PID will be assessed for the cost of care and maintenance of the common area amenities.

The Quail Creek PID has a three-member advisory board. Per the terms of the Quail Creek PID petition, one board position represents the developer and the remaining two board members represent Quail Creek home owners.

Vineyards
2018/19 Budget — $3,738

The Vineyards PID was established to provide for the installation and maintenance of certain landscaped areas (common areas). Since the proposed services are in addition to the standard level of service provided by the City, the property owners within the Vineyards PID will be assessed for the cost of care and maintenance. The Vineyards PID is a multi-phased residential development and will be subject to developer reimbursements for portions of the improvements. The Vineyards PID collected its first assessments in October 2012. Improvements such as landscaped medians and specialty lighting have been installed, accepted and therefore, are now being maintained within the first phase of development.
Per the terms of the Vineyards PID petition, after the first year, the advisory board will consist of five members appointed by the City Council and all members of the advisory board will serve terms of three years. Two members are recommended by the developer, two members are lot owners within the Vineyards and one is recommended by the owners.

**Town Square**

2018/19 Budget — $83,043

The Town Square PID was established to provide for the installation and maintenance of certain landscaped common areas to include hardscape features. Established in October of 2014, Town Square is Amarillo’s most recently established PID. Town Square will be a multi-phased development and will be subject to developer reimbursements for portions of the improvements. Since the proposed services are in addition to the standard level of service provided by the City, the property owners within the Town Square PID will be assessed for the cost of care and maintenance.

Per the terms of the Town Square PID petition, the initial three-member advisory board is to consist of three board members suggested for approval by the owner.

**Total Public Improvement District 2018/19 Budget —**

$1,643,438
CITY OF AMARILLO

DEBT SERVICE

Current Requirements

The total debt service requirement for the City of Amarillo for fiscal year 2018/2019 is $40,894,088*. The debt service consists of $25,744,587 in principal payments, $13,482,622 in interest and fees, and $1,666,879 in estimated compensated absences payments.

The State of Texas sets a limit on the amount of General Obligation debt that can be issued. This limit would apply to the General Obligation Bonds and the Certificates of Obligation Bonds. The limit of General Obligation debt is 10% of the total assessed property value before applying exemptions. Accordingly, the City of Amarillo’s total General Obligation debt limit would be $1.5 billion. The City’s actual General Obligation debt net of Debt Service assets is $153.4 million which leaves a balance of greater than $1.3 billion. We cannot see any future projects that would take the City of Amarillo anywhere near this limit.

During the 1999/2000 fiscal year, voters approved library improvements that would be funded by a one-cent property tax increase. In June 2001, $6.9 million in General Obligation bonds were issued. The Library Improvement bonds were issued for 20 years at an average interest rate of 4.87%. The bond proceeds were used to construct two new branch libraries and to remodel two existing branch libraries and the downtown library. This issue was refunded with the 2009 General Obligation bonds with a net present value benefit of $231,274. The original par value of the new bonds is $4,825,000 with an average interest coupon of 3.83% and maturities through August 2022. These bonds enjoyed an underlying rating of AAA from Standard & Poor’s and Aa2 from Moody’s Investors Service.

During the 2006/2007 fiscal year, the City Council approved the issuance of $24,575,000 of Combination Tax and Revenue Certificates of Obligation. The bond proceeds enabled the City to fund capital improvement needs in the Fire, Police, Public Health, Street and Parks departments. The substantial growth in the City has increased public facility and infrastructure needs and many of these projects had been waiting for a funding source for several years. The bonds were issued for 20 years at an average interest rate of 4.76%. This issue was refunded with the 2017 General Obligation Refunding bonds with a net present value benefit of $2,422,114. The original par value of the new bonds is $15,110,000 with a true interest cost of 2.219% and maturities through May 2027. These bonds enjoyed an underlying rating of AAA from Standard & Poor’s and Aa2 from Moody’s Investors Service.

During 2017, the City Council issued the Certificates of Obligation, Series 2017 in the amount of $6,940,000 the proceeds are funding the public safety radio system and allow the City to acquire a two-way radio communications system for public safety. The bonds were issued for 20 years at a true interest cost of 2.736%. These bonds enjoyed an underlying rating of AAA from Standard & Poor’s and Aa2 from Moody’s Investors Service.

During 2010, the City issued $1,392,000 in Recovery Zone Build America Bonds, Series 2010. The maturities range through 2030 with an average interest coupon of 3.196%. These bonds are eligible for an interest subsidy of 45%. These funds support a portion of the construction of the S.E. 3rd Avenue and Grand Street overpass with the remaining funds used for street improvements in the target zone.

During 2017, the City Council issued the General Obligation Bonds, Series 2017 in the amount of $21,280,000 with a true interest cost of 3.181%. These maturities range through 2042. This is the first year of five anticipated bond issues associated with the November 2016 bond election. The voters approved two propositions totaling $109 million for streets and public safety infrastructure initiatives.

During 2018, the City Council issued the General Obligation Bonds, Series 2018 in the amount of $22,145,000 with a true interest cost of 3.466%. These maturities range through 2043. This is the second year of five anticipated bond issues associated with the November 2016 bond election.

The Greenways Public Improvement District (PID) has developed a linear park system containing approximately 19 acres. The park-like setting meanders throughout the development. In the 2003/2004 fiscal year, the City of Amarillo issued $620,000 in Certificates of Obligation with an annual debt service amount of approximately $47,000. The 2003 Certificates of Obligation mature in 20 years at 3.70% interest. During the 2007/2008 fiscal year, the City of Amarillo issued $600,000 in Certificates of Obligation with an annual debt service amount of approximately $45,000. The 2008A Certificates of Obligation mature in 20 years at 4.28% interest. During the 2013/2014 fiscal year, the City of Amarillo issued $2,280,000 in Certificates of Obligation to pay for park improvements, of that amount $725,000 is the Greenways share with an annual debt service amount of approximately $50,000. The 2014 Certificates of Obligation mature in 20 years at 3.22% interest. All of these issues are funded by assessments to the property owners of the Greenways Public Improvement District. Accordingly, the Greenways’ assessments are $600 per lot for the 2018/2019 fiscal year.

The Colonies Public Improvement District has developed a linear park area throughout the development. During the 2005/2006 fiscal year, the City of Amarillo issued $585,000 in Certificates of Obligation to pay for the improvements to the Colonies. The Certificates of Obligation mature in 20 years at 4.75% interest. Annual debt service on the 2006 Certificates will be approximately $46,000. During the 2007/2008 fiscal year, the City of Amarillo issued $1,500,000 in Certificates of Obligation to pay for the improvements to the Colonies. The Certificates of Obligation mature in 20 years at 4.08% interest. Annual debt service on the
2008B Certificates will be approximately $110,000. During the 2013/2014 fiscal year, the City of Amarillo issued $2,260,000 in Certificates of Obligation to pay for park improvements, of that amount $1,535,000 is the Colonies share with an annual debt service amount of approximately $106,000. The 2014 Certificates of Obligation mature in 20 years at 3.22% interest. During the 2017/2018 fiscal year, the City of Amarillo issued $3,000,000 in Certificates of Obligation to pay for the improvements to the Colonies. The Certificates of Obligation mature in 20 years at 3.27% interest. Annual debt service on the 2018 Certificates will be approximately $206,000. All of these issues are funded by an assessment to the property owners. The total assessment is calculated on the total square feet of the property owner’s lot. The 2018/2019 assessment of $0.100 per square foot funds the debt service of the Certificates as well as the operating cost to maintain the park area.

During 2011, the City issued $3,750,000 in Certificates of Obligation bonds to fund the reconstruction of one of the City municipal golf courses. The maturities range through 2037 with a true interest cost of 4.91%. The debt service on this issue will be funded by revenues generated by the City golf course. The City also issued $2,210,000 in Certificates of Obligation Bonds that will be funded by Tax Increment Reinvestment Zone #1(TIRZ #1) revenue. The proceeds from this issue will be allocated by the TIRZ #1 Board to fund downtown improvement projects.

During 2016 the City issued the Hotel Occupancy Tax Revenue Bonds, Taxable Series 2016 in the amount of $11,995,000. The maturities range through 2043 with a true interest cost of 4.12%. The bonds are being used to construct and equip a downtown Amarillo parking garage located in the vicinity of the City’s convention center facilities. The parking garage construction corresponds with the completion of a privately funded convention hotel. During 2018 the City issued a second Hotel Occupancy Tax Revenue Bonds, Taxable Series 2018 in the amount of $38,835,000. The maturities range through 2048 with a true interest cost of 4.30%. This issue will complete the funding for the multipurpose event venue of $45.5 million with the balance of the funding from cash.

Amounts provided for in the Provision for Compensated Absences Fund are used to pay terminating and retiring employees their respective sick and annual leave. Civilian employees with 10 years of service are entitled to be paid up to 90 days of unused sick days and 65 unused vacation days. Police Officers and Firefighters are entitled to be paid for up to 90 days of unused sick days and 65 unused vacation days, but are not required to have 10 years of service to receive the benefit. The City is estimating that the compensated absences fund will run out at the end 2018/2019 at which point operating budgets will begin to fund the unused sick and annual leave benefit.

Currently, there are 12 outstanding Water and Sewer bond issues: the 2009 Certificates of Obligation, the 2009B Certificates of Obligation, the 2009C Certificates of Obligation, the 2011 Water and Sewer issue, 2011 General Obligation Refunding Bonds, the 2013 Water and Sewer issue, the 2014 Water and Sewer issue, the 2015 Water and Sewer issue, the 2015A Water and Sewer issue, the 2017 Water and Sewer issue, the 2018A Water and Sewer issue, and the 2018B Water and Sewer issue. Funding for debt service expenses will be from the Water and Sewer Fund of $17,774,780 including principal and interest. The bond covenants for the Water and Sewer debt issues require that the Water and Sewer Bond Reserve Fund contain an average of one year’s debt service for the 2013 Water and Sewer issue, the 2014 Water and Sewer issue, the 2015 Water and Sewer issue, and the 2018A Water and Sewer issue of $2,345,350. This account is fully funded.

During 2005, the Waterworks and Sewer System Revenue Refunding Bonds, Series 2005, were issued. The proceeds from the sale of these bonds were used to refund a portion of the Waterworks and Sewer System Revenue Bonds, Series 1999. The issuance of the 2005 bonds resulted in a debt service gross savings to the City of approximately $917,000. During 2006, the Waterworks and Sewer System Revenue Refunding Bonds, Series 2006A, were issued. With the 2006A issue, we restructured the 1996 issue, thereby extending maturities. The City still ended up with a net present value benefit of just over $100,000. During 2015, the City issued the Waterworks & Sewer System Refunding Bonds, New Series 2015A in the amount of $21,145,000. The New Series 2015A bonds refunded the City’s outstanding Waterworks & Sewer System Revenue Bonds Series 2005, Series 2006, and Series 2006A with a net present value benefit of $2.6 million and a true interest cost of 2.38%. During 2011, the General Obligation Refunding Bonds, Series 2011, were issued for $5,605,000 to refund the 2003 Water and Sewer issue. The refunding reduced total debt service payments over 12 years by approximately $840,080. Also, the Waterworks and Sewer System Revenue Bonds, Series 2011, were issued to fund water rights purchases. All of the debt issuances are monitored for potential savings with refundings.

During 2009, the City issued $38,885,000 in Combination Tax and Revenue Certificates of Obligation, Series 2009, and $47,400,000 in Combination Tax and Revenue Certificates of Obligation, Series 2009B; both through the Texas Water Development Board Water Infrastructure Fund. These bonds were issued at 2.095% and 1.969% respectively, 200 basis points less than the market. Also, during 2009, the City issued $18,075,000 in Combination Tax and Revenue Certificates of Obligation, Series 2009C. The bonds mature annually through 2031 with annual principal payment of $905,000 and provide for a 0% interest rate.

During 2011, the City issued $16,300,000 in Waterworks and Sewer System New Series Revenue Bonds, New Series 2011. The bonds mature annually through 2023 with a true interest cost of 3.678%.

During 2013 and 2014, the City issued additional Water and Sewer Revenue Bonds through the Texas Water Development Board (TWDB). The 2013 with a $1,310,000 par were issued with a true interest cost of 0.36% for 10 years and the 2014 bonds with a $8,495,000 par were issued with a true interest cost of 1.94% for 20 years. During 2015, the City issued the Waterworks & Sewer
System Revenue Bonds, Series 2015 in the amount of $17,195,000 through the TWDB with a true interest cost of 1.17% for 20 years. Again in 2018, the City issued the Waterworks & Sewer System Revenue Bonds, New Series 2018A in the amount of $12,500,000 through the TWDB with a true interest cost of 1.34% for 20 years. The City has enjoyed very favorable financing through the TWDB.

During 2017 and 2018, the City Council issued the Waterworks and Sewer System Revenue Bonds, Series 2017 in the amount of $31,005,000 and the Waterworks and Sewer System Revenue Bonds, New Series 2018B in the amount of $14,610,000. The proceeds are year one and two of a five year capital plan totaling $140 million. These bonds allow the City to address much needed infrastructure projects for water and sewer. The bonds were issued for 20 years at a true interest cost 2.932% and 3.238%, respectively. These bonds enjoyed an underlying rating of AAA from Standard & Poor’s. The City anticipates issuing an additional $28,100,000 in Waterworks and Sewer System Revenue Bonds during 2019 for year three of the five year capital plan.

Also included in the Water and Sewer Debt Service is the City’s share of the Canadian River Municipal Water Authority’s (CRMWA) debt. Although the CRMWA debt is not bonded debt, it is a long-term obligation of the City. This obligation represents the City’s portion of the CRMWA’s debt that was issued to provide the municipal water supply. This debt is paid for out of the Water and Sewer Fund. During 2005, the City participated in two CRMWA debt issues: the 2005 revenue/refunding bonds and the 2005 revenue bonds, which were later refunded in 2012. CRMWA refunded the 2005 Revenue bonds by issuing the 2012 Refunding bonds in the total amount of $28,535,000. The City’s share of these bonds is $18,415,688. During 2006, CRMWA issued revenue bonds in the amount of $49,075,000. The City’s share of the issue is $20,359,745. During 2014 the City participated in the 2014 CRMWA refunding bond issue. This issue refunded the 2005 and 2006 revenue issues with the City’s share of this issue being $20,031,387. During 2009, CRMWA issued bonds in the amount of $21,105,000. The City’s share of these bonds is $8,573,062. During 2017, the City participated in the 2017 CRMWA refunding bond issue. This issue refunded the 2009 issue with the City’s share of the refunding issue being $4,657,198. During 2010, CRMWA refunded two 1999 issues with the following issues: the Bureau of Reclamation Prepayment Project ($10,520,000) and the Conjunctive Use Groundwater Supply Project revenue refunding bonds ($5,235,000). The City’s share of these bonds is $4,889,380 and $3,420,130 respectively. During 2011, CRMWA issued bonds in the amount of $81,630,000. The City’s share of these bonds is $33,536,053.

During 2009, the City issued $16,140,000 in Combination Tax and Revenue Certificates of Obligation, Series 2009A, with maturities through 2020 and an average interest coupon of 4.69%. The proceeds of this issue are to help fund the Airport terminal project. The City implemented a Passenger Facility Charge for the repayment of this bond issue.

During 2012, the City issued Certificates of Obligation 2012A and 2012B. The 2012A issue is funded by the Drainage Utility Fund and was issued in the amount of $6,260,000 with a true interest cost of 1.76% including maturities through 2032. These proceeds have been used to fund drainage utility projects, with the majority of the proceeds funding the Farmers Avenue project. During 2014, the City issued Drainage Utility System Revenue Bonds, Series 2014 in the amount of $6,080,000 with a true interest cost of 3.23% including maturities through 2034. These proceeds have been used to fund drainage utility projects, with the majority of the proceeds funding the T-Anchor Excavation project. The City anticipates issuing approximately $10,000,000 in Drainage Utility System Revenue Bonds during 2018/2019 to fund drainage improvements as outlined in a five year capital plan.

The Tax Notes, Series 2014 is funded by the Fleet Services Fund with an issue amount of $2,650,000, a true interest cost of 0.916% and maturities through 2019. The proceeds from this issue have been used to fund large fleet purchases and the maturity of the issue has been shortened to mirror the life of the capital purchases.

Future Bond Requirements

The following pages also detail the future annual principal and interest requirements for the City’s outstanding debt obligations. As of October 1, 2018 through 2048, the City has a total of $316,820,733 in principal to retire and $110,254,761 in interest to pay.

Future Bond Sales and Impact on Operating Budget

On November 8, 2016, the citizens of Amarillo voted in a bond election that included seven propositions totaling $340 million which would allow the City to implement a five year general capital program. The voters Propositions 1 and 2 associated with streets and public safety infrastructure improvements in the total amount of $109 million. During April 2017, the City issued the first year of five anticipated annual bond issues in the amount of $21,280,000 and during July 2018, the second issue for $22,145,000. The City anticipates the third issue of $19.9 million during April 2019, with the related tax rate impact to be included in the 2019/20 fiscal year budget.

The City Council has also approved year one and two of the Water and Sewer capital improvement plan and approved the first two years funding of revenue bonds with 3% water and sewer fee increases, the first two of five planned similar increases. During 2019, the City anticipates issuing an additional $20.7 million in Water and Sewer bonds to be used for water and sewer system enhancements and replacements. The City Council has approved funding of revenue bonds with a 3% water and sewer fee
CITY OF AMARILLO

DEBT SERVICE

increase effective October 1, 2018, the third of five planned similar increases.

The City has entered into a development agreement, which has been assigned to the Amarillo Local Government Corporation. The Corporation’s charge is to work with a developer on three downtown initiatives: a convention hotel, a parking garage and a multipurpose event venue that will also serve as a minor league ballpark. The City will own all of the facilities. During 2018, the City issued an additional $38,835,000 in hotel tax revenue bonds to finance the multipurpose event venue.

The hotel developer agreement includes an 80 year lease to the hotel developer with the developer responsible for all maintenance and operations of the facility. The convention hotel opened during September 2017. The Amarillo Local Government Corporation will operate as the developer for the parking garage with the parking garage operations beginning during the summer of 2017. The City Council approved a developer agreement for the multipurpose event venue with the developer responsible for the maintenance and operation of the facilities at no cost to the City during September 2017 and awarded the MPEV construction contract during October 2017. We anticipate that the MPEV will be open for the April 2019 baseball season.

Currently, approximately 3.5% of the 7% hotel tax revenues are used to offset the operating loss at the Civic Center Complex, which includes the Globe News Center. Also, approximately 3% of the hotel tax is allocated to the Chamber of Commerce’s Convention and Visitor Council to promote tourism and conventions in the city. The half percent is used to subsidize events at the Civic Center Complex. Generally, the approximately 3.5% for the Civic Center Complex is more than enough to offset the loss and the balance is transferred to the Civic Center Improvement Fund for future capital needs. Likewise, the City generally does not use all the funds allocated to subsidize events at the Civic Center Complex and those excess funds are also transferred to the Civic Center Improvement Fund. Once the City begins paying the full debt service associated with both of the Hotel Occupancy Tax bond issues, the City anticipates using $2.5 million of hotel occupancy tax dollars to fund the annual debt service with additional funding anticipated from parking garage revenue and a portion of the annual lease payment from the baseball team.

* Note – The amount reported as total debt service, $39,227,209, includes $2,788,616 in Canadian River Municipal Water Authority debt interest payments and $11,710 in fiscal agent fees. In the Summary of Revenue and Expenditures, these amounts are included as Water and Sewer Fund operating expenses.
### Property Tax Supported Debt

<table>
<thead>
<tr>
<th>General Obligation Bonds:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Series 2009</td>
<td>09/01/09</td>
</tr>
<tr>
<td>Series 2017 Refunding</td>
<td>01/15/17</td>
</tr>
<tr>
<td>Series 2017</td>
<td>04/01/17</td>
</tr>
<tr>
<td>Series 2018</td>
<td>07/18/18</td>
</tr>
</tbody>
</table>

#### Combination Tax and Revenue Certificates of Obligation:

| Series 2010 | 4/15/2010 | 1,352,000 | 939,000 | 67,000 | 67,000 | 29,367 | 96,367 |
| Series 2017 | 1/15/2017 | 6,940,000 | 6,570,000 | 480,000 | 480,000 | 193,325 | 678,325 |

**Issuance Agency Fees:** 7,500

**Total Property Tax Supported Debt:** 66,054,000 + 2,373,000 = 2,509,994 = 5,754,494

#### Debt Serviced by Special Assessments and Other Revenue Sources

| Combination Tax and Revenue Certificates of Obligation: |  |
| Series 2003 ‐ Greenways PID       | 08/15/03 | 620,000 | 210,000 | 40,000 | 7,770 | 47,770 |
| Series 2006 ‐ Colonies PID         | 05/24/06 | 585,000 | 286,733 | 33,037 | 12,910 | 45,947 |
| Series 2008A ‐ Greenways PID       | 07/17/08 | 600,000 | 365,000 | 30,000 | 14,980 | 44,980 |
| Series 2008B ‐ Colonies PID         | 07/17/08 | 1,500,000 | 905,000 | 75,000 | 35,394 | 110,394 |
| Series 2011A ‐ Golf                 | 02/01/11 | 3,750,000 | 3,100,000 | 105,000 | 146,188 | 251,188 |
| Series 2011B ‐ TIRZ #1              | 03/01/11 | 2,210,000 | 1,675,000 | 85,000 | 86,763 | 171,763 |
| Series 2014 ‐ Greenways and Colonies PID | 04/30/14 | 2,260,000 | 1,915,000 | 95,900 | 61,069 | 256,069 |
| Series 2018 ‐ Colonies PID          | 07/18/18 | 3,000,000 | 3,000,000 | 95,000 | 110,884 | 205,884 |

**Hotel Occupancy Tax Revenue Bonds, Series 2016**: 4/13/2016

**Hotel Occupancy Tax Revenue Bonds, Series 2018**: 2/15/2018

**Issuance Agency Fees**

**Total Debt Serviced by Special Assessments and Other Revenue**

| General Obligation Refunding Bonds, Series 2011 | 08/30/11 | 16,300,000 | 11,645,000 | 695,000 | 441,688 | 1,136,688 |
| Water & Sewer Revenue Bonds, Series 2013 | 01/22/14 | 1,310,000 | 665,000 | 130,000 | 3,173 | 133,173 |
| Water & Sewer Revenue Bonds, Series 2014 | 01/22/14 | 8,495,000 | 6,555,000 | 385,000 | 121,476 | 506,476 |
| Water & Sewer Revenue Bonds, Series 2015 | 10/02/15 | 17,195,000 | 14,675,000 | 815,000 | 147,102 | 962,102 |
| Water & Sewer Revenue Bonds, Series 2015A | 10/02/15 | 21,145,000 | 16,095,000 | 1,815,000 | 503,369 | 2,318,369 |
| Water & Sewer Revenue Bonds, New Series 2017 | 04/11/17 | 31,005,000 | 29,780,000 | 1,130,000 | 1,173,244 | 2,303,244 |
| Water & Sewer Revenue Bonds, Series 2018A | 07/19/18 | 12,500,000 | 12,500,000 | 615,000 | 97,945 | 712,945 |
| Water & Sewer Revenue Bonds, Series 2018B | 07/19/18 | 14,610,000 | 14,610,000 | 675,000 | 411,933 | 712,945 |
| Water & Sewer Revenue Bonds, Series 2019 (est.) | 07/19/18 | 28,100,000 | 28,100,000 | 509,878 | 2,795,878 |

**Total Local Water & Sewer Debt**: 203,550,000 + 13,040,000 = 4,734,780 = 17,774,780

#### Other Water & Sewer Long Term Debt

| Canadian River Municipal Water Authority (CRMWA) |  |
| 2010 Conjunctive Use | 3,420,130 | 734,985 | 521,567 | 25,723 | 547,290 |
| 2011 Bonds Contract Revenue Bonds | 33,536,053 | 24,831,593 | 1,518,558 | 1,173,998 | 2,712,556 |
| 2012 Refunding Bonds | 18,415,688 | 16,148,281 | 513,556 | 807,414 | 1,388,770 |
| 2014 Refunding Bonds | 4,031,387 | 11,927,833 | 2,597,050 | 596,392 | 3,193,442 |
| 2017 Refunding Bonds | 4,657,198 | 4,590,173 | 398,584 | 185,089 | 583,683 |

**Current CRMWA Debt**: 58,232,866 + 5,587,125 = 2,788,616 = 8,375,741

**Issuance Agency Fees**

**Total Water and Sewer Expenditures**

| Airport Bonds |  |
| Combination Tax & Revenue Certificates of Obligation, Series 2009A | 9/3/2009 | 14,160,000 | 3,570,000 | 1,740,000 | 670,000 | 1,313,025 | 1,871,025 |

**Total Airport Expenditures**

| Drainage Bonds |  |
| Combination Tax & Revenue Certificates of Obligation, Series 2012A | 12/12/12 | 6,260,000 | 3,885,000 | 250,000 | 77,700 | 327,700 |
| Drainage Utility System Revenue Bonds, Series 2014 | 4/2/14 | 6,080,000 | 5,120,000 | 260,000 | 165,444 | 425,444 |
| Drainage Utility System Revenue Bonds, Series 2015 (est.) | 10,000,000 | 10,000,000 | 302,425 | 500,000 | 802,425 |

**Total Drainage Expenditures**

| Fleet Bonds |  |
| Tax Notes, Series 2014 | 1/15/14 | 2,650,000 | 455,000 | 455,000 | 9,100 | 464,100 |

**Total Fleet Expenditures**

| Total of Amarillo Debt Service | 413,153,599 | 25,744,587 | 13,456,412 | 39,227,209 |

* Included in operating budget
Assessed Value - 2017 Tax Roll $15,314,198,428
Debt Limit --10% of Assessed Roll $1,531,419,843

Amount of Debt Applicable to Debt Limit:

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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Total Bonded Debt</td>
<td>$ 354,920,733</td>
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<tr>
<td>Less: Assets in Debt Service Fund (as of 09/30/2017)</td>
<td>(981,713)</td>
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<tr>
<td>Less: HOT Revenue Bonds</td>
<td>(50,830,000)</td>
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<tr>
<td>Less: Waterworks Revenue Bonds</td>
<td>(134,625,000)</td>
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<tr>
<td>Less: Drainage Revenue Bonds</td>
<td>(15,120,000)</td>
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<tr>
<td>Total Amount of Debt Applicable to Debt Limit</td>
<td>$ 153,364,020</td>
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Pro Forma Legal Debt Margin $1,378,055,823
CITY OF AMARILLO

DEBT SERVICE
At October 1, 2018
Tax Supported Debt Interest and Redemption

<table>
<thead>
<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td>RESOURCES:</td>
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<tr>
<td>Balance 10/01/17</td>
<td>905,553</td>
<td>981,713</td>
<td>1,058,718</td>
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<td>ADD RECEIPTS:</td>
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<tr>
<td>Interest Earnings</td>
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<td>Ad Valorem Tax Collections</td>
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<td>4,455,425</td>
<td>5,149,795</td>
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<tr>
<td>Other</td>
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<tr>
<td>Total Receipts</td>
<td>2,798,731</td>
<td>4,477,555</td>
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<tr>
<td>Total Resources &amp; Receipts</td>
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<td>5,459,268</td>
<td>6,233,513</td>
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<td>DEDUCT EXPENDITURES:</td>
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<tr>
<td>Principal Maturities</td>
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<td>Paying Agency Fees</td>
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<td>Total Expenditures</td>
<td>2,722,571</td>
<td>4,400,551</td>
<td>5,754,495</td>
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<td>Reserve for Future Maturities</td>
<td>981,714</td>
<td>1,058,718</td>
<td>479,018</td>
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</tbody>
</table>

Estimated Tax Rate:

Debt Service Rate Per $100 Value

Available funds calculation:
Cash & Investments 979,685
(Appreciation)Depreciation in Investments 0
Assets to be converted to Cash 21,118
Less: Liabilities & Encumberances (19,090)
Less: Certificates of obligation funds
Less: HOT Revenue Bonds ----------------------------
Balance 10/01/17 981,713
## CITY OF AMARILLO

### DEBT SERVICE
At October 1, 2017
Combination Tax and Revenue Certificates of Obligation

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>RESOURCES:</strong></td>
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</tr>
<tr>
<td>Balance 10/01/17</td>
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<td>2,781</td>
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<td><strong>ADD RECEIPTS:</strong></td>
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<tr>
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<tr>
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<td>835,597</td>
<td>1,040,996</td>
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<td>2,783</td>
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Available funds calculation:
Cash & Investments 2,781
(Appreciation)Depreciation in Investments
Assets to be converted to Cash
Less: Liabilities & Encumberances
Less: Construction in Progress Balances
Balance 10/01/17 2,781
### CITY OF AMARILLO

**DEBT SERVICE**

At October 1, 2017

Hotel Occupancy Tax Revenue Bonds
Series 2016 and 2018

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<tr>
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<td>113,800</td>
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<td>Other</td>
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<td><strong>Total Expenditures</strong></td>
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<td>1,104,578</td>
<td>2,378,796</td>
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<td><strong>Reserve for Future Maturities</strong></td>
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<td>113,800</td>
<td>115,800</td>
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**Available funds calculation:**

- **Cash & Investments**: 112,082
- **(Appreciation)Depreciation in Investments**
- **Assets to be converted to Cash**
- **Less: Liabilities & Encumberances**
- **Less: Construction in Progress Balances**: 0

| Balance 10/01/17 | 112,082 |
CITY OF AMARILLO

INTEREST AND REDEMPTION FUND- GENERAL OBLIGATION DEBT

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2018

AND EXPENDITURES BY ISSUES 2018/19

<table>
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<th>BOND INDEBTEDNESS</th>
<th>EXPENDITURES 2018/19</th>
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<td>GO Ref, Series 2017</td>
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<tr>
<td>GO, Series 2017</td>
<td>4/1/2017</td>
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<td>GO, Series 2018</td>
<td>7/18/2018</td>
</tr>
<tr>
<td>* Series 2003</td>
<td>11/26/2003</td>
</tr>
<tr>
<td>** Series 2006</td>
<td>5/24/2006</td>
</tr>
<tr>
<td>* Series 2008A</td>
<td>7/17/2008</td>
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<td>** Series 2008B</td>
<td>7/17/2008</td>
</tr>
<tr>
<td>*** Series 2010</td>
<td>4/15/2010</td>
</tr>
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<td>**** Series 2011A</td>
<td>2/3/2011</td>
</tr>
<tr>
<td>***** Series 2011B</td>
<td>2/3/2011</td>
</tr>
<tr>
<td>x Series 2014</td>
<td>4/30/2014</td>
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<tr>
<td>***Series 2017</td>
<td>1/15/2017</td>
</tr>
<tr>
<td>**Series 2018</td>
<td>7/18/2018</td>
</tr>
<tr>
<td>xxHOT Series 2016</td>
<td>4/13/2016</td>
</tr>
<tr>
<td>xxHOT Series 2018</td>
<td>2/15/2018</td>
</tr>
<tr>
<td>Paying Agency Fees</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td></td>
</tr>
</tbody>
</table>

* The Combination Tax and Revenue Certificates of Obligation, Series 2003, 2008A, & 2014 Bonds are funded by a Special Assessment to the Greenways Public Improvement District.
** The Combination Tax and Revenue Certificates of Obligation, Series 2006, 2008B, 2014, & 2018 Bonds are funded by a Special Assessment to the Colonies Public Improvement District.
*** The Combination Tax and Revenue Certificates of Obligation, Series 2010 & 2017 Bonds are funded by Property Taxes.
**** The Combination Tax and Revenue Certificates of Obligation, Series 2011A Bonds are funded by Golf Revenue.
***** The Combination Tax and Revenue Certificates of Obligation, Series 2011B Bonds are funded by TIRZ #1.
x The Combination Tax and Revenue Certificates of Obligation, Series 2014 Bonds are funded by a Special Assessment to the Colonies and the Greenways Public Improvement District.
xx The Hotel Occupancy Tax Revenue Bonds, Series 2016 and 2018 are funded by hotel occupancy taxes.
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - GENERAL OBLIGATION BONDS

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Beginning of Year</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>General Obligation Bonds, Series 2009</td>
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<td>501,838</td>
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<tr>
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<td>485,000</td>
<td>19,400</td>
<td>504,400</td>
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<td>2,022,163</td>
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General Obligation Refunding Bonds, Series 2017 | October 1, 2018 | | | |
| 2018/19     | 13,595,000        | 1,280,000 | 543,800  | 1,823,800 |
| 2019/20     | 12,315,000        | 1,335,000 | 492,600  | 1,827,600 |
| 2020/21     | 10,980,000        | 1,390,000 | 439,200  | 1,829,200 |
| 2021/22     | 9,590,000         | 1,445,000 | 383,600  | 1,828,600 |
| 2022/23     | 8,145,000         | 1,505,000 | 325,800  | 1,830,800 |
| 2023/24     | 6,640,000         | 1,565,000 | 265,600  | 1,830,600 |
| 2024/25     | 5,075,000         | 1,625,000 | 203,000  | 1,828,000 |
| 2025/26     | 3,450,000         | 1,690,000 | 138,000  | 1,828,000 |
| 2026/27     | 1,760,000         | 1,760,000 | 70,400   | 1,830,400 |
| TOTALS      | 13,595,000        | 2,862,000 |          | 16,457,000 |
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - GENERAL OBLIGATION BONDS

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Beginning of Year</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
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<td>570,000</td>
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<td>1,293,569</td>
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<td>2021/22</td>
<td>19,350,000</td>
<td>595,000</td>
<td>694,444</td>
<td>1,289,444</td>
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<tr>
<td>2022/23</td>
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<td>1,288,944</td>
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TOTALS 20,980,000 9,992,772 30,972,772
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - GENERAL OBLIGATION BONDS

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<th>Beginning of Year</th>
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<th>Interest</th>
<th>Total</th>
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TOTALS: 22,145,000  11,626,878  33,771,878
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

### Outstanding Beginning Principal Interest Total

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Combination Tax and Revenue Certificates of Obligation, Series 2003

**October 1, 2018**

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## CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND

**Outstanding Beginning Principal Interest Total**

**Fiscal of Year**

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**Combination Tax and Revenue Certificates of Obligation, Series 2008A**

October 1, 2018

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**Combination Tax and Revenue Certificates of Obligation, Series 2008B**

October 1, 2018

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CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Outstanding Combination Tax and Revenue Certificates of Obligation, Series 2010

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TOTALS 919,000 199,463 1,118,463
## CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND

**Outstanding Beginning Fiscal of Year**

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## CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND

**Outstanding Beginning Fiscal of Year**

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**TOTALS** | **1,675,000** | **755,713** | **2,430,713** |
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

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CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Outstanding Outstanding
Beginning Beginning

Fiscal Principal Interest Total

Combination Tax and Revenue Certificates of Obligation, Series 2017

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TOTALS 6,570,000 1,447,694 8,017,694
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

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## CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND

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**TOTALS**: 11,995,000 7,320,086 19,315,086
## CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND

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<td>2046/47</td>
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<td>2047/48</td>
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**TOTALS** 38,835,000 31,696,778 70,531,778
**CITY OF AMARILLO**

**DEBT SERVICE**

**PROVISION FOR COMPENSATED ABSENCES**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>RESOURCES:</strong></td>
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<tr>
<td>Balance 10/01/17</td>
<td>4,858,766</td>
<td>3,506,122</td>
<td>1,642,345</td>
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<td><strong>ADD RECEIPTS</strong></td>
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<tr>
<td>Interest Earnings</td>
<td>29,514</td>
<td>29,632</td>
<td>27,600</td>
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<tr>
<td>Operating Transfers</td>
<td>0</td>
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<tr>
<td>Other</td>
<td>-5,105</td>
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<td>Total Receipts</td>
<td>24,409</td>
<td>29,632</td>
<td>27,600</td>
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<td><strong>Total Resources &amp; Receipts</strong></td>
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<td>3,535,754</td>
<td>1,669,945</td>
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<td><strong>DEDUCT EXPENDITURES:</strong></td>
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<tr>
<td>Compensated Absences</td>
<td>1,374,058</td>
<td>1,863,194</td>
<td>1,666,879</td>
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<tr>
<td>Operating Transfers</td>
<td>8,100</td>
<td>30,214</td>
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<td>Total Expenditures</td>
<td>1,382,158</td>
<td>1,893,408</td>
<td>1,666,879</td>
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<td>Reserve for Future Compensated Absences</td>
<td>3,506,122</td>
<td>1,642,345</td>
<td>3,067</td>
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Available funds calculation:
Cash & Investments 3,489,866
(Appreciation)Depreciation in Investments 5,105
Assets to be converted to Cash 11,151
Less: Liabilities & Encumberances 0
Less: Construction in Progress Balances

Balance 10/01/17 3,506,122
## CITY OF AMARILLO

### INTEREST AND REDEMPTION FUND - WATER REVENUE

### STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2018

#### BONDED INDEBTEDNESS

<table>
<thead>
<tr>
<th>BOND ISSUES</th>
<th>Date of Issue</th>
<th>Maturities</th>
<th>Interest Rate</th>
<th>Original Issue</th>
<th>Outstanding 10/01/18</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Combination Tax &amp; Revenue Certificates of Obligation, Series 2009</td>
<td>02/27/09</td>
<td>05/15/19-28</td>
<td>0.148 - 3.018</td>
<td>38,885,000</td>
<td>22,770,000</td>
<td>2,065,000</td>
<td>565,925</td>
<td>2,630,925</td>
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<td>Combination Tax &amp; Revenue Certificates of Obligation, Series 2009B</td>
<td>11/24/09</td>
<td>05/15/19-29</td>
<td>0.021 - 2.587</td>
<td>47,400,000</td>
<td>31,695,000</td>
<td>2,015,000</td>
<td>681,972</td>
<td>2,696,972</td>
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<td>Combination Tax &amp; Revenue Certificates of Obligation, Series 2009C</td>
<td>02/04/10</td>
<td>05/15/19-31</td>
<td>0.00</td>
<td>18,075,000</td>
<td>11,765,000</td>
<td>905,000</td>
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<td>905,000</td>
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<tr>
<td>Water &amp; Sewer Revenue Bonds, Series 2011</td>
<td>08/30/11</td>
<td>04/01/2019-31</td>
<td>2.00 - 4.125</td>
<td>16,300,000</td>
<td>11,645,000</td>
<td>695,000</td>
<td>441,688</td>
<td>1,136,688</td>
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<tr>
<td>General Obligation Refunding Bonds, Series 2011</td>
<td>08/30/11</td>
<td>04/01/2019-23</td>
<td>2.00 - 3.125</td>
<td>5,605,000</td>
<td>2,695,000</td>
<td>505,000</td>
<td>77,075</td>
<td>582,075</td>
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<tr>
<td>Water &amp; Sewer Revenue Bonds, Series 2013</td>
<td>01/22/14</td>
<td>04/01/2019-33</td>
<td>0.01 - 0.85</td>
<td>1,310,000</td>
<td>665,000</td>
<td>130,000</td>
<td>3,173</td>
<td>133,173</td>
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<td>Water &amp; Sewer Revenue Bonds, Series 2014</td>
<td>01/22/14</td>
<td>04/01/2019-33</td>
<td>0.36 - 2.62</td>
<td>8,495,000</td>
<td>6,555,000</td>
<td>385,000</td>
<td>121,476</td>
<td>506,476</td>
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<td>Water &amp; Sewer Revenue Bonds, Series 2015</td>
<td>10/2/2015</td>
<td>04/01/2019-35</td>
<td>0.50 - 1.59</td>
<td>17,195,000</td>
<td>14,675,000</td>
<td>815,000</td>
<td>147,102</td>
<td>962,102</td>
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<td>Water &amp; Sewer Revenue Bonds, Series 2015A</td>
<td>10/2/2015</td>
<td>04/01/2019-35</td>
<td>2.00 - 4.00</td>
<td>21,145,000</td>
<td>16,095,000</td>
<td>1,815,000</td>
<td>503,369</td>
<td>2,318,369</td>
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<td>Water &amp; Sewer Revenue Bonds, New Series 2017</td>
<td>4/11/2017</td>
<td>04/01/2019-36</td>
<td>3.00 - 5.00</td>
<td>31,005,000</td>
<td>29,780,000</td>
<td>1,130,000</td>
<td>1,173,244</td>
<td>2,303,244</td>
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<td>Water &amp; Sewer Revenue Bonds, Series 2018A</td>
<td>7/19/2018</td>
<td>04/01/2019-36</td>
<td>0.17 - 1.60</td>
<td>12,500,000</td>
<td>12,500,000</td>
<td>615,000</td>
<td>97,945</td>
<td>712,945</td>
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<tr>
<td>Water &amp; Sewer Revenue Bonds, Series 2018B</td>
<td>7/19/2018</td>
<td>04/01/2019-38</td>
<td>3.00 - 5.00</td>
<td>14,610,000</td>
<td>14,610,000</td>
<td>675,000</td>
<td>411,933</td>
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<td>Water &amp; Sewer Revenue Bonds, Series 2019 (est.)</td>
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<td>Estimated</td>
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<td>28,100,000</td>
<td>28,100,000</td>
<td>1,290,000</td>
<td>509,878</td>
<td>1,799,878</td>
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<td>Total Water &amp; Sewer</td>
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<td>13,040,000</td>
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#### OTHER LONG TERM DEBT

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<th>Canadian River Municipal Water Authority (CRMWA)</th>
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<tr>
<td>2010 Conjunctive Use</td>
<td>02/15/2019-20</td>
<td>Various</td>
<td>3,420,130</td>
<td>734,985</td>
<td>521,567</td>
<td>25,723</td>
<td>547,290</td>
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<td>2011 Bonds Contract Revenue Bonds</td>
<td>08/15/2019-31</td>
<td>Various</td>
<td>33,536,053</td>
<td>24,831,593</td>
<td>1,538,558</td>
<td>1,173,998</td>
<td>2,712,556</td>
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<td>2014 Refunding Bonds</td>
<td>02/15/2019-27</td>
<td>Various</td>
<td>20,031,387</td>
<td>11,927,834</td>
<td>2,597,050</td>
<td>596,392</td>
<td>3,193,442</td>
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<td>2017 Refunding Bonds</td>
<td>02/15/2019-29</td>
<td>Various</td>
<td>4,657,198</td>
<td>4,590,173</td>
<td>398,594</td>
<td>185,089</td>
<td>583,683</td>
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| Paying Agency Fees | | | | | | | | *
| Total Expenditures | | | | | | | 26,162,231 |

#### CURRENT RESERVE REQUIREMENTS

<p>| | | | | | | | | |</p>
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<td>Total Principal Payments</td>
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Note:
The Water and Sewer 2013, 2014, 2015, and 2018A issues require a reserve fund of $2,345,350 which has been fully funded.

* Included in operating budget
### CITY OF AMARILLO

**SCHEDULE OF MATURITIES**

**INTEREST AND REDEMPTION FUND - WATER**

**2019/2037**

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<th>Fiscal Year</th>
<th>Outstanding Beginning of Year</th>
<th>Principal</th>
<th>Year Interest</th>
<th>Total</th>
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<td>11,750,000</td>
<td>4,224,901</td>
<td>15,974,901</td>
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<td>2019/20</td>
<td>163,700,000</td>
<td>11,770,000</td>
<td>4,249,146</td>
<td>16,019,146</td>
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<td>151,930,000</td>
<td>12,005,000</td>
<td>4,027,638</td>
<td>16,032,638</td>
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<td>2021/22</td>
<td>139,925,000</td>
<td>12,275,000</td>
<td>3,771,135</td>
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<td>2022/23</td>
<td>127,650,000</td>
<td>12,580,000</td>
<td>3,467,077</td>
<td>16,047,077</td>
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<td>12,475,000</td>
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<td>12,815,000</td>
<td>2,802,245</td>
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<td>1,703,535</td>
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<td>51,020,000</td>
<td>10,030,000</td>
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<td>40,990,000</td>
<td>6,825,000</td>
<td>1,095,474</td>
<td>7,920,474</td>
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<td>27,255,000</td>
<td>4,980,000</td>
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<td>2032/33</td>
<td>22,275,000</td>
<td>4,670,000</td>
<td>620,700</td>
<td>5,290,700</td>
</tr>
<tr>
<td>2033/34</td>
<td>17,605,000</td>
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<td>495,958</td>
<td>4,785,958</td>
</tr>
<tr>
<td>2034/35</td>
<td>13,315,000</td>
<td>4,410,000</td>
<td>379,992</td>
<td>4,799,992</td>
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<tr>
<td>2035/36</td>
<td>8,905,000</td>
<td>3,560,000</td>
<td>261,828</td>
<td>3,821,828</td>
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<tr>
<td>2036/37</td>
<td>5,345,000</td>
<td>3,665,000</td>
<td>155,345</td>
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<tr>
<td>2037/38</td>
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<td>1,680,000</td>
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**TOTALS**  175,450,000     38,000,296    213,450,296
CITY OF AMARILLO

INTEREST AND REDEMPTION FUND - AIRPORT FUND

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2018

<table>
<thead>
<tr>
<th>BONDED INDEBTEDNESS</th>
<th>EXPENDITURES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BOND ISSUES</strong></td>
<td><strong>EXPENDITURES</strong></td>
</tr>
<tr>
<td>Date of Issue</td>
<td>Maturities Outstanding</td>
</tr>
<tr>
<td>Combination Tax &amp; Revenue Certificates of Obligation, Series 2009A</td>
<td>09/03/09</td>
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Total Principal Payments 1,740,000

* Included in operating budget
## CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND - AIRPORT

### 2019/2020

<table>
<thead>
<tr>
<th>Fiscal</th>
<th>Outstanding Beginning of Year</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
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<td>3,570,000</td>
<td>1,740,000</td>
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<tr>
<td>2019/20</td>
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<td>1,830,000</td>
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<td>TOTALS</td>
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<td>3,570,000</td>
<td>174,788</td>
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<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
<td>2019/20</td>
<td>3,744,788</td>
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CITY OF AMARILLO

INTEREST AND REDEMPTION FUND - DRAINAGE UTILITY FUND

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2018

<table>
<thead>
<tr>
<th>BONDED INDEBTEDNESS</th>
<th>EXPENDITURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOND ISSUES</td>
<td></td>
</tr>
<tr>
<td>Date of Issue</td>
<td>Maturities</td>
</tr>
<tr>
<td></td>
<td>Outstanding</td>
</tr>
<tr>
<td></td>
<td>Interest Rate</td>
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<tr>
<td></td>
<td>Original Issue</td>
</tr>
<tr>
<td></td>
<td>Outstanding 10/01/18</td>
</tr>
<tr>
<td></td>
<td>Principal</td>
</tr>
<tr>
<td></td>
<td>Interest</td>
</tr>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Combination Tax &amp; Revenue Certificates of</td>
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<tr>
<td>Obligation, Series 2012A</td>
<td>6,260,000 3,885,000 250,000 77,700 *</td>
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<tr>
<td>Drainage Utility System Revenue Bonds,</td>
<td>04/01/14 08/15/2019-34 2.00% - 3.75%</td>
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<tr>
<td>Series 2014</td>
<td>6,080,000 5,120,000 260,000 165,444 *</td>
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<tr>
<td>Drainage Utility System Revenue Bonds,</td>
<td>estimated 10,000,000 10,000,000 302,425</td>
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<tr>
<td>Series 2019 (est.)</td>
<td>500,000 * 802,425</td>
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<td></td>
<td>Total Principal Payments 812,425 743,144 1,555,569</td>
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* Included in operating budget
### CITY OF AMARILLO

### SCHEDULE OF MATURITIES

#### INTEREST AND REDEMPTION FUND - DRAINAGE UTILITY

#### 2019/2034

<table>
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<th>Outstanding Beginning of Year</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
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<td>753,144</td>
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<td>2020/21</td>
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<td>520,000</td>
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<td>2021/22</td>
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<td>739,344</td>
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<td>730,894</td>
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<td>2023/24</td>
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<td>732,294</td>
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<td>2024/25</td>
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<td>565,000</td>
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<td>728,294</td>
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<td>729,044</td>
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<td>749,394</td>
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<tr>
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<td></td>
<td><strong>2,181,531</strong></td>
<td><strong>11,186,531</strong></td>
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<tr>
<td>BOND ISSUES</td>
<td>Date of Issue</td>
<td>Maturities</td>
<td>Interest Rate</td>
<td>Original Issue</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------</td>
<td>------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Tax Notes, Series 2014</td>
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<td>8/15/2019</td>
<td>0.20% to 2.00%</td>
<td>2,650,000</td>
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* Included in operating budget

<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Principal Payments</td>
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<td>9,100</td>
<td>464,100</td>
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</table>
CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - FLEET SERVICES

<table>
<thead>
<tr>
<th>Fiscal</th>
<th>Outstanding Beginning of Year</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018/19</td>
<td>455,000</td>
<td>455,000</td>
<td>9,100</td>
<td>464,100</td>
</tr>
<tr>
<td>TOTALS</td>
<td></td>
<td>455,000</td>
<td>9,100</td>
<td>464,100</td>
</tr>
</tbody>
</table>
CITY OF AMARILLO

CAPITAL PROJECTS

The City’s Capital Improvement Plan represents the staff’s determination of projects that need to be completed during the next five years to improve the quality of life for all our citizens and to improve our present service delivery system. Funding for the 2018/2019 portion of this Capital Improvement Plan has been approved in the City’s annual fiscal year budget. Funding for the remaining portion of the plan will be determined on an annual basis depending upon available financial resources and our changing needs and priorities.

CAPITAL PROJECTS FUND

General Construction -- To account for traffic engineering and other miscellaneous construction funded primarily by the general revenues of the City. This fund also accounts for costs of construction of various improvements to the City’s parks which, in recent years, have been financed primarily by general revenues and, in some instances, by intergovernmental grants. The General Construction Fund is also used to account for general revenues designated for replacement of existing buildings, improvements and equipment, and for similar projects.

Street Assessments Fund -- To account for the construction of streets and alleys which are financed primarily by property owner participation.

Street Improvement Fund -- To account for improvements being made to major thoroughfares as well as the storm sewer system of the City which is financed by general revenues, augmented in some instances by property owner participation.

Golf Course Improvement Fund -- To account for the portion of green fees designated for improvements to the public golf courses.

Solid Waste Disposal Improvement Fund -- To account for costs of improvements to the City’s solid waste disposal facilities, which in recent years have primarily been financed by general revenues.

T-Anchor-Bivins Improvement Fund -- To account for sales of City land, the proceeds of which are designated for future betterments to the historic Bivins home. This historic home is owned by the City and rented to the Amarillo Chamber of Commerce and other community service organizations.

Civic Center Improvement Fund -- To account for improvements to the Civic Center Complex which are financed by motel tax receipts.

METHODS OF FINANCING CAPITAL IMPROVEMENT PROJECTS

General Fund
The General Fund is the financing of improvements from revenues such as general taxation, fees, or service charges.

Earmarked Funds
With earmarked funds, monies are accumulated in advance or set aside for capital construction or purchase. The accumulation may result from a surplus of earmarked operational revenues, funds in depreciation reserves, or the sale of capital assets.

Certificates of Obligation Bonds
With certificates of obligation bonds, the taxing power of the jurisdiction is pledged to pay interest and retire the debt. Certificates of obligation bonds can be sold to finance permanent types of improvements such as municipal buildings, parks, and recreation facilities.

General Obligation Bonds
With general obligation bonds, the taxing power of the jurisdiction is pledged to pay interest and retire the debt. General obligation bonds can be sold to finance permanent types of improvements such as municipal buildings, parks, and recreation facilities. Voter approval is required.

Revenue Bonds
Revenue bonds are frequently sold for projects that produce revenues, such as water and sewer systems. Voter approval is not required.

Lease-Purchase
The lease-purchase method requires the City to prepare specifications for a needed expenditure. The equipment is then leased by the municipality. At the end of the lease period, the title to the equipment can be conveyed to the municipality without any future payments.

Special Assessments
Public works that benefit particular properties may be financed more equitably by special assessment, i.e. paid by those who directly benefit.

State and Federal Grants
State and federal grant-in-aid programs are available to finance a number of programs. These may include streets, water and sewer facilities, airports, parks and playgrounds, etc. The cost of funding these facilities may be borne completely by grant funds or a local share may be required.

**Enterprise Funds**
Funds established from the delivery of specific services where the money paid to administer the services, and the expenses as a result of providing services, are accounted for separate from the General Fund budget of the City.

**FUNCTIONS OF THE CAPITAL IMPROVEMENT PROGRAM**
Estimating capital requirements, budgeting priority projects and identifying revenue sources for proposed improvements.

Scheduling all capital projects over a fixed period with appropriate planning, implementation, and informing the public of projected capital improvements.

Coordinating the activities of various departments in meeting project schedules.

Monitoring and evaluating the progress of capital projects.

**CAPITAL IMPROVEMENT DEFINITIONS**

**Capital Improvement Project**
Any expenditure of public funds for the purchase, construction, rehabilitation, replacement, or expansion of the physical assets of the community when the project is relatively large in size, expensive, long-term, and permanent. A capital improvement project should have a useful life of over five years and a unit value of at least $25,000. Some common examples include streets, libraries, tennis courts, signal systems, fire stations, water and sewer lines, and fire engines. Capital Improvement Projects should not include expenditures for equipment or services that management defines as operating budget items and which should be financed out of current revenue.

**Capital Improvement Program**
A five-year scheduling of public physical improvements to be constructed with estimated resources available to finance the projected expenditures.

**Capital Improvement Budget**
Improvements programmed for the next fiscal year and adopted as part of the normal budget process of the City. It is shown as year number one of the Capital Improvements Program.

**CAPITAL PROJECTS**
Many of the City projects are maintenance and annual replacement projects that may have an impact but are absorbed by the existing operating budgets. The City continues to face an aging infrastructure. The City has included $0.9 million funded from the Civic Center improvement fund for various enhancements to the Civic Center, $1.1 million to complete various improvements to the Landfill, $0.9 million for various IT hardware and software purchases, and $6.8 million for routine replacements of rolling stock. In November 2016, the City held a $340 million general obligation bond election which included seven propositions: Streets, Public Safety, Municipal Facilities, Neighborhood Parks, Civic Center Improvements, Fleet Services and Athletic Facilities. Voters approved two of these propositions: Streets and Public Safety. As a result, $10.3 million has been included to enhance the Animal Management & Welfare facility and construct two new fire stations, a fire shop, and purchase various equipment needed by the fire department. Additionally, $8.3 million has been included to address needs of aged street and traffic control infrastructure and $1.3 million has been included to address various other City needs.

The City’s General Fund capital program includes $2.0 million to continue funding of an upgrade to the Public Safety CAD system, $0.5 million for the continued upgrade of the City’s radio communication system, $0.4 million to replace Transit buses, $0.3 million for a rewrite of the City’s Zoning Ordinances, $0.3 million for Facilities capital maintenance, $0.3 million for various Fire Operations Grants, and $0.1 million for Park Maintenance equipment and improvements. The City Water and Wastewater Utility, or Utilities Fund includes $34.4 million in capital projects, partially funded with anticipated bond proceeds of $29.1 million. The City Council has approved a 3% rate increase to fund the capital program. The City estimates a 15% rate increase spread equitable over five years to fund just over $140.0 million in improvements during that same time period. 2018/2019 is the third year of this five-year period. Amarillo now has nearly 1,166 miles of water mains in the City and an additional 985 miles of wastewater mains. The City’s water and wastewater systems are very robust and have excellent capacity. Efforts will continue to focus on addressing aging infrastructure and ensuring future capacity.

The Drainage Utility Fund allows us to address improvements to the storm water drainage system. We anticipate addressing capital needs in the approximate amount of $11.7 million for the 2018/2019 year, partially funded with anticipated bond proceeds of $10.0 million. Projects will include maintenance and extensions to the storm sewer drainage system. The City Council has approved a 4% rate increase to help fund the capital program.

The Airport Fund includes $7.7 million in capital projects, partially funded with anticipated federal and state grant awards in the amount of $6.1 million. Projects include various enhancements and maintenance needed to the terminal and airfield.
CAPITAL PROJECTS OPERATING IMPACTS

We have not identified any quantifiable operating impacts within the 2018-2019 annual budget. However we anticipate operating impacts in future periods as projects reach completion. The Fire Station 9 project is a replacement of an existing fire station and will have an estimated annual utilities and maintenance operating increase of $8,500 once completed. The station completion will also require the one-time purchase of furniture and fixtures costing approximately $75,000. Fire Station 5 will require 15 additional personnel with five positions added during the current year. The City anticipates that the additional 10 positions will be phased in over the next two budget years. Once fully staffed the estimated impact is approximately $1.2 million annually. In addition these new personnel will require equipment and clothing at a cost of $30,000 annually as they are added on and then annual upkeep and maintenance of approximately $20,000 after that. The new station will also require fuel and maintenance on a new ladder truck for approximately $90,000 annually as well as one-time equipment purchases to outfit the truck of $110,000. The station will also require a one-time purchase of furniture and fixtures of $105,000. The purchase of new updated fire equipment will require the replacement of the Fire Department’s spare parts inventory as the old equipment is being phased out due to changes in best practices and regulations. The new equipment will require annual upkeep increases of approximately $2,500. The construction of a central compost facility at the landfill may require additional personnel in the future. As of now the operation can be absorbed in the department’s current budget. However, in future year’s additional staff may be required to maintain efficient and effective operations. The expansion of the Animal Management and Welfare facilities will have minimal operating budget impacts as the current staffing level will not have to be expanded due to these projects. Projects in the Water & Sewer system will have minimal operating impact as most are rehabilitation or maintenance related. Airport Improvement projects are not expected to have a major operational impact either as these projects are mostly related to maintenance and rehabilitation of the current Airport property. Drainage projects will have a minimal impact with expected future operating cost increases of approximately $10,000 in increased maintenance and operations costs. The Fleet Services and IT projects will also have minimal future operating impacts as these are replacement projects.
### Fiscal Year 2017/2018

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Interfund Transfers</th>
<th>General Construction</th>
<th>Street Assessments</th>
<th>Street Improvement</th>
<th>Golf Course Improvement</th>
<th>Solid Waste Disposal Improvement</th>
<th>Blivins Improvement</th>
<th>Civic Center Improvement</th>
<th>General Obligation Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance 10/01/17 (See Below)</td>
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<td>7,522,032</td>
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<tr>
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<td>42,512,653</td>
<td>870,672</td>
<td>1,924</td>
<td>3,877</td>
<td>252,140</td>
<td>58,083</td>
<td>1,227</td>
<td>300,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Bond Proceeds</td>
<td>22,400,000</td>
<td>3,877</td>
<td>252,140</td>
<td>58,083</td>
<td>1,227</td>
<td>300,000</td>
<td>250,000</td>
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<tr>
<td>Operating Transfers</td>
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<td>250,000</td>
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<td>600,000</td>
<td>0</td>
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<td>Grant and Other Revenue</td>
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<td>1,924</td>
<td>3,877</td>
<td>252,140</td>
<td>58,083</td>
<td>1,227</td>
<td>300,000</td>
<td>250,000</td>
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<td>175,624</td>
<td>0</td>
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### Fiscal Year 2018/2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>Interfund Transfers</th>
<th>General Construction</th>
<th>Street Assessments</th>
<th>Street Improvement</th>
<th>Golf Course Improvement</th>
<th>Solid Waste Disposal Improvement</th>
<th>Blivins Improvement</th>
<th>Civic Center Improvement</th>
<th>General Obligation Projects</th>
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</thead>
<tbody>
<tr>
<td>Balance 10/01/17</td>
<td>19,930,963</td>
<td>0</td>
<td>3,050,000</td>
<td>0</td>
<td>0</td>
<td>11,775</td>
<td>1,000,000</td>
<td>0</td>
<td>2,252,011</td>
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<tr>
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<td>3,500</td>
<td>263,353</td>
<td>51,000</td>
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<td>200,000</td>
<td>250,000</td>
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<tr>
<td>Bond Proceeds</td>
<td>19,930,963</td>
<td>0</td>
<td>3,050,000</td>
<td>0</td>
<td>0</td>
<td>11,775</td>
<td>1,000,000</td>
<td>0</td>
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<tr>
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<td>0</td>
<td>11,775</td>
<td>1,000,000</td>
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<td>2,252,011</td>
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<tr>
<td>Grant and Other Revenue</td>
<td>1,517,072</td>
<td>747,992</td>
<td>3,500</td>
<td>263,353</td>
<td>51,000</td>
<td>1,227</td>
<td>200,000</td>
<td>250,000</td>
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<td>Deduct:</td>
<td>(25,803,408)</td>
<td>(3,904,465)</td>
<td>(3,500)</td>
<td>(253,188)</td>
<td>0</td>
<td>0</td>
<td>(2,378,796)</td>
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<tr>
<td>Capital Expenditures</td>
<td>(25,803,408)</td>
<td>(3,904,465)</td>
<td>(3,500)</td>
<td>(253,188)</td>
<td>0</td>
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<td>(2,378,796)</td>
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<tr>
<td>Operating Transfers</td>
<td>(2,819,904)</td>
<td>(184,420)</td>
<td>(3,500)</td>
<td>(253,188)</td>
<td>0</td>
<td>0</td>
<td>(2,378,796)</td>
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<td>Balance 10/01/19</td>
<td>9,301,667</td>
<td>0</td>
<td>5,130,291</td>
<td>2,354</td>
<td>329,267</td>
<td>29,767</td>
<td>380,716</td>
<td>230,436</td>
<td>1,860,341</td>
<td>1,338,494</td>
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<td>Description</td>
<td>Total Project</td>
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<td>410795 Next Generation Radio Communications System: Funding to replace the</td>
<td>500,000</td>
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<td>City's current conventional VHF system with a P25 700/800 trunked system for</td>
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<td>public safety agencies. (Related to Council Pillars, Public Safety,</td>
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<td>Economic Development and Redevelopment, Communication)</td>
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<td>41010-1232 Emergency Management</td>
<td>500,000</td>
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<td>411413 Facilities Capital Maintenance (E&amp;I): Funding to create a reoccurring</td>
<td>300,000</td>
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<td>Capital account for the Facilities Department to withstand unforeseen</td>
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<td>emergencies regarding maintenance and repairs to City facilities.</td>
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<td>(Related to Council Pillars, Economic Development and Redevelopment,</td>
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<td>Civic Pride)</td>
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<td>41010-1252 Facilities Maintenance</td>
<td>300,000</td>
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<td>411318 CAD upgrade/replacement: Funding for upgrade and replacement of</td>
<td>2,000,000</td>
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<td>Computer Aided Dispatch software/hardware used by the AECC. (Related to</td>
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<td>Council Pillars, Public Safety, Customer Service, Communication)</td>
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<td>41010-1270 AECC</td>
<td>2,000,000</td>
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<td>411415 Zoning Ordinance Rewrite: Funding to hire a consultant to draft a</td>
<td>300,000</td>
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<td>new zoning ordinance for the City. (Related to Council Pillars, Economic</td>
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<td>Development and Redevelopment, Customer Service)</td>
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<td>41010-1720 Planning</td>
<td>300,000</td>
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<td>411175 Replace Transit Buses: Purchase of new buses to be used in the City's</td>
<td>413,135</td>
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<td>transit system. (Related to Council Pillars, Transportation, Customer</td>
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<td>Service, Civic Pride)</td>
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<td>41010-1763 Transit Maintenance</td>
<td>413,135</td>
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<td>411422 Park Maintenance Equipment &amp; Improvements: Funding to create a</td>
<td>100,000</td>
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<td>Capital account for the Parks and Recreation Department to better address</td>
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<td>urgent Park issues that arise during the fiscal year. (Related to Council</td>
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<td>Pillars, Economic Development and Redevelopment, Customer Service, Civic</td>
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<td>41010-1820 Parks Administration</td>
<td>100,000</td>
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<td>411360 Fire Act Grant Match FY18: Funding to set aside a grant match of</td>
<td>205,000</td>
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<td>$20,000 for FEMA's Assistance to Firefighters Grant. This will allow a</td>
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<td>$205,000 project to be implemented by the Fire Department based on</td>
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<td>approval, program guidance, and department priorities and needs. (Related</td>
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<td>to Council Pillars, Public Safety, Fiscal Responsibility)</td>
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<td>411366 Fire Prevention &amp; Safety (FP&amp;S) FY17 (Grant): Funding to allow a</td>
<td>86,330</td>
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<td>mitigation project to reduce heavy wildfire fuels and remove hazards from</td>
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<td>a 36 acre City owned property located north of 9th street at Wallace Blvd.</td>
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<td>(Related to Council Pillars, Public Safety)</td>
<td>291,330</td>
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<td>41010-1910 Fire Operations</td>
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<td>4100 General Construction Fund</td>
<td>3,904,465</td>
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<td>430075 Landfill Excavation Cell 10 Phase 4: Funding for the excavation of</td>
<td>300,000</td>
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<td>phase IV at the Landfill. (Related to Council Pillars, Economic Development</td>
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<td>and Redevelopment, Customer Service)</td>
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<td>430100 Compost Facility: Funding to create a centralized composting</td>
<td>300,000</td>
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<td>operation located at the landfill and to provide the required equipment</td>
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<td>required to operate efficiently. (Related to Council Pillars, Economic</td>
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<td>Development and Redevelopment, Customer Service)</td>
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<td>430102 Next Generation Radio Communications System (Solid Waste): Funding</td>
<td>200,707</td>
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<td>to the City's new digital radio system. (Related to Council Pillars,</td>
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<td>Economic Development and Redevelopment, Customer Service,</td>
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<td>430094 Landfill Drainage Improvement: Funding for recommended drainage</td>
<td>270,000</td>
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<td>improvement project in the area of cell 11. (Related to Council Pillars,</td>
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<td>Economic Development and Redevelopment)</td>
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<td>4300-1431 Solid Waste Collection</td>
<td>1,070,707</td>
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<td>Description</td>
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<td><strong>4300 Solid Waste Disposal Improvement Fund</strong></td>
<td><strong>1,070,707</strong></td>
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<td>440069 Auditorium Elevator: Funding for the addition of a new patron elevator located on the west side of the Auditorium. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)</td>
<td>175,000</td>
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<td>440410 Chillers: Funding to remove and replace Civic Center chillers and associated equipment. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)</td>
<td>15,000</td>
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<td>440079 GNC Portable Chairs: Funding for a total replacement of all portable seating in the Globe-News Center. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)</td>
<td>35,000</td>
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<td>440087 CC Ice Plant Repairs: Additional funding for ongoing Civic Center ice plant parts replacement and repairs. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>50,000</td>
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<td>440200 Roof Replacement: Funding for replacement of identified portions of roofing at the Civic Center that have outlived their useful lifespan. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>250,000</td>
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<td>440411 Cooling Towers: Funding to remove and replace Civic Center cooling tower. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>50,000</td>
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<td>440406 Replace Headers (Coliseum Floor/Ice): Funding for the installation of new headers to permit service procedures to be carried out in the event of leaks and blockages. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>125,000</td>
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<td>440497 Interior/Exterior Signage Program: Funding for the replacement and addition of interior and exterior signage. (Related to Council Pillars, Customer Service, Communication)</td>
<td>100,000</td>
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<td>440201 Dock #7 Replacement: Funding for the replacement of the #7 receiving dock and the adjoining sidewalk. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>50,000</td>
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<td>440379 Upgrade Civic Center Radios: Funding for Civic Center's conversion to the City's new digital radio system. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service, Communication)</td>
<td>47,273</td>
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<td><strong>4400-1241 Civic Center</strong></td>
<td><strong>897,273</strong></td>
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<td>4400 Convention Annex Improvement Fund</td>
<td><strong>897,273</strong></td>
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<td>462029 Siren System Expansion: Purchase four sirens annually to expand coverage and replace existing sirens which have exceeded service expectancy. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service, Communication)</td>
<td>342,000</td>
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<td><strong>4600-1232 Emergency Management</strong></td>
<td><strong>342,000</strong></td>
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<td>462028 Central Library Streetscape: Construct new sidewalks, street lights, and other pedestrian improvements compliant with ADA. Additional pedestrian amenities such as street trees, benches and bike racks are also proposed to meet current downtown development standards. (Related to Council Pillars, Economic Development and Redevelopment, Civic Pride)</td>
<td>460,778</td>
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<td><strong>4600-1252 Facilities Maintenance</strong></td>
<td><strong>460,778</strong></td>
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<td>462014 Bell Street from Attebury Drive to Sundown Lane: Funding for the reconstruction and extension of Bell Street from Attebury Drive to Sundown Lane. This project will widen the existing two-lane section to a five-lane arterial section with curb and gutter. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>300,000</td>
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<tr>
<td>462016 Sundown Lane From Western Street to Interstate 27: Funding for the reconstruction and expansion of Sundown Lane from Western Street to Interstate 27. This project will widen the existing two-lane section to a five-lane arterial section with curb and gutter. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>300,000</td>
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<tr>
<td>462010 Western Plaza Drive from Hobbs Street to Interstate 40: Funding for the reconstruction of Western Plaza Drive adjacent to Lawrence Lake/Western Crossings Shopping Center from Hobbs Road to Interstate 40. This project will reconstruct the existing asphalt and curb and gutter section. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>75,000</td>
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<td>462003 Streets Southeast Quadrant: Funding to provide pavement maintenance such as seal coating, overlays and microsurfacing. Locations and project processes will be identified based on an evaluation of the actual pavement conditions in the applicable quadrant. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>618,000</td>
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<tr>
<td>462018 Purchase of ROW and Utility Adjustments on Loop 335 at Interstate 40 &amp; Lakeside Drive: Funding for the City's participation with the Texas Department of Transportation for purchase of right-of-way and utility adjustments for upgrading of LP 335 at the intersection of LP 335 and Interstate 40. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>1,030,000</td>
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<td>462017 34th Avenue from Soncy Road to Helium Road: Funding for the reconstruction and expansion of 34th Avenue from Soncy Road to Helium Road. This project will widen the existing two-lane section to a five-lane arterial section with curb and gutter. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>1,914,500</td>
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<td>462002 Streets Northwest Quadrant: Funding to provide pavement maintenance such as seal coating, overlays and microsurfacing. Locations and project processes will be identified based on an evaluation of the actual pavement conditions in the applicable quadrant. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>3,708,000</td>
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<td>4600-1415 Capital Projects and Development</td>
<td>7,945,500</td>
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<td>462041 Animal Management and Welfare Drive Through Barn: Funding to construct a drive-thru building used for equipment and vehicle storage. (Related to Council Pillars, Economic Development and Redevelopment, Public Safety, Customer Service)</td>
<td>68,672</td>
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<td>462043 Animal Management &amp; Welfare Dog Runs: Funding to construct three covered runs for animals to exercise outside of their kennels. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>256,653</td>
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<tr>
<td>4600-1710 Animal Management</td>
<td>325,325</td>
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<td>462027 Neighborhood Plan Initiative (Heights, San Jacinto, Barrio, Eastridge): Funding to evaluate the current conditions of specific neighborhood areas and determine the resulting neighborhood objectives. (Related to Council Pillars, Economic Development and Redevelopment, Civic Pride)</td>
<td>525,000</td>
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<td>4600-1720 Planning</td>
<td>525,000</td>
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<td>462025 Traffic Signal System E&amp;I Improvements: Replace or maintain existing items in the traffic signal system that are past their life expectancy. (Related to Council Pillars, Economic Development and Redevelopment, Civic Pride)</td>
<td>309,000</td>
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<td>462024 Access Management: Funding for the construction of center median curbs in existing arterial streets in various locations around the City. (Related to Council Pillars, Economic Development and Redevelopment, Public Safety)</td>
<td>22,000</td>
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<td>4600-1732 Traffic Field Operations</td>
<td>331,000</td>
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<td>462033 Fire Shop Construction: Funding for the construction of a new facility for the Fire Shop on property across the alley from the Fire Administration Building. (Related to Council Pillars, Economic Development and Redevelopment, Public Safety)</td>
<td>2,327,560</td>
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<td>462035 Fire Station 9 Construction: Construct a new facility to replace the existing Fire Station 9, which is experiencing limitations on space, electrical and structural issues. (Related to Council Pillars, Economic Development and Redevelopment, Public Safety, Civic Pride, Customer Service)</td>
<td>2,261,150</td>
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<td>462042 Fire Station 5 Construction: Construct a new facility to replace the existing Fire Station 5, which is experiencing limitations on space, electrical and structural issues. (Related to Council Pillars, Economic Development and Redevelopment, Public Safety, Civic Pride, Customer Service)</td>
<td>3,836,750</td>
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<td>462040 Fire Service Improvements: Funding to purchase short-term life expectancy assets such as equipment and vehicles. (Related to Council Pillars, Economic Development and Redevelopment, Public Safety, Civic Pride, Customer Service)</td>
<td>1,575,900</td>
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<td>4600-1920 Fire Support</td>
<td>10,001,360</td>
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<td>4600 Bond Project Fund</td>
<td>19,930,963</td>
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<td>4000 Capital Project Fund</td>
<td>25,803,408</td>
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<td>52123-52100 Utilities Office</td>
<td>78,045</td>
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<td>521782 PRD Annual Well Addition: Funding for the addition of wells to maintain and/or increase current production levels. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>200,000</td>
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<td>52123-52200 Water Production</td>
<td>200,000</td>
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<td>521252 TRN Replace Switchgear For 34th #1 &amp; 2 Pumps: Funding to replace the switchgear for pumps at 34th pump station. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,200,000</td>
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<td>52123-52210 Water Transmission</td>
<td>2,200,000</td>
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<td>523127 OSG Backwash Tank Modifications and Painting: Funding to remove internal overflow and install external overflow, replacement of outdated roof vents, and painting interior and exterior of tank. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>1,485,000</td>
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<td>52123-52220 Surface Water Treatment</td>
<td>1,485,000</td>
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<td>521643 WD Water Extensions and Improvements: Funding for emergency, critical or unexpected needs to the City's water system. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,100,000</td>
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<tr>
<td>521400 WD Water System Expansion: Annual funding for the construction of new water main extensions in new developing areas. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>500,000</td>
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<tr>
<td>521906 WD 20&quot; East Amarillo Boulevard Rehabilitation: Replace existing 20&quot; water main from Lakeside to the Amarillo Technical Center campus. This is Phase I of a multiple phase project. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,179,533</td>
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<td>523192 Next Generation Radio Communications System (Water): Funding for the Water Department's conversion to the City's new digital radio system. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service, Communication)</td>
<td>143,855</td>
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<td>530003 WD Large Valve Replacement: Ongoing funding for the installation and replacement of large valves in the distribution system. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>500,000</td>
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<td>530004 WD Water Main Replacement Project: Utilize funding for outside contracting to replace small diameter water mains, primarily 2&quot;, 4&quot; and 6&quot; throughout the City. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,000,000</td>
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<td>52123-52230 Water Distribution</td>
<td>7,423,388</td>
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<tr>
<td>521649 WWC Sewer Extension and Improvements: Funding for emergency and unexpected needs for waste water collection lines, force mains, lift stations, plant maintenance, main extensions and improvements in the City's sewer system. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>1,600,000</td>
</tr>
<tr>
<td>521402 WWC Sewer System Expansion: Annual funding for the construction of new sewer main extensions in new developing areas. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>500,000</td>
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<tr>
<td>523203 WWC North-East Interceptor: Ongoing funding for a multi-year sewer main replacement or rehabilitation effort targeted to problematic wastewater collection lines. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>3,000,000</td>
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<tr>
<td>520970 WWC 15&quot; Waste Water Main Extension North-West Plan: Extend the waste water collection system along Hester Road to facilitate development on both sides of Western in proximity to Fairway Drive. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,328,750</td>
</tr>
<tr>
<td>523202 WWC Service Center Expansion or Relocation Construction: Funding for the anticipated construction of a Water and Sewer Service Center. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)</td>
<td>4,000,000</td>
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<tr>
<td>523193 Next Generation Radio Communications System (Sewer): Funding for the Sewer Department's conversion to the City's new digital radio system. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service, Communication)</td>
<td>143,855</td>
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<tr>
<td>521247 WWC Lift Station 40 Replacement/Upsize: Funding to upsize the pumping and wet well capacity to accommodate the projected flow of future growth. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>5,000,000</td>
</tr>
<tr>
<td>530010 WWC Sewer Main Rehabilitation Program: Funding of a multi-year sewer main replacement or rehabilitation effort targeted to problematic waste water collection lines. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>1,000,000</td>
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<tr>
<td>530007 WWC Cast Iron Lining: Rehabilitate sewer mains crossing major traffic locations. (Related to Council Pillars, Economic Development and Redevelopment and Redevelopment)</td>
<td>1,800,000</td>
</tr>
<tr>
<td>530008 WWC Manhole Rehabilitation: Funding for ongoing project to replace or rehabilitate deteriorated manholes throughout the City. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>3,600,000</td>
</tr>
<tr>
<td>52123-52240 Waste Water Collection</td>
<td>22,972,605</td>
</tr>
<tr>
<td>5200 Water &amp; Sewer Fund</td>
<td>34,359,038</td>
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<tr>
<td>540170 Taxiway A Relocation: Funding for taxiway A relocation. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>10,000</td>
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<tr>
<td>540169 Taxiway B Relocation-Construction: Funding for taxiway B relocation. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>10,000</td>
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<tr>
<td>540145 Inline Baggage System Preventative Mx Program: Funding for annual preventative maintenance for the inline baggage make-up system, which may include replacement of motors, baggage belts and software upgrades. (Related to Council Pillars, Economic Development and Redevelopment, Transportation, Customer Service)</td>
<td>10,000</td>
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<tr>
<td>540146 Passenger Boarding Bridge Preventative Mx Program: Funding for annual preventative maintenance for glass jet bridges, which may include replacement of motors, worn parts, tires and software upgrades. (Related to Council Pillars, Economic Development and Redevelopment, Transportation, Customer Service)</td>
<td>15,000</td>
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<tr>
<td>540141 Airfield Pavement Maintenance: Repair and preventative maintenance of airfield pavements, including runways, taxiways, ramps and shoulders. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>50,000</td>
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<tr>
<td>540098 Leased Hangar Repairs: Annual repair and maintenance of leased property, including roof repairs, fire system improvements and access control of hangars. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)</td>
<td>50,000</td>
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<td>540183 Flight Information Display System (FIDS): Funding for flight information display system. (Related to Council Pillars, Economic Development and Redevelopment, Transportation, Customer Service)</td>
<td>125,000</td>
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<tr>
<td>540182 Fiber Installation Design and Construction: Funding for fiber installation design and construction. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>125,000</td>
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<tr>
<td>540152 Parking Lot &amp; Garage Enhancements Phase III: Funding for phase III of V for parking lot &amp; garage enhancement. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service, Transportation)</td>
<td>445,000</td>
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<tr>
<td>540184 Public Address System upgrade: Funding for upgrade of public address system. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service, Communication)</td>
<td>110,000</td>
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<tr>
<td>540180 Taxiway J Design and Replacement: Funding for taxiway J design and replacement. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>1,646,600</td>
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<tr>
<td>540136 Construct Taxiway C: Funding for partial redesign of taxiway C and full design of taxiway J. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)</td>
<td>5,130,000</td>
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<tr>
<td>54120-54110 Airport</td>
<td>7,726,600</td>
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<tr>
<td>5400 Airport Fund</td>
<td>7,726,600</td>
</tr>
<tr>
<td>560000 Storm Sewer repairs Extensions &amp; Improvements: Funding for emergency, critical or unexpected needs to the City's storm sewer drainage system. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>500,000</td>
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<tr>
<td>560093 Storm Sewer - Bell Street - Attebury Drive to Sundown Lane: Funding for installation of new storm sewer in Bell Street from Attebury Dr to Sundown. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>675,000</td>
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<tr>
<td>560094 Storm Sewer - Tradewinds - 34th Avenue to 46th Avenue: Funding for installation of storm sewer in Tradewinds Street from 34th to 46th. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>1,500,000</td>
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<tr>
<td>560098 Storm Sewer - 34th - Soncy Road to Helium Road: Funding for installation of storm sewer in 34th Avenue from Soncy Road to Helium Road. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>1,500,000</td>
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<tr>
<td>560096 Storm Sewer - Grand Street - Comanche Trail to SE 58th Avenue: Funding for installation of storm sewer in Grand Street from Comanche Trail Entrance to 58th Avenue. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,000,000</td>
</tr>
<tr>
<td>560099 10th Avenue Railroad Underpass: Funding for construction of reinforced concrete box and storm sewer pipe starting at the 10th Avenue rail road underpass and out falling to T-Anchor Lake. (Related to Council Pillars, Economic Development and Redevelopment)</td>
<td>2,149,100</td>
</tr>
<tr>
<td>560097 Storm Sewer - Sundown Lane - Western Street to Interstate 27: Funding for design only of storm sewer in Sundown Lane from Western to I-27. (Related to Council Pillars, Economic Development and Redevelopment)</td>
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<td>560033 Repairs of Drainage Structure at Lawrence Lake: Funding to install gabion structures along the lake walls adjacent to Western Plaza Drive in order to stabilize the banks, improve appearance, and improve future maintainability. (Related to Council Pillars, Economic Development and Redevelopment, Civic Pride)</td>
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<td>610003 Scheduled Replacements: Purchase of scheduled replacements of City fleet vehicles. (Related to Council Pillars, Economic Development and Redevelopment)</td>
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<td>610004 Central Services Fueling Site: Funding for the construction of a new fueling site. (Related to Council Pillars, Economic Development and Redevelopment)</td>
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<td><strong>61120-61120 Fleet Services</strong></td>
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<td>620005 Information Technology Infrastructure &amp; Support Replacements: Purchase additional infrastructure for Datacenter migration to the Simms Building and replacement of IT infrastructure on a five-year life cycle. (Related to Council Pillars, Economic Development and Redevelopment)</td>
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<td><strong>City of Amarillo</strong></td>
<td><strong>87,368,646</strong></td>
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TOTAL EXPENDITURES $3,904,465

AECC makes up the largest General Capital expenditure comprising $2.00 million, or 51% of total General Capital expenditures for the 2018/2019 fiscal year budget. This amount will fund the upgrade or replacement of the public safety CAD system. Emergency Management expenditures of $0.50 million are the second largest General Capital expenditures representing 13%. This amount will continue to fund the upgrade of the City’s Radio Communication System. Transit Maintenance includes $0.41 million for the purchase of additional buses. Facilities and Parks include $0.30 and $0.10 million, respectively, to fund various annual maintenance needs. Planning includes $0.30 million to fund a redrafting of the Zoning Ordinance. Fire Operations includes $0.29 million to fund various annual maintenance needs and grant match.
TOTAL FUNDING $87,368,646

The most significant funding sources are Water and Sewer with $34.4 million, 2017 General Obligation (GO) voter approved projects with $25.8 million, and Drainage with $11.7 million. Water and Sewer Funds include $29.1 million in bond proceeds. These revenue bonds will be funded through a 3% increase in water and sewer rates. Water and Sewer includes $30.4 million in water and sewer main extensions and improvements. The 2017 GO Bond project fund includes $7.9 million in funding to address repair and maintenance needs of City streets, $8.4 million for the construction of new fire stations and facilities, and various other voter approved projects. The General Fund includes funding for an upgrade to the City’s CAD system of $2.0 million, funding of $0.5 million for the continued conversion of the City’s radio communications system, and $0.4 million in funding to replace transit buses. The Federal Transportation Administration will grant revenue to cover 80% funding needed for the buses.

For the 2018/19 fiscal year, the Airport has $7.7 million in capital projects with $6.1 million in state and federal funding to assist in the Airport projects.

Scheduled rolling stock replacements in the Fleet Services Fund is anticipated to be $6.7 million. Correspondingly, we expect to address information technology needs, including the purchase of new equipment and software, in the amount of $0.9 million.
CITY OF AMARILLO
HUMAN RESOURCES SUMMARY

The Human Resources Department is a strategic business partner that is committed to providing high quality service to all operational departments of the City. The department is responsible for planning and implementing a comprehensive human resources program that includes the following: recruitment/retention and employment selection, compensation/job classification system, policy development and administration, training and career development, payroll administration and processes, employee relations, the performance evaluation program, leave administration, and civil service administration.

Since 1944, the City of Amarillo has operated under a merit system of employment whereby all appointments and promotions in classified service are made on the basis of merit and/or competitive examinations. City employees are grouped for this purpose as classified or unclassified. Unclassified employees are generally the City Manager, Deputy/Assistant City Manager, Division Directors, Department Heads, their principal assistants and all hourly employees. Other fulltime employees are considered classified and are governed by local and state civil service law.

The City of Amarillo has a three member Civil Service Commission appointed by the City Manager and confirmed by the City Council. Each member of the Civil Service Commission serves a three-year alternating term. The Civil Service Commission is one of the few regulatory commissions of the City and is empowered to adopt rules and regulations for the administration of the City's Civil Service System. It also serves as a hearing tribunal for all classified employees appealing actions of demotion, suspension, or termination.

The Human Resources Department is responsible for the administration of the City’s compensation and classification system referred to as the City Pay Plan. The City Pay Plan consists of five salary schedules:

1. General Salary Schedule;
2. Executive and Managerial Salary Schedule;
3. Fire Salary Schedule;
4. Police Salary Schedule;
5. Hourly Salary Schedule.

The City Council approves each salary schedule and the classification of positions within that schedule as a part of its review and approval of the City's annual budget.

The General Salary Schedule and the Executive and Managerial Salary Schedule are administered as a pay-for-performance system designed to compensate and reward employees on the basis of job performance. Salary schedules for Police and Fire are regulated to a greater extent by state law and such are limited to longevity or time-in-rank salary increases which may be adjusted as approved by the City Council from year-to-year for purposes of cost-of-living increases or changes in labor market conditions.

The Human Resources Department works closely with all operating departments in the development of training programs directed at enhancing supervisory skills, improved employee communications, and increased employee productivity. Efforts are continually made through the pay-for-performance evaluation system to identify training and employee development opportunities, at all levels of the municipal work force, to better coordinate individual career development with the City's overall organizational goals and policies.

The Human Resources Department is responsible, with approval of the City Manager, for the development, implementation and revision of all personnel policies and procedures establishing the manner in which all personnel related transactions are to be administered throughout the City. Examples of policy applications include: compensation, equal employment opportunity, leave policies, substance abuse prohibitions, employee grievance procedures, personnel records, appointments and promotions, and performance evaluations.
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Total General Fund 1,582 1,601 1,604 1,619 1,639 309 303 315 348 352 1,891 1,904 1,919 1,967 1,991
### CITY OF AMARILLO

#### 2018/2019 RECAPITULATION OF RECOMMENDED PERSONNEL AUTHORITY

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<th>PERMANENT POSITIONS</th>
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### CITY OF AMARILLO

#### ACTUAL ACTUAL ACTUAL REVISED BUDGET ACTUAL ACTUAL ACTUAL REVISED BUDGET ACTUAL ACTUAL ACTUAL REVISED BUDGET

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537
The Public Safety functional group, which includes both the Police and Fire Departments, employs the largest number of employees at 862 full-time positions and 17 part-time positions.

Leisure Services departments consist of 234 full-time and 268 seasonal employees, most of which are located under Parks and Recreation. The Utility Services Group, consisting of the Solid Waste Collection and Disposal, the Water and Sewer Departments, and Drainage Utility, employs 460 full-time and 10 part-time positions. The Transportation group, which includes Street, Traffic Field Operations, Transit and Airport, employs 237 full-time positions and 7 part-time positions.
### Public Safety

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### General Government

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### 2018/2019 GENERAL SALARY SCHEDULE

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## CITY OF AMARILLO
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545
## CITY OF AMARILLO
### 2018/2019 GENERAL SALARY SCHEDULE

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GROUP G-13

GROUP G-14

GROUP G-15
## CITY OF AMARILLO
### 2018/2019 GENERAL SALARY SCHEDULE

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<tr>
<td>TEC143</td>
<td>IT DEVELOPER I</td>
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<tr>
<td>TEC132</td>
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<tr>
<td>TEC174</td>
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<tr>
<td>PRF572</td>
<td>REGISTERED NURSE</td>
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<td>PRF040</td>
<td>RESOURCE ADMINISTRATOR</td>
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<tr>
<td>MGT790</td>
<td>SHELTER MANAGER</td>
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<tr>
<td>TEC107</td>
<td>SPECIAL PROJECTS MANAGER</td>
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<table>
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<tr>
<th>GROUP G-16</th>
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<tbody>
<tr>
<td>MGT090</td>
<td>AIRPORT FACILITIES MANAGER</td>
<td>24,393</td>
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<td>APPLICATION SPECIALIST II</td>
<td>4,228</td>
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<td>ADM025</td>
<td>ASSISTANT CITY SECRETARY</td>
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<td>ADM411</td>
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<td>ADM241</td>
<td>ASSISTANT SOLID WASTE SUPERINTENDENT</td>
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<td>ADM221</td>
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<td>ADM340</td>
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<td>ADM065</td>
<td>ASSISTANT WASTEWATER TREATMENT SUPERINTENDENT</td>
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<td>ADM31</td>
<td>ASSISTANT WATER DIST SUPERINTENDENT</td>
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<td>ADM321</td>
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<td>DRAINAGE UTILITY ASSISTANT SUPERINTENDENT</td>
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<tr>
<td>PRF540</td>
<td>ENVIRONMENTAL HEALTH SUPERVISOR</td>
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<td>PRF650</td>
<td>EPIDEMIOLOGIST</td>
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<td>TEC173</td>
<td>GIS ADMINISTRATOR II</td>
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<td>TEC144</td>
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<td>TEC133</td>
<td>IT INFRASTRUCTURE ENGINEER II</td>
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<tr>
<td>TEC175</td>
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<tr>
<td>TEC180</td>
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<td>ADM610</td>
<td>SAFETY MANAGER</td>
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<tr>
<td>PRF900</td>
<td>SENIOR PLANNER</td>
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<tr>
<td>MGT235</td>
<td>SENIOR SERVICES COORDINATOR</td>
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<table>
<thead>
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<tbody>
<tr>
<td>MGT081</td>
<td>AIRPORT POLICE COMMANDER</td>
<td>25,613</td>
<td>44,418</td>
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<td>TEC142</td>
<td>APPLICATION SPECIALIST III</td>
<td>4,440</td>
<td>7,699</td>
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<td>ADM035</td>
<td>ASSISTANT BUILDING OFFICIAL</td>
<td>53,275</td>
<td>92,389</td>
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547
City of Amarillo
2018/2019 General Salary Schedule

<table>
<thead>
<tr>
<th>Class</th>
<th>Description</th>
<th>Minimum (hr/mth/yr)</th>
<th>Maximum (hr/mth/yr)</th>
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</thead>
<tbody>
<tr>
<td>ADM015</td>
<td>Assistant to the City Manager</td>
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<tr>
<td>PRF072</td>
<td>Attorney II</td>
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</tr>
<tr>
<td>ADM042</td>
<td>Civic Center Operations Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRF580</td>
<td>Coordinator of Public Health Preparedness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEC148</td>
<td>Database Administrator III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEC145</td>
<td>IT Developer III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEC134</td>
<td>IT Infrastructure Engineer III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEC176</td>
<td>IT Public Safety Technician III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADM129</td>
<td>IT Telecom Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRF605</td>
<td>Nurse Practitioner</td>
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</tr>
<tr>
<td>MGT065</td>
<td>OEM Project Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGT580</td>
<td>Program Manager</td>
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</tr>
<tr>
<td>MGT665</td>
<td>Radio Communication Supervisor</td>
<td></td>
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</tbody>
</table>

Group G-18
ADM125 | Enterprise Application Manager                   | 26,894              | 46,638              |
TEC047 | Information Technology Infrastructure Manager    | 4,662               | 8,084               |
ADM127 | Information Technology Public Safety Manager     | 55,939              | 97,007              |
PRF100 | Internal Auditor                                 |                     |                     |
ADM091 | Project Manager                                  |                     |                     |
ADM165 | Water Reclamation Facility Manager               |                     |                     |
ADM175 | Water Utilities Maintenance Manager              |                     |                     |

Group G-20
ADM115 | Associate Municipal Court Judge                  | 29,650              | 51,419              |
ADM095 | Emergency Communications Center Manager          | 5,139               | 8,913               |
ADM098 | Environmental Health Deputy Director             | 61,673              | 106,951             |

Group G-21
ADM078 | Assistant City Attorney                          | 31,133              | 53,990              |
ADM121 | Assistant City Auditor                           | 5,396               | 9,358               |
ADM211 | Assistant City Engineer                          | 64,756              | 112,299             |
ADM041 | Assistant Civic Center Manager                   |                     |                     |
ADM591 | Assistant Director of AM & W                     |                     |                     |
ADM085 | Assistant Director of Aviation                   |                     |                     |
ADM031 | Assistant Director of Library Services           |                     |                     |
ADM580 | Assistant Director of Public Health              |                     |                     |
ADM051 | Assistant Emergency Mgmt Coordinator             |                     |                     |
ADM061 | Assistant Facilities Manager                     |                     |                     |
ADM404 | Assistant GM of Golf Operations                  |                     |                     |
ADM171 | Assistant Manager Utility Billing                |                     |                     |
ADM141 | Assistant Purchasing Agent                       |                     |                     |
ADM531 | Assistant Transit Manager                        |                     |                     |
ADM055 | Assistant WIC Director                           |                     |                     |
ADM355 | Chief Chemist: Environmental Programs Manager   |                     |                     |
ADM310 | Chief Water Utilities Engineer                   |                     |                     |
ADM073 | Deputy Building Official                         |                     |                     |
ADM112 | Deputy Court Clerk and Asst. Administrator       |                     |                     |
ADM081 | Deputy Director of Aviation                      |                     |                     |
ADM105 | Drainage Utility Superintendent                  |                     |                     |
ADM099 | Environmental Health Deputy Director             |                     |                     |
ADM560 | Housing Administrator                            |                     |                     |
ADM601 | Human Resources Manager                          |                     |                     |
ADM905 | MPO Administrator                                |                     |                     |
ADM410 | Park Superintendent                              |                     |                     |
ADM230 | Shop Superintendent                              |                     |                     |
ADM240 | Solid Waste Superintendent                       |                     |                     |
ADM220 | Street Superintendent                            |                     |                     |
ADM541 | Transportation Superintendent                    |                     |                     |
### CITY OF AMARILLO
#### 2018/2019 GENERAL SALARY SCHEDULE

<table>
<thead>
<tr>
<th>CLASS</th>
<th>DESCRIPTION</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
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<tbody>
<tr>
<td>ADM345</td>
<td>WASTEWATER TREATMENT SUPERINTENDENT</td>
<td></td>
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</tr>
<tr>
<td>ADM330</td>
<td>WATER AND SEWER SYSTEM SUPERINTENDENT</td>
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</tr>
<tr>
<td>ADM320</td>
<td>WATER PRODUCTION SUPERINTENDENT</td>
<td></td>
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</tr>
</tbody>
</table>

**GROUP G-22**

| ADM075  | SENIOR ASST. CITY ATTORNEY                       | 32,690    | 56,689    |
|         |                                                 | 5,666     | 9,826     |
|         |                                                 | 67,994    | 117,913   |

**GROUP G-23**

| ADM101  | ASSISTANT DIRECTOR OF FINANCE                     | 34,324    | 59,524    |
| ADM401  | ASSISTANT DIRECTOR OF PARKS AND RECREATION        | 5,949     | 10,317    |
| ADM215  | ASSISTANT DIRECTOR OF PLANNING                    | 71,394    | 123,809   |
| ADM201  | ASSISTANT DIRECTOR OF PUBLIC WORKS                |           |           |
| ADM301  | ASSISTANT DIRECTOR OF UTILITIES                   |           |           |
| ADM071  | DEPUTY CITY ATTORNEY                              |           |           |
| PRF020  | ECONOMIC DEVELOPMENT SPECIALIST                   |           |           |
| ADM405  | GM OF GOLF OPERATIONS                             |           |           |
| ADM131  | INFORMATION TECHNOLOGY ASSISTANT DIRECTOR        |           |           |
CITY OF AMARILLO  
FIRE DEPARTMENT PAY SCHEDULE  

Effective 09/27/18

<table>
<thead>
<tr>
<th>Class</th>
<th>Job Title</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Pay*</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
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</thead>
<tbody>
<tr>
<td>FIR860</td>
<td>Firefighter (40 hour week)</td>
<td>3,618</td>
<td>3,948</td>
<td>4,310</td>
<td>4,703</td>
<td>5,129</td>
<td>444</td>
<td>12</td>
<td>24</td>
<td>36</td>
<td>48</td>
</tr>
<tr>
<td>FIR865</td>
<td>Firefighter (56 hour week)</td>
<td>3,618</td>
<td>3,948</td>
<td>4,310</td>
<td>4,703</td>
<td>5,129</td>
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<tr>
<td>FIR850</td>
<td>Fire Driver (40 hour week)</td>
<td>5,426</td>
<td>5,478</td>
<td>5,530</td>
<td>5,582</td>
<td>5,635</td>
<td>495</td>
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<td>48</td>
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<tr>
<td>FIR870</td>
<td>Fire Driver (56 hour week)</td>
<td>5,426</td>
<td>5,478</td>
<td>5,530</td>
<td>5,582</td>
<td>5,635</td>
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<tr>
<td>FIR840</td>
<td>Fire Lieutenant (40 hour week)</td>
<td>6,001</td>
<td>6,059</td>
<td>6,118</td>
<td>6,176</td>
<td>6,236</td>
<td>541</td>
<td>12</td>
<td>24</td>
<td>36</td>
<td>48</td>
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<tr>
<td>FIR875</td>
<td>Fire Lieutenant (56 hour week)</td>
<td>6,001</td>
<td>6,059</td>
<td>6,118</td>
<td>6,176</td>
<td>6,236</td>
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<tr>
<td>FIR830</td>
<td>Fire Captain (40 hour week)</td>
<td>6,739</td>
<td>6,803</td>
<td>6,867</td>
<td>6,933</td>
<td>6,998</td>
<td>614</td>
<td>12</td>
<td>24</td>
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<td>48</td>
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<tr>
<td>FIR880</td>
<td>Fire Captain (56 hour week)</td>
<td>6,739</td>
<td>6,803</td>
<td>6,867</td>
<td>6,933</td>
<td>6,998</td>
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<tr>
<td>FIR820</td>
<td>Fire District Chief (40 hour week)</td>
<td>7,663</td>
<td>7,737</td>
<td>7,814</td>
<td>7,885</td>
<td>7,961</td>
<td>700</td>
<td>12</td>
<td>24</td>
<td>36</td>
<td>48</td>
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<tr>
<td>FIR885</td>
<td>Fire District Chief (56 hour week)</td>
<td>7,663</td>
<td>7,737</td>
<td>7,814</td>
<td>7,885</td>
<td>7,961</td>
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*Monthly assignment pay for a 40 hour week
### CITY OF AMARILLO
### POLICE DEPARTMENT PAY SCHEDULE

Effective 09/27/18

<table>
<thead>
<tr>
<th>Class</th>
<th>Job Title</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
<th>Step 7</th>
<th>Step 8</th>
<th>S2</th>
<th>S3</th>
<th>S4</th>
<th>S5</th>
<th>S6</th>
<th>S7</th>
<th>S8</th>
<th>Months Before Raise</th>
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<tbody>
<tr>
<td>POL760</td>
<td>Police Officer</td>
<td>4,297</td>
<td>4,555</td>
<td>4,828</td>
<td>5,118</td>
<td>5,553</td>
<td>5,609</td>
<td>5,664</td>
<td>5,721</td>
<td>12</td>
<td>24</td>
<td>36</td>
<td>48</td>
<td>72</td>
<td>96</td>
<td>120</td>
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<tr>
<td>POL750</td>
<td>Corporal</td>
<td>5,766</td>
<td>5,824</td>
<td>5,882</td>
<td>5,941</td>
<td>6,000</td>
<td>6,061</td>
<td></td>
<td></td>
<td>24</td>
<td>48</td>
<td>72</td>
<td>96</td>
<td>120</td>
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<tr>
<td>POL740</td>
<td>Sergeant</td>
<td>6,392</td>
<td>6,457</td>
<td>6,522</td>
<td>6,586</td>
<td>6,652</td>
<td>6,719</td>
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<td>24</td>
<td>48</td>
<td>72</td>
<td>96</td>
<td>120</td>
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<td>POL730</td>
<td>Lieutenant</td>
<td>7,247</td>
<td>7,319</td>
<td>7,392</td>
<td>7,466</td>
<td>7,566</td>
<td>7,616</td>
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<td>24</td>
<td>48</td>
<td>72</td>
<td>96</td>
<td>120</td>
<td></td>
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<tr>
<td>POL720</td>
<td>Captain</td>
<td>8,186</td>
<td>8,268</td>
<td>8,351</td>
<td>8,434</td>
<td>8,518</td>
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<td>24</td>
<td>48</td>
<td>72</td>
<td>96</td>
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CITY OF AMARILLO
INCENTIVE/CERTIFICATION PAY PLAN
ALL FULL-TIME CITY PERSONNEL

<table>
<thead>
<tr>
<th>Certification</th>
<th>Monthly Pay Amount</th>
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<tbody>
<tr>
<td>Bilingual (1026/1017)</td>
<td>$50</td>
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<tr>
<td>Sign Language (1027/1021)</td>
<td>$50</td>
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<tr>
<td>Journeyman Electrician (1075)</td>
<td>$75</td>
</tr>
<tr>
<td>Journeyman HVAC (1058)</td>
<td>$75</td>
</tr>
<tr>
<td>Shift Differential (1076)</td>
<td>$50</td>
</tr>
<tr>
<td>Commercial Driver’s License (1077)</td>
<td>$50</td>
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<tr>
<td>Certified Welder (1088)</td>
<td>$100</td>
</tr>
<tr>
<td>Tire Industry Association Certification (1099)</td>
<td>$50</td>
</tr>
<tr>
<td>Tire Industry Association Certified Trainer (1104)</td>
<td>$100</td>
</tr>
<tr>
<td>Automotive Society of Engineers (ASE) Certification 1 (1107)</td>
<td>$25</td>
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<tr>
<td>Automotive Society of Engineers (ASE) Certification 2 (1108)</td>
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</tr>
<tr>
<td>Automotive Society of Engineers (ASE) Certification 3 (1109)</td>
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</tr>
<tr>
<td>Automotive Society of Engineers (ASE) Certification 4 (1112)</td>
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<tr>
<td>Automotive Society of Engineers (ASE) Master Technician (1113)</td>
<td>$150</td>
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FIRE AND POLICE DIVISIONS

<table>
<thead>
<tr>
<th>Certificate Pay:</th>
<th>Monthly Pay Amount</th>
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<tbody>
<tr>
<td><strong>Fire and Police</strong></td>
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</tr>
<tr>
<td>Intermediate Certificate (1055/1004)</td>
<td>$50</td>
</tr>
<tr>
<td>Advanced Certificate (1050/1000)</td>
<td>$75</td>
</tr>
<tr>
<td>Master Certificate (1052/1002)</td>
<td>$100</td>
</tr>
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EDUCATION PAY:

<table>
<thead>
<tr>
<th>Education Pay:</th>
<th>Monthly Pay Amount</th>
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<tbody>
<tr>
<td><strong>Fire and Police</strong></td>
<td></td>
</tr>
<tr>
<td>10 - 19 Hours College Credit (1064/1016)</td>
<td>$15</td>
</tr>
<tr>
<td>20 - 29 Hours College Credit (1063/1014)</td>
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</tr>
<tr>
<td>30+ Hours College Credit (1062/1012)</td>
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</tr>
<tr>
<td>60+ Hours College Credit/Associates Degree (1061/1010)</td>
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</tr>
<tr>
<td>Bachelors Degree (1059/1008)</td>
<td>$125</td>
</tr>
<tr>
<td>Masters Degree (1060/1006)</td>
<td>$150</td>
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</table>

LONGEVITY:

<table>
<thead>
<tr>
<th>Longevity:</th>
<th>Monthly Pay Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire</strong> (1139/1140/1141/1142)</td>
<td></td>
</tr>
<tr>
<td>01 and above years of service ($6 times years of service)</td>
<td>$6 to $200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Longevity:</th>
<th>Monthly Pay Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Police</strong> (1135/1137)</td>
<td></td>
</tr>
<tr>
<td>01 to 04 years of service ($4 times years of service)</td>
<td>$4 to $16</td>
</tr>
<tr>
<td>05 to 09 years of service ($5 times years of service)</td>
<td>$25 to $45</td>
</tr>
<tr>
<td>10 to 14 years of service ($6 times years of service)</td>
<td>$60 to $84</td>
</tr>
<tr>
<td>15 to 19 years of service ($7 times years of service)</td>
<td>$105 to $133</td>
</tr>
<tr>
<td>20 and above years of service ($8 times years of service)</td>
<td>$160 to $200</td>
</tr>
</tbody>
</table>

The maximum longevity monthly pay amount for Police and Fire shall not exceed $200
CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

FIRE AND POLICE DIVISIONS (CONT.)

<table>
<thead>
<tr>
<th>OTHER:</th>
<th>Monthly Pay Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire</strong></td>
<td></td>
</tr>
<tr>
<td>EMT-Intermediate (1022/1018)</td>
<td>$100</td>
</tr>
<tr>
<td>EMT-Paramedic (1023/1019)</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Fire Civilian</strong></td>
<td></td>
</tr>
<tr>
<td>Fire Emergency Vehicle Technician – Level I (1051)</td>
<td>$25</td>
</tr>
<tr>
<td>Fire Emergency Vehicle Technician – Level II (1053)</td>
<td>$50</td>
</tr>
<tr>
<td>Fire Emergency Vehicle Technician – Level III (1054)</td>
<td>$75</td>
</tr>
<tr>
<td><strong>Police</strong></td>
<td></td>
</tr>
<tr>
<td>Field Training Officer (1149)</td>
<td>$25 per training day</td>
</tr>
<tr>
<td>Crises Intervention (1044)</td>
<td>$50</td>
</tr>
<tr>
<td>Shift Differential (2.5% of base) (1168)</td>
<td>$107 to $213</td>
</tr>
<tr>
<td><strong>Police Civilian</strong></td>
<td></td>
</tr>
<tr>
<td>Typist Piece Rate (1132)</td>
<td>$0.60 per minute</td>
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</table>

A Firefighter or Police Officer can receive both certificate pay and education pay. However, both certificate pay and education pay do not accumulate. A Firefighter or Police Officer can be paid for only one category of certificate pay (intermediate, advanced, or master certificate). Correspondingly, a Firefighter or Police Officer can be paid for only one level of education pay (10 hours credit, 20 hours credit, 30 hours credit, Associates Degree, Bachelors Degree, or Masters Degree).

DEVELOPMENT SERVICES DIVISION

<table>
<thead>
<tr>
<th>Monthly Pay Amount</th>
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<tbody>
<tr>
<td><strong>Community Development</strong></td>
</tr>
<tr>
<td>Lead Inspector (1057)</td>
</tr>
<tr>
<td><strong>Building Safety</strong></td>
</tr>
<tr>
<td>Code Level I (1120)</td>
</tr>
<tr>
<td>Code Level II (1125)</td>
</tr>
<tr>
<td>Code Level III (1130)</td>
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</table>

PUBLIC WORKS DIVISION

<table>
<thead>
<tr>
<th>Monthly Pay Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>Solid Waste</strong></td>
</tr>
<tr>
<td>Solid Waste C License (1117)</td>
</tr>
<tr>
<td>Solid Waste B License (1118)</td>
</tr>
<tr>
<td>Solid Waste A License (1119)</td>
</tr>
<tr>
<td><strong>Engineering</strong></td>
</tr>
<tr>
<td>Survey Technician Level I (1071)</td>
</tr>
<tr>
<td>Survey Technician Level II (1072)</td>
</tr>
<tr>
<td>Survey Technician Level III (1073)</td>
</tr>
<tr>
<td>Survey Technician Level IV (1074)</td>
</tr>
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CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

PUBLIC WORKS DIVISION (CONT.)

<table>
<thead>
<tr>
<th>Traffic</th>
<th>Monthly Pay Amount</th>
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<tbody>
<tr>
<td>Traffic Signals I (1095)</td>
<td>$100</td>
</tr>
<tr>
<td>Traffic Signals II (1096)</td>
<td>$200</td>
</tr>
<tr>
<td>Traffic Signs and Markings I (1097)</td>
<td>$50</td>
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<tr>
<td>Traffic Signs and Markings II (1098)</td>
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<table>
<thead>
<tr>
<th>Fleet Services</th>
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<tr>
<td>Section Leader Certification (1079)</td>
<td>$100</td>
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PARKS DIVISION

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<thead>
<tr>
<th>Certification</th>
<th>Monthly Pay Amount</th>
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</thead>
<tbody>
<tr>
<td>Certified Grounds Keeper (1080)</td>
<td>$30</td>
</tr>
<tr>
<td>Licensed Irrigation Installer (1081)</td>
<td>$30</td>
</tr>
<tr>
<td>Chemical Imm. of Animals (Zoo) (1082)</td>
<td>$75</td>
</tr>
<tr>
<td>Certified Pool &amp; Spa Operator (1083)</td>
<td>$75</td>
</tr>
<tr>
<td>Certified Playground Inspector (1084)</td>
<td>$100</td>
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<tr>
<td>Arborist Certification Program (1085)</td>
<td>$75</td>
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<tr>
<td>Certified Backflow Inspector (1086)</td>
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<tr>
<td>Certified Irrigation License (1087)</td>
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<tr>
<td>Master Gardener Certification (1089)</td>
<td>$75</td>
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<tr>
<td>Aquatic Facility Operator (AFO) (1090)</td>
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<tr>
<td>Certified Park Maintenance School Graduate (1091)</td>
<td>$150</td>
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<tr>
<td>Instructor Trainer-Lifeguard Instructor (1092)</td>
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<tr>
<td>Lifeguard Instructor (1093)</td>
<td>$50</td>
</tr>
<tr>
<td>Certified Chemical Applicator (1094)</td>
<td>$50</td>
</tr>
<tr>
<td>CPR/First Aid Instructor (1128)</td>
<td>$50</td>
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MANAGEMENT & ADMINISTRATION DIVISION

<table>
<thead>
<tr>
<th>Certification</th>
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<tbody>
<tr>
<td>Amarillo Emergency Communication Center</td>
<td></td>
</tr>
<tr>
<td>Intermediate Texas Commission on Law Enforcement Officers Standards (1028)</td>
<td>$25</td>
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<tr>
<td>Advanced Texas Commission on Law Enforcement Officers Standards (1029)</td>
<td>$25</td>
</tr>
<tr>
<td>Telecommunicator’s Emergency Response Taskforce, Tactical Dispatch (1043)</td>
<td>$25</td>
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Amarillo Emergency Communication Center Pay shall not exceed $150 per month per employee.

PUBLIC SERVICES DIVISION

<table>
<thead>
<tr>
<th>Certification</th>
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</thead>
<tbody>
<tr>
<td>Animal Management and Welfare</td>
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<tr>
<td>National Animal Control Association I (1129)</td>
<td>$25</td>
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<tr>
<td>National Animal Control Association II (1133)</td>
<td>$50</td>
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<tr>
<td>National Animal Control Association III (1134)</td>
<td>$75</td>
</tr>
<tr>
<td>Euthanasia (1136)</td>
<td>$50</td>
</tr>
<tr>
<td>Field Training Officer (1138)</td>
<td>$50</td>
</tr>
<tr>
<td>Cat Care (1171)</td>
<td>$50</td>
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</table>

<table>
<thead>
<tr>
<th>Environmental Health</th>
<th>Monthly Pay Amount</th>
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</thead>
<tbody>
<tr>
<td>Certified Chemical Applicator (1094)</td>
<td>$50</td>
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</table>
CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

PUBLIC SERVICES DIVISION (CONT.)

<table>
<thead>
<tr>
<th>Division</th>
<th>Monthly Pay Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Health</strong></td>
<td></td>
</tr>
<tr>
<td>Director of Nursing (1146)</td>
<td>$666</td>
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<tr>
<td><strong>Transit</strong></td>
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</tr>
<tr>
<td>Commercial Driver’s License “P” Endorsement (1131)</td>
<td>$50</td>
</tr>
<tr>
<td>Training Pay (1169)</td>
<td>$50 when training</td>
</tr>
<tr>
<td><strong>Municipal Court</strong></td>
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</tr>
<tr>
<td>Court Clerk I (1101)</td>
<td>$50</td>
</tr>
<tr>
<td>Court Clerk II (1102)</td>
<td>$75</td>
</tr>
<tr>
<td>Court Clerk III (1103)</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Utility Division</strong></td>
<td></td>
</tr>
<tr>
<td>“A” Water (1065)</td>
<td>$200</td>
</tr>
<tr>
<td>“A” Wastewater (1067)</td>
<td>$200</td>
</tr>
<tr>
<td>“B” Water (1070)</td>
<td>$100</td>
</tr>
<tr>
<td>“B” Wastewater (1100)</td>
<td>$100</td>
</tr>
<tr>
<td>“C” Water (1105)</td>
<td>$50</td>
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<tr>
<td>“C” Wastewater (1110)</td>
<td>$50</td>
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<tr>
<td>“D” Water (1106)</td>
<td>$25</td>
</tr>
<tr>
<td>“D” Wastewater (1111)</td>
<td>$25</td>
</tr>
<tr>
<td>Confined Space Entry (1068)</td>
<td>$100</td>
</tr>
<tr>
<td>National Environmental Laboratory Accreditation Conference Technical Director (1069)</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Survey Technician Certification</strong></td>
<td></td>
</tr>
<tr>
<td>Level I (1071)</td>
<td>$25</td>
</tr>
<tr>
<td>Level II (1072)</td>
<td>$50</td>
</tr>
<tr>
<td>Level III (1073)</td>
<td>$100</td>
</tr>
<tr>
<td>Level IV (1074)</td>
<td>$200</td>
</tr>
<tr>
<td><strong>Collection System Operator</strong></td>
<td></td>
</tr>
<tr>
<td>Class I (1114)</td>
<td>$25</td>
</tr>
<tr>
<td>Class II (1115)</td>
<td>$50</td>
</tr>
<tr>
<td>Class III (1116)</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Environmental Lab</strong></td>
<td></td>
</tr>
<tr>
<td>Household Hazard Waste Processor (1031)</td>
<td>$200</td>
</tr>
</tbody>
</table>

Utility Division Certification Pay shall be for one license only per employee.
CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

AIRPORT DIVISION

American Association of Airport Executives (AAAE)    Monthly Pay Amount
Communications (1154)                                 $25
Security (1161)                                        $25
Airfield Lighting Maintenance (1156)                   $25
Operations (1157)                                      $25
Trusted Agent (1158)                                   $25
Certified Member (1159)                                $50
Accredited Airport Executive (1163)                   $75

AAAE Certification Pay shall not exceed $150 per month per employee.

Airport Police    Monthly Pay Amount
Field Training Officer (1024)                         $50

TCEQ Underground Storage Tank Operator    Monthly Pay Amount
Class A (1164)                                        $75
Class B (1165)                                        $75
Class C (1166)                                        $50

INFORMATION TECHNOLOGY DIVISION

On Call Pay (1143)                                      $1 hour
Holiday On Call Pay (1148)                              $3 hour

Note: The numbers in parenthesis at the end of each line are used internally by the City to identify the different types of incentive pay.
### CITY OF AMARILLO
#### 2018/2019 EXECUTIVE AND MANAGERIAL SALARY SCHEDULE

<table>
<thead>
<tr>
<th>CLASS</th>
<th>DESCRIPTION</th>
<th>MINIMUM (hr/mth/yr)</th>
<th>MAXIMUM (hr/mth/yr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROUP M-01</td>
<td>ADM047 ANIMAL MANAGEMENT &amp; WELFARE VETERINARIAN</td>
<td>35,577</td>
<td>61,697</td>
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<tr>
<td></td>
<td>ADM020 CITY SECRETARY</td>
<td>6,167</td>
<td>10,694</td>
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<tr>
<td></td>
<td>ADM002 DIRECTOR OF COMMUNICATIONS</td>
<td>74,000</td>
<td>128,329</td>
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<tr>
<td></td>
<td>MGT100 ECONOMIC DEVELOPMENT MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGT870 FIRE MARSHAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ADM620 HEALTH PLAN ADMINISTRATOR</td>
<td></td>
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<tr>
<td></td>
<td>MGT525 DEVELOPMENT CUSTOMER SERVICE COORDINATOR</td>
<td></td>
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<tr>
<td></td>
<td>ADM140 PURCHASING AGENT</td>
<td></td>
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<tr>
<td></td>
<td>ADM135 RISK MANAGEMENT DIRECTOR</td>
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<tr>
<td></td>
<td>ADM540 TRAFFIC ENGINEER</td>
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<tr>
<td></td>
<td>ADM170 UTILITY BILLING MANAGER</td>
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<tr>
<td>GROUP M-02</td>
<td>ADM510 BUILDING OFFICIAL</td>
<td>39,490</td>
<td>68,483</td>
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<tr>
<td></td>
<td>ADM120 CITY AUDITOR</td>
<td>6,845</td>
<td>11,870</td>
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<tr>
<td></td>
<td>ADM210 CITY ENGINEER</td>
<td>82,140</td>
<td>142,444</td>
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<tr>
<td></td>
<td>ADM040 CIVIC CENTER MANAGER</td>
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<tr>
<td></td>
<td>ADM502 COMMUNITY DEVELOPMENT DIRECTOR</td>
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<tr>
<td></td>
<td>ADM590 DIRECTOR OF ANIMAL MANAGEMENT AND WELFARE</td>
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<tr>
<td></td>
<td>ADM550 DIRECTOR OF ENVIRONMENTAL HEALTH</td>
<td></td>
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<tr>
<td></td>
<td>ADM030 DIRECTOR OF LIBRARY SERVICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ADM581 DIRECTOR OF PUBLIC HEALTH</td>
<td></td>
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<tr>
<td></td>
<td>ADM585 DIRECTOR OF WIC</td>
<td></td>
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<tr>
<td></td>
<td>ADM050 EMERGENCY MANAGEMENT COORDINATOR</td>
<td></td>
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<td></td>
<td>ADM060 FACILITIES &amp; SPECIAL PROJECTS ADMINISTRATOR</td>
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<td></td>
<td>ADM111 MUNICIPAL COURT ADMINISTRATOR</td>
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<td>ADM530 TRANSIT MANAGER</td>
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<tr>
<td>GROUP M-03</td>
<td>FIR810 DEPUTY FIRE CHIEF</td>
<td>43.834</td>
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<td>ADM080 DIRECTOR OF AVIATION</td>
<td>7,598</td>
<td>13,176</td>
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<td>ADM600 DIRECTOR OF HUMAN RESOURCES</td>
<td>91,175</td>
<td>158,113</td>
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<td>ADM520 DIRECTOR OF PLANNING AND DEVELOPMENT SERVICES</td>
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<tr>
<td>GROUP M-04</td>
<td>ADM005 ASSISTANT POLICE CHIEF</td>
<td>48,656</td>
<td>80,920</td>
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<td>ADM375 CIP DIRECTOR</td>
<td>8,434</td>
<td>14,026</td>
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<tr>
<td></td>
<td>ADM500 DIRECTOR OF COMMUNITY SAFETY &amp; REGULATIONS</td>
<td>101,205</td>
<td>168,314</td>
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<tr>
<td></td>
<td>ADM100 DIRECTOR OF FINANCE</td>
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<tr>
<td></td>
<td>ADM400 DIRECTOR OF PARKS AND RECREATION</td>
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<td>ADM300 DIRECTOR OF UTILITIES</td>
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<tr>
<td>GROUP M-05</td>
<td>ADM200 DIRECTOR OF PUBLIC WORKS</td>
<td>48,656</td>
<td>84,378</td>
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<td>ADM137 INFORMATION SERVICES DIRECTOR</td>
<td>8,434</td>
<td>14,626</td>
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<td>101,205</td>
<td>175,506</td>
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<tr>
<td>GROUP M-06</td>
<td>ADM070 CITY ATTORNEY</td>
<td>54,008</td>
<td>84,377</td>
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<td>ADM800 FIRE CHIEF</td>
<td>9,361</td>
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<td>ADM700 POLICE CHIEF</td>
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<td>MAXIMUM (hr/mth/yr)</td>
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<tr>
<td>GROUP E-01</td>
<td>ADM010  ASSISTANT CITY MANAGER</td>
<td>64.904</td>
<td>88.497</td>
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<td>ADM011  ASSISTANT CITY MANAGER</td>
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<td>ADM012  DEPUTY CITY MANAGER</td>
<td>71.394</td>
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<td>12,375</td>
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<td>148,500</td>
<td>202,480</td>
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### CITY OF AMARILLO
#### 2018/2019 HOURLY SALARY SCHEDULE

<table>
<thead>
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<th>HOURLY MINIMUM</th>
<th>HOURLY MAXIMUM</th>
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<tbody>
<tr>
<td><strong>GROUP H-01</strong></td>
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</tr>
<tr>
<td>HRL040</td>
<td>CIVIC CENTER BOX OFFICE CLERK I</td>
<td>7.250</td>
<td>9.439</td>
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<tr>
<td>HRL039</td>
<td>CIVIC CENTER TECHNICAL CREW</td>
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<tr>
<td>HRL050</td>
<td>EMERGENCY MANAGEMENT VOLUNTEER</td>
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<td>HRL031</td>
<td>LIBRARY VOLUNTEER</td>
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<tr>
<td>HRL400</td>
<td>LIFE GUARD</td>
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<td>HRL403</td>
<td>POOL CASHIER</td>
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<tr>
<td>HRL540</td>
<td>SCHOOL CROSSING GUARD</td>
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<tr>
<td>HRL541</td>
<td>SCHOOL CROSSING GUARD SUBSTITUTE</td>
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<tr>
<td>HRL402</td>
<td>SWIMMING LESSON INSTRUCTOR</td>
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<tr>
<td>HRL413</td>
<td>YOUTH WORKER - MAINTENANCE</td>
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<tr>
<td>HRL411</td>
<td>YOUTH WORKER - RECREATION</td>
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<tr>
<td><strong>GROUP H-02</strong></td>
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<td>HRL095</td>
<td>AFTERSCHOOL PROGRAM ATTENDANT</td>
<td>7.250</td>
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<td>HRL065</td>
<td>ASSISTANT RECREATION COORDINATOR</td>
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ORDINANCE NO. 7761

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AMARILLO, ADOPTING THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2018, THROUGH SEPTEMBER 30, 2019, FOR THE CITY OF AMARILLO; APPROPRIATING MONEY FOR THE VARIOUS FUNDS AND PURPOSES OF SUCH BUDGET; AMENDING VARIOUS TERMS AND PROVISIONS OF THE AMARILLO MUNICIPAL CODE TO ADD, MODIFY, INCREASE, OR DELETE VARIOUS FEES AND RATES; CHAPTER 8-5, ARTICLE IV, CONCERNING CERTAIN ENVIRONMENTAL HEALTH FEES; CHAPTERS 12-1 AND 12-4 CONCERNING PARK AND RECREATION FEES; CHAPTERS 18-2, 18-3, AND 18-4, CONCERNING VARIOUS WATER AND SEWER RATES; PROVIDING A SAVINGS AND SEVERABILITY CLAUSE; REPEALING ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT; PROVIDING AN EFFECTIVE DATE.

WHEREAS, a budget for operating the municipal government of the City of Amarillo for the fiscal year October 1, 2018 through September 30, 2019 (hereafter, "fiscal year" or "FY") has been prepared by the City Manager of the City of Amarillo; and

WHEREAS, all public notices and hearings required by State law and the City Charter have been duly and legally advertised, published and conducted as required; and

WHEREAS, said budget has been filed with the City Secretary for more than fifteen (15) days immediately prior to the public hearing heretofore held upon said budget; and

WHEREAS, at the public hearing the financial condition, comparative expenditures as filed, and public comments were duly considered;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF AMARILLO, TEXAS:

SECTION 1. That the budget as filed with the City Secretary of the City of Amarillo for the fiscal year of October 1, 2018 through September 30, 2019 (hereafter, "the fiscal year"), together with any amendments made upon motion, second, and majority vote during public hearings, is hereby approved, adopted and ratified as the Annual Budget for the City of Amarillo, Texas, for the fiscal year.

SECTION 2. That the number, classification, and designation of each position, as listed in the Annual Budget and incorporated herein by reference, is hereby created, established and adopted as the official plan for the classified service and unclassified service (managerial schedule and part-time schedule) of the City of Amarillo for the fiscal year. Any classified or unclassified position which is not listed in said Annual Budget is expressly found, after having been examined in budget work sessions to
be a surplus position and, in order to increase efficiency of providing service and to reduce expenditures, such position is hereby abolished. The number of authorized positions may be increased by subsequent action if grants or other revenue sources become available during the fiscal year to fund such position(s). On October 1, 2018, six (6) new patrolmen positions and five (5) new firefighter positions will be added to authorized positions.

SECTION 3. That in accordance with the annual personnel budget for the City, effective January 1, 2019, the City contribution rate to the Texas Municipal Retirement System will be 12.18%. Effective January 1, 2019, the City contribution rate to the Amarillo Firemen’s Relief and Retirement Fund will be 19.57%. Effective January 1, 2019, the City contribution rate towards the City’s Other Post Employment Benefits (OPEB) liability will be two point forty-three percent (2.43%). This does not change the amounts contributed by employees each payroll period.

SECTION 4. That, in accordance with the annual budget adopted for the Planning Department, Chapter 4-6, Article I, Section 4-6-3, of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 4-6-3. Fees.

(a) Fees related to the processing of applicable permits and services described in this Chapter shall be set out as follows:

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</tr>
<tr>
<td>(6) Sidewalk Wavier –Residential</td>
<td>$80.00</td>
<td>$10.00</td>
</tr>
<tr>
<td>(7) Street Name Change</td>
<td>$660.00 + cost of sign</td>
<td>$10.00</td>
</tr>
<tr>
<td>(8) Drainage Report Application Fee</td>
<td>$250.00</td>
<td>$10.00</td>
</tr>
<tr>
<td>(9) Drainage Report Fee (Per Acre)</td>
<td>$3.00</td>
<td>$10.00</td>
</tr>
<tr>
<td>(10) Notification Supplementary Fee</td>
<td>$160.00</td>
<td>$10.00</td>
</tr>
<tr>
<td>(11) Construction Plan Review</td>
<td>1% of the total</td>
<td>$10.00</td>
</tr>
<tr>
<td></td>
<td>cost of the project.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---------------------</td>
<td></td>
</tr>
<tr>
<td>(12) Construction Application Fee</td>
<td>$250.00</td>
<td></td>
</tr>
<tr>
<td>(13) Multiple Location per Permit Fee</td>
<td>$100.00</td>
<td></td>
</tr>
</tbody>
</table>

SECTION 5. That, in accordance with the annual budget adopted for Parks and Recreation Department, Chapter 12-4, Section 12-4-5, of the Amarillo Municipal Code is hereby amended to read as follows:

(a) [NO TEXT CHANGE]

(b) Golf cart rental fees (tax included):

- 9 holes $44.00-15.00
- 18 holes $28.00-30.00

(c) – (g) [NO TEXT CHANGE]

SECTION 6. That, in accordance with the annual budget adopted for the Building Safety Department, Chapter 4-1, Article I, Division 5, Section 4-1-50, of the Amarillo Municipal Code is hereby amended to read as follows:

Sec. 4-1-50. - Plumbing permit fees.

(a) [NO TEXT CHANGE]

(b) (1)-(8) [NO TEXT CHANGE]

(9) Wastewater Discharge Permit Fee $85.00

SECTION 7. That Chapter 8-5, Article I, Section 8-5-1, of the Amarillo Municipal Code is hereby amended:

Sec. 8-5-1. - Definitions.

*******

Director of Public Health: The manager of the Department of Public Health appointed by the Public Health Administrator and charged with implementing public health promotion and maintenance services; infectious disease control, isolation, quarantine, and prevention services; community health assessment, and public health education and information services for the Amarillo Bi-City-County Health District.

*******
SECTION 8. That Chapter 8-5, Article I, Section 8-5-2, of the Amarillo Municipal Code is hereby amended.

Sec. 8-5-2. - Adoption of State Law, Rules and Regulations.

(a) The following Chapters of the Texas Health and Safety Code and applicable administrative regulations as published by the Texas Department of State Health Services and the Texas Department of Licensing and Regulation, as such now exists and hereafter amended or re-codified, are hereby adopted by reference as if fully set out herein:

(1) Chapter 81 Communicable Diseases.

(2) Chapter 97 Subchapter A Control of Communicable Diseases.

(2) (3) Chapter 228 Texas Food Establishment Rules.

(3) (4) Chapter 341 Minimum Standards of Health and Sanitation (Section 341.001, § 341.011, § 341.014, § 341.061-068 only).

(4) (5) Chapter 342 Local Regulation of Sanitation (Section .001 and .021 only).


(7) (8) Chapter 438 Public Health Measures Relating to Food (Section .001-.035 only).

(8) (9) The Texas Administrative Code, Chapter 285, On-site Sewage Disposal Rules as published by the Texas Commission on Environmental Quality as the same now exists or is hereafter amended are hereby adopted by reference as if fully set out herein.

(9) (10) The Texas Administrative Code, Chapter 265, Subchapter L, Standards for Pools and Spas (Section 185-208).

(10) (11) The Texas Administrative Code, Chapter 265, Subchapter M, Public Interactive Water Features and Fountains

SECTION 9. That, in accordance with the annual budget adopted for the Environmental Health Department, Chapter 8-5, Article IV, Section 8-5-15, of the Amarillo Municipal Code is hereby amended to read as follows:

Sec. 8-5-15 Fees

(a) Environmental Health Fees.
(1) Food Establishments that are eating or drinking establishments; permit fees and renewal of fees are based on Occupancy Loads as established by the City Building Official and are as follows:

<table>
<thead>
<tr>
<th>Occupancy Load</th>
<th>Permit Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 50</td>
<td>$258.00</td>
</tr>
<tr>
<td>51 to 150</td>
<td>$361.00</td>
</tr>
<tr>
<td>151 to 250</td>
<td>$464.00</td>
</tr>
<tr>
<td>251 to 350</td>
<td>$567.00</td>
</tr>
<tr>
<td>Over 350</td>
<td>$670.00</td>
</tr>
</tbody>
</table>

(2) Food Establishments where 50% or more of their business is for offsite consumption permit fees and renewal fees are based on square footage of the business and area as follows:

**Square Feet**

<table>
<thead>
<tr>
<th>Square Footage</th>
<th>Permit Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 500</td>
<td>$258.00</td>
</tr>
<tr>
<td>501 to 3,000</td>
<td>$361.00</td>
</tr>
<tr>
<td>3,001 to 5,000</td>
<td>$464.00</td>
</tr>
<tr>
<td>5,001 to 15,000</td>
<td>$567.00</td>
</tr>
<tr>
<td>15,001 and Over</td>
<td>$670.00</td>
</tr>
</tbody>
</table>

(3) Food Establishment permit fees for Caterers, Farmers Markets, Mobile Food Units (to include snow cone stands) ..... $258.00

(4) Food Establishment permit fees for schools and child care facilities ..... $258.00

(5) Produce Vendor ..... $2.00

(6) Food Establishment Application Fee for New, Change of Owner, Remodel, or Repair ..... 26.00

(7) Food Establishment Plan Review and Inspection for New, Change of Owner, Remodel, or Repair ..... 88.00

(8) Prepackaged Food Vendors less than 200 square feet of total food operation area are exempt from permit and fees.

(9) TCS Vending Machine permit fees ..... 493107.00 per unit.
(49) (9) Food Establishment Re-inspection Fee ..... 78.81.00, (2nd) 103.00, (3rd) 124.00 (4th) 155.00

(44)(10) Duplicate copy of permit, registration, or license ..... 2627.00

(42)(11) Late Food Establishment Permit Fee ..... $2 54.00, after 30 days 103.00

(43) (12) Application fee for New and Change of Owner for Liquor License ..... 2627.00

(44) (13) Late Renewal fee of Liquor License ..... 2627.00

(45) 14 Application fee for New and Change of Owner for Beer and Wine License ..... 2627.00

(46)(15) Late Renewal fee for Beer and Wine License ..... 2627.00

(47) (16) Environmental Inspection of a child care facility or group home ..... $254.00

(48) (17) Temporary Food Establishment permit per day per booth. Licensed caterers must obtain a Temporary Food Establishment permit but are exempt from fees.

<table>
<thead>
<tr>
<th># of Booths</th>
<th>Large Events (21 booths or greater)</th>
<th>Small Events (20 booths or less)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>X</td>
<td>$2627.00</td>
</tr>
<tr>
<td>6-12</td>
<td>X</td>
<td>$2422.00</td>
</tr>
<tr>
<td>13-20</td>
<td>X</td>
<td>$4617.00</td>
</tr>
<tr>
<td>21-40</td>
<td>$2422.00</td>
<td>X</td>
</tr>
<tr>
<td>41-80</td>
<td>$4617.00</td>
<td>X</td>
</tr>
<tr>
<td>81 or more</td>
<td>$4412.00</td>
<td>X</td>
</tr>
</tbody>
</table>

(49) (18) Certified Food Manager annual registration ..... 42.44.00.

(29) (19) Late Certified Food Manager annual registration ..... 4112.00

(21)(20) Certified Food Manager Certification (course and exam) ..... 15560.00 per person.

(22) (21) Food Handler Certification (course and exam) ..... 2422.00 per person.

(23) (22) Water sample collection ..... 4244.00.

(24) (23) OSSF - Primary Treatment systems for single-family-dwelling ..... 258400.00

(25) OSSF - Primary Treatment systems for multi-family-dwelling ..... 289.00

(26) OSSF - Advanced-Treatment systems (secondary-treatment or greater) ..... 309.00

(27)(24) OSSF - Existing system inspection ..... 15560.00

(28)(25) OSSF - Re-inspection fee ..... 7881.00
(29) (26) (Annual permit (year round usage) for Public pools and spas, PIWF; Semi-public pools, spas, PIWF .... 206213.00 or, if more than one (1) at the same property, then $8254.00 for each unit after the first. Fees will not be pro-rated. Permits are non-transferable.

(30) (27) Seasonal permit (Operating less than 9 months of the permit year) for Public pools, spas. PIWF: Semi-public pools, spas, PIWF .... 493107.00 or, if more than one (1) at the same property, then $5284.00 for each unit after the first.

(31)(28) Re-inspections to re-open a closed pool: $8281.00. Every effort will be made to re-inspect the same day of notification that the violation(s) has been corrected. Re-inspections of closed pools will be made within one (1) working day. A re-inspection fee for code compliance may be required on the 2nd re-inspection.

(32) (29) Late fees for annual public pool permits will be $5254.00 and for seasonal permits will be $2627.00.

(33) (30) Cost per seat in the Certified Pool Technician course will be $129233.00 for the initial 2-day course and exam. A one (1) day refresher course with exam will be offered for $5254.00 per seat for those who have taken the initial course with the City. Payments must be made in advance and are non-refundable.

(34) (31) Application and plan review for new construction, modification, change of owner, or repair of a public swimming pool, spa, or PIWF: $5254.00

(35)(32) A Technology Fee of $10.00 will apply to all applications excluding environmental health applications, temporary event applications and water samples.

(35)(33) All Environmental Health fees will increase annually by 3% or consumer Price Index (CPI), whichever is greater.

(37)(34) Merchant card service charge........2.5%

(35) Food Handling & Daycare (Outside City Limits)...........$50.

(36) Sewage Disposal Permits....................$400.

(37) Retail Food Permits (outside city limits).......$50.00

(38) Grease Trap Technology Fee......................$10

(39) Outside City Limits..............................$50.00
SECTION 10. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-1, Article 1, Section 12-1-4, of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 12-1-4. – Warford Activity Center.

a. Visit and Membership Fees

<table>
<thead>
<tr>
<th></th>
<th>Youth</th>
<th>Adult</th>
<th>Senior</th>
<th>Family</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day Visit</td>
<td>$3.00</td>
<td>$5.00</td>
<td>$3.00</td>
<td></td>
</tr>
<tr>
<td>Monthly</td>
<td>$15.00</td>
<td>$20.00</td>
<td>$15.00</td>
<td>$60.00</td>
</tr>
<tr>
<td>Membership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual</td>
<td>$150.00</td>
<td>$200.00</td>
<td>$150.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Membership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. After school activity fee (fee is in addition to any applicable fees as described in this Section):

<table>
<thead>
<tr>
<th>Category</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>$20</td>
</tr>
<tr>
<td>Non-member</td>
<td>$30</td>
</tr>
</tbody>
</table>

c. Room Rental Fees (Operational hours) (1 hour minimum)

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-Use Rooms</td>
<td>$20.00 per hour</td>
</tr>
<tr>
<td>Kitchen</td>
<td>$15.00 per hour (available only with Room Rental)</td>
</tr>
<tr>
<td>Gym</td>
<td>$20.00 per hour – Half Court</td>
</tr>
</tbody>
</table>

d. Room Rental Fees (Non-Operational hours) (2 hour minimum)

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-Use Rooms</td>
<td>$25.00 per hour</td>
</tr>
<tr>
<td>Kitchen</td>
<td>$15.00 per hour (available only with Room Rental)</td>
</tr>
<tr>
<td>Gym</td>
<td>$25 per hour – Half Court</td>
</tr>
</tbody>
</table>
e. Other Facility Use Fees

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pool</td>
<td>$100 per hour (includes outdoor patio)(seasonal)</td>
</tr>
<tr>
<td>Grill</td>
<td>$10 per hour (only with Room/Pool Rental)</td>
</tr>
<tr>
<td>Rental Deposit</td>
<td>$50.00 (refundable)</td>
</tr>
</tbody>
</table>

SECTION 11. Chapter 12-1, Article I, Section 12-1-5, of the Amarillo Municipal Code is hereby added to read as follows:

**Sec. 12-4-5. – Other Facilities Rental.**

<table>
<thead>
<tr>
<th>Description</th>
<th>Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage with Electricity</td>
<td>$75</td>
</tr>
<tr>
<td>Small shelter without Electricity</td>
<td>$30</td>
</tr>
<tr>
<td>Small shelter with Electricity</td>
<td>$40</td>
</tr>
<tr>
<td>Large shelter without Electricity</td>
<td>$50</td>
</tr>
<tr>
<td>Large shelter with Electricity</td>
<td>$60</td>
</tr>
<tr>
<td>Gazebo with Electricity</td>
<td>$60</td>
</tr>
</tbody>
</table>

Secs. 12-1-4 6—12-1-10. - Reserved.

SECTION 12. That Chapter 8-3, Article IV, Division 2, Section 8-3-92 and 8-3-93, of the Amarillo Municipal Code are hereby amended to read as follows:

**Sec. 8-3-92. - Residential collection and disposal.**

(a) Residential collection and disposal charges shall be set out as follows:

**TABLE NUMBER ONE**

<table>
<thead>
<tr>
<th>Type/Description</th>
<th>Monthly Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Family Residence</td>
<td>$15.40-59</td>
</tr>
<tr>
<td>Two-Family Residence with 1 water meter</td>
<td>$30.80-31.18</td>
</tr>
</tbody>
</table>
(3) Three-Family Residence with 1 water meter ..... 46.29 46.77

(4) Four-Family Residence with 1 water meter ..... 61.60 62.36

(5) Two-Family Residence, each unit on separate water meter, each unit ..... 15.40 15.59

(6) One-Family Residence and single apartment on 1 water meter ..... 30.80 31.18

(7) One-Family Residence and single apartment on 1 water meter, each unit ..... 15.40 15.59

(8) One-family unit or single-family unit, without alley entrance, where it is necessary to carry out municipal solid waste for more than ten feet but less than 50 feet from the curb, each unit ..... $37.00

(9) One-family unit or single-family unit, without alley entrance, where it is necessary to carry out municipal solid waste for more than 50 feet but less than 100 feet from the curb, each unit ..... $46.00

(10) One-family unit or single-family unit, without alley entrance, where it is necessary to carry out the municipal solid waste more than 100 feet from the curb but less than 150 feet, each unit ..... $54.00

(11) Where adjustments to the carry out rate may be necessary, the Solid Waste Superintendent will make case by case determinations of the need and the appropriate rates.

(12) One additional curbside container may be provided at no charge to customers requiring more capacity than that provided by one container. Each additional container, beyond the first two, shall be charged for at a rate that is one half of the standard rate as listed in Sec. 8-3-92(a)(1).

(b) Within the City, the Residential collection and disposal charge shall be paid to the City of Amarillo and shall be mandatory of all owners or occupants with four or less Family Residencees.

Sec. 8-3-93. - Commercial collection and disposal.

(a) Table of charges. Commercial collection and disposal charges shall be based on the size, type and number of containers and frequency of service established for such commercial collection. The monthly charges per container for commercial collection are as set out below:

<table>
<thead>
<tr>
<th>TABLE NUMBER TWO</th>
<th>Monthly Charge Per Container</th>
</tr>
</thead>
<tbody>
<tr>
<td>Container Pickups Per Week</td>
<td></td>
</tr>
</tbody>
</table>

-10-

572
<table>
<thead>
<tr>
<th>Container Volume (In Cu. Yds.)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Single container charge:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>$63.73</td>
<td>$64.53</td>
<td>$77.32</td>
<td>$88.26</td>
<td>$93.62</td>
</tr>
<tr>
<td></td>
<td>145.39</td>
<td>116.84</td>
<td>143.62</td>
<td>171.84</td>
<td>173.99</td>
</tr>
<tr>
<td>4</td>
<td>146.94</td>
<td>148.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>290.85</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>107.66</td>
<td>159.88</td>
<td>214.65</td>
<td>264.43</td>
<td>316.52</td>
</tr>
<tr>
<td></td>
<td>109.01</td>
<td>161.88</td>
<td>214.65</td>
<td>267.74</td>
<td>320.48</td>
</tr>
<tr>
<td>8</td>
<td>116.39</td>
<td>172.84</td>
<td>229.29</td>
<td>285.73</td>
<td>342.18</td>
</tr>
<tr>
<td></td>
<td>117.85</td>
<td>175.00</td>
<td>232.16</td>
<td>289.30</td>
<td>346.46</td>
</tr>
</tbody>
</table>

(b) – (g) [NO TEXT CHANGE]

SECTION 13. That, in accordance with the annual budget adopted for the Animal Management and Welfare, Chapter 8-2, Article I, Division 2, Section 8-2-4, of the Amarillo Municipal Code is hereby amended to read as follows

Sec. 8-2-4. - Fees.

(a) - (b) [NO TEXT CHANGE]

(c) Other fees:

(1) - (5) [NO TEXT CHANGE]

(6) Euthanasia:

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Cats</td>
<td>10.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Dogs</td>
<td>10.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11-25 lbs</td>
<td>15.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 lbs and up</td>
<td>20.00</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(7) (6) Small Animal trap, deposit (refundable upon timely return) .... $90.00

(8) (7) Vaccination at intake, Animal medical treatment:

a. Vaccination (therapeutic or prophylactic), immunization fee (or actual cost whichever is more) .... 5.00

b. The owners of animals at the shelter requiring veterinarian services shall be charged the cost of the veterinarian fees.

(8) Surrender Fee.......$20.00

-11-
SECTION 14. That, in accordance with the annual budget adopted for the Utility Division, the water rates and charges in Chapter 18-2, Article III, Section 18-2-57 of the Amarillo Municipal Code are hereby amended in part to read as follows:

(a) The following minimum monthly meter service charges include the first three thousand (3,000) gallons consumption:

<table>
<thead>
<tr>
<th>Meter Size (inches)</th>
<th>Size Code</th>
<th>Water Rate 1 Inside City</th>
<th>Water Rate 2 Outside City</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/8 or 3/4</td>
<td>A</td>
<td>$43.94-14.33</td>
<td>$20.87-21.49</td>
</tr>
<tr>
<td>1</td>
<td>B</td>
<td>48.67-19.23</td>
<td>28.01-28.85</td>
</tr>
<tr>
<td>1 1/2</td>
<td>C</td>
<td>23.92-24.64</td>
<td>35.89-36.97</td>
</tr>
<tr>
<td>2</td>
<td>D</td>
<td>37.17-38.29</td>
<td>55.76-57.43</td>
</tr>
<tr>
<td>3 or FH Meter</td>
<td>L, H, X</td>
<td>436.74-140.84</td>
<td>205.14-211.27</td>
</tr>
<tr>
<td>4</td>
<td>E, Y</td>
<td>-173.53-178.74</td>
<td>-260.30-268.11</td>
</tr>
<tr>
<td>6</td>
<td>F, A</td>
<td>-259.46-267.25</td>
<td>-389.20-400.88</td>
</tr>
<tr>
<td>8 or larger</td>
<td>G, J, K, M, W</td>
<td>-357.74-368.45</td>
<td>536.57-552.67</td>
</tr>
</tbody>
</table>

(b) In addition to the monthly meter charge set forth in subsection (a) above, the following shall apply to the amount of water used in excess of three thousand (3000) gallons per month:
### TABLE INSET:

<table>
<thead>
<tr>
<th>Quantity (gallons)</th>
<th>Inside City per 1,000 Gallons</th>
<th>Outside City per 1,000 Gallons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 -- 3,000</td>
<td>Minimum Charge</td>
<td>Minimum Charge</td>
</tr>
<tr>
<td>3,001 -- 10,000</td>
<td>$2.48 2.56</td>
<td>$3.72 3.84</td>
</tr>
<tr>
<td>10,001 -- 30,000</td>
<td>3.25 3.34</td>
<td>4.87 5.02</td>
</tr>
<tr>
<td>30,001 -- 50,000</td>
<td>4.81 4.95</td>
<td>7.24 7.43</td>
</tr>
<tr>
<td>Over 50,000</td>
<td>5.46 5.63</td>
<td>8.29 8.45</td>
</tr>
</tbody>
</table>

### TABLE INSET:

<table>
<thead>
<tr>
<th>Commercial / Industrial:</th>
<th>Minimum Charge</th>
<th>Minimum Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 -- 3,000</td>
<td>$2.83 2.92</td>
<td>$4.26 4.38</td>
</tr>
<tr>
<td>Over 3,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### TABLE INSET:

<table>
<thead>
<tr>
<th>Irrigation (all service groups)</th>
<th>Minimum charge</th>
<th>Minimum charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 -- 3,000</td>
<td>$2.83 2.92</td>
<td>$4.26 4.38</td>
</tr>
<tr>
<td>3,001 -- 10,000</td>
<td>3.25 3.34</td>
<td>4.87 5.02</td>
</tr>
<tr>
<td>10,001 -- 30,000</td>
<td>4.81 4.95</td>
<td>7.24 7.43</td>
</tr>
<tr>
<td>Over 50,000</td>
<td>5.46 5.63</td>
<td>8.29 8.45</td>
</tr>
</tbody>
</table>

SECTION 15. That, in accordance with the annual budget adopted for the Utility Division, the waste water rates and charges in Chapter 18-3, Article IV, Section 18-3-73 and Section 18-3-74 of the Amarillo Municipal Code are hereby amended in part to read as follows:

<table>
<thead>
<tr>
<th>Meter Size (inches)</th>
<th>Charge for the first 3,000 gallons</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/8 or 3/4</td>
<td>$15.75 16.23</td>
</tr>
<tr>
<td>1</td>
<td>16.27 16.76</td>
</tr>
<tr>
<td>1 1/2</td>
<td>16.70 17.20</td>
</tr>
<tr>
<td>2</td>
<td>18.13 18.67</td>
</tr>
<tr>
<td>3</td>
<td>20.50 21.11</td>
</tr>
<tr>
<td>4</td>
<td>20.96 20.86</td>
</tr>
<tr>
<td>6</td>
<td>44.09 45.41</td>
</tr>
</tbody>
</table>
(2) For usage in excess of three thousand (3,000) gallons a monthly service charge shall also be charged to all Residential users in the amount of one dollar and eighty-two cents ($1.82) one dollar and ninety-three cents ($1.93) per one thousand (1,000) gallons of water used over the initial allotment of 3,000 gallons. The service charge for all Commercial and Industrial users shall be two dollars and four cents ($2.04) two dollars and ten cents ($2.10) per one thousand (1,000) gallons over the initial allotment, unless the Wastewater is metered in which case the service charge shall be two dollars and twenty-five cents ($2.25) two dollars and thirty-two cents ($2.32) per thousand over the initial allotment as more specifically set forth hereinafter.

a. d. [NO TEXT CHANGE]

(3) [TEXT UNCHANGED]

(4) [TEXT UNCHANGED]

Sec. 18-3-74. Rates beyond corporate limits.

(1) [NO TEXT CHANGE]

(2) A monthly service charge shall also be charged to Residential Users outside the corporate limits in the amount of two dollars and eighty-two cents ($2.82) two dollars and ninety-one cents ($2.91) per one thousand (1,000) gallons of water used over the initial allotment of 3,000 gallons. The service charge for all Commercial and Industrial users outside the corporate limits shall be three dollars and six cents ($3.06) three dollars and fifteen cents ($3.15) per one thousand (1,000) gallons over the initial allotment of 3,000 gallons, unless the wastewater is actually metered, in which case the service charge shall be three dollars and thirty-seven cents ($3.37) forty-seven cents ($3.47) or as contracted.

SECTION 16. That, in accordance with the annual budget adopted for the Utility Division, the waste water rates and charges in Chapter 18-3, Article IV, Section 18-3-77 of the Amarillo Municipal Code are hereby amended in part to read as follows

Sec. 18-3-77. - Disposal charges for liquid waste disposal.
(a) A disposal charge of fifteen dollars ($15.00) thirty-five dollars ($35.00) per each one thousand (1,000) gallons of tank capacity or fraction thereof will be assessed each time that Wastes as described in this article are deposited.

SECTION 17. That, in accordance with the annual budget adopted for the Utility Division, drainage fees in Chapter 18-4, Article II, Section 18-4-14 of the Amarillo Municipal Code are hereby amended in part to read as follows:

(a) – (f) [NO TEXT CHANGE]

(g) The following ERU monthly billing rate is hereby established and shall be used to calculate the total monthly Drainage Utility Charge for all property located in the City, both residential and commercial, in accordance with the applicable formula established in this subsection: ERU rate = \(2.6471\) per ERU per month.

(b) – (j) [NO TEXT CHANGE]

SECTION 18. That should any part, portion, section, fee, charge, or expenditure enacted by or contained within either this ordinance or the budget that it adopts, be declared inoperative, unconstitutional, invalid, or void for any reason by a court of competent jurisdiction, then such decision, opinion, or judgment shall in no way affect the remaining portions, parts, sections, fees, charges, or expenditures of either this ordinance or the budget, which remaining provisions shall be and remain in full force and effect.

SECTION 19. That all ordinances, resolutions, and appropriations for which provisions have heretofore been made are hereby expressly repealed to the extent of any conflict with the provisions of this ordinance.

SECTION 20. That the City Manager is authorized to approve transfers between line items in any departmental budget and to make transfers between funds within the budget which will neither decrease a program or service adopted in said budget, nor increase expenditures over the total amount of expenditures approved in said budget, in order to meet unanticipated expenditures within any department, program, or service.

SECTION 21. That this ordinance shall be effective on and after its adoption; provided, however, that the Annual Budget adopted herein, along with fees and charges established herein, shall
be effective on October 1, 2018, unless a different effective date is specified for a particular Section hereof.

INTRODUCED AND PASSED by the City Council of the City of Amarillo, Texas, on First Reading the 11th day of September, 2018; and PASSED on Second and Final Reading the 18th day of September, 2018.

Ginger Nelson, Mayor

ATTEST:

Frances Hibbs, City Secretary

APPROVED AS TO FORM

Bryan McWilliams, City Attorney
ORDINANCE NO. 7762

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AMARILLO, TEXAS: APPROVING TAX ROLL; SETTING THE TAX RATE AND LEVYING A TAX UPON ALL PROPERTY SUBJECT TO TAXATION WITHIN THE CITY OF AMARILLO FOR THE TAX YEAR 2018; ESTABLISHING AN EFFECTIVE DATE; REPEALING CONFLICTING ORDINANCES.

WHEREAS, the Chief Appraisers of the Potter and Randall Counties Tax Appraisal Districts have prepared and certified the appraisal roll for the City of Amarillo, Texas, said roll being that portion of the approved appraisal roll from each Tax Appraisal District which lists property taxable by the City of Amarillo within each respective county; and

WHEREAS, the Chief Appraisers of the Potter and Randall Counties Tax Appraisal Districts have performed the statutory calculations required by Section 26.04 of the Texas Property Tax Code and has submitted said rates to the City Council of said City prior to its adoption of this ordinance; and,

WHEREAS, the City has published the effective tax rate, the rollback tax rate, and other information as allowed or required by the Texas Local Government Code, and has fulfilled all other requirements for publication and postings as required by law, in a manner designated to call to the attention of all residents of said City; and,

WHEREAS, the City Council has complied with all applicable posting, hearing, filing, and meeting requirements of Texas law prior to the setting of the tax rate for 2018; and

WHEREAS, a quorum of the City Council is present in a regular meeting open to the public; NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF AMARILLO, TEXAS:

SECTION 1. That the appraisal roll with the amount of tax calculated thereon by the Tax Assessor Collectors of Potter and Randall Counties is hereby approved.

SECTION 2. That for the year 2018, there is hereby levied on all of the property located in the City of Amarillo, Texas, on the first day of January, 2018, and not exempted from taxation by the Constitution and Statutes of the State of Texas, an ad valorem tax of $0.04140 for debt expenses plus $0.32698 for maintenance and operation expenses (total of $0.36838, per $100.00 valuation of all such property) to provide revenue for carrying on the City Government and the current expenses thereof. THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 1.8% PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $0.00.
SECTION 3. Monies collected pursuant to this ordinance shall be expended in accordance with the ordinance adopting the City of Amarillo budget for fiscal year 2018-2019, and any monies collected which are not specifically appropriated shall be deposited in the general fund.

SECTION 4. All ordinances or parts thereof that conflict with this ordinance are hereby repealed to the extent of such conflict.

SECTION 5. This ordinance shall be in full force and effect from and after its passage and publication as required by law.

INTRODUCED AND PASSED by the City Council of the City of Amarillo, Texas, on First Reading the 11th day of September, 2018 upon a voice roll call vote as follows:

Mayor Ginger Nelson  
Councilmember Place 1 Elaine Hays  
Councilmember Place 2 Freda Powell  
Councilmember Place 3 Eddy Sauer  
Councilmember Place 4 Howard Smith  

and PASSED on Second and Final Reading the 18th day of September, 2018 upon a voice roll call vote as follows:

Mayor Ginger Nelson  
Councilmember Place 1 Elaine Hays  
Councilmember Place 2 Freda Powell  
Councilmember Place 3 Eddy Sauer  
Councilmember Place 4 Howard Smith  

Ginger Nelson, Mayor

ATTEST:
Frances Hibbs, City Secretary

APPROVED AS TO FORM:
Bryan McWilliams, City Attorney
ACCOUNTING SYSTEM: Records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

ACCRUAL BASIS: A method of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred, regardless of when cash is received or paid.

APPROPRIATION: An authorization made by the City Commission which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one year period.

APPROPRIATION ORDINANCE: The official enactment by the City Commission establishing the legal authority for the City officials to obligate and expend resources.

ARBITRAGE: The reinvestment of the proceeds of tax-exempt securities in materially higher –yielding taxable securities.

ASSESSED VALUATION: The estimated value placed upon real and personal property by the chief appraiser of the appraisal district as the basis for levying property taxes.

ASSETS: Property owned by the City for which a monetary value has been established.

BALANCED BUDGET: A budget where the total sum of money a government has budgeted to collect in a year is equal to the amount it has budgeted to spend on goods, services and debt.

BASE BUDGET: Ongoing expense for personnel, contractual services, and the replacement of supplies and equipment required to maintain service levels previously authorized by the City Council.

BASIS OF ACCOUNTING: The basis of accounting is accrual for all enterprise funds and internal service funds. The modified accrual basis is used for the governmental-type funds and special revenue funds.

BOND: A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date. Bonds are typically used for long-term debt to pay for large capital expenditures.

BOND CALL: Terms in a bond contract stipulating the right to redeem or call the entire outstanding amount before maturity, subject to certain conditions. A bond call feature modifies the maturity date. The bond call feature is exercisable immediately or it is deferred for some time.

BUDGET CALENDAR: The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budget.

BUDGET: An annual plan of financial operation embodying an estimate of proposed expenditures and the estimated means of financing them. The approved budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year.

BUDGET DOCUMENT: The official written statement prepared by the Budget Officer and supporting staff, which is presented by the City Manager to the City Commission as the proposed Annual Budget.

CAPITAL IMPROVEMENT BUDGET: A plan of proposed capital expenditures and the means of financing them. The basis of the capital improvement budget is the capital improvement program (CIP).

CAPITAL IMPROVEMENT PROGRAM: A five year financial plan for construction, acquisition, or major renovation of physical assets such as buildings, streets, sewers and recreational facilities.

CAPITAL OUTLAY: Expenditures for the acquisition of fixed assets which by definition have a useful life of more than one year and a purchase cost of at least $5,000. Included in this category is the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment.

CAPITAL PROJECTS: Projects that purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility, as well as the equipment necessary to make the facility operational.

CITY MANAGER'S MESSAGE (TRANSMITTAL LETTER): A general discussion of the proposed budget presented in writing as a part of or supplement to the budget document. The message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive.

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures.

CONTRACTUAL SERVICES: Operational expenses related to maintenance agreements, professional or technical services and other outside organizations.
DEBT SERVICE FUND: The fund used to account for the payment of principal and interest on all long-term debt.

DEFICIT: Excess of expenses over revenues at a specific point in time.

DELINQUENT TAXES: Real or personal property taxes that remain unpaid on and after February 1st of each year upon which penalties and interest are assessed.

DEPRECIATION: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life. Depreciation is only recognized in enterprise and internal service funds.

DIVISION: A major administrative segment responsible for the management of operating departments which provide services within a functional area.

DEPARTMENT: A basic organizational unit that provides service under the administrative direction of a division.

ENCUMBRANCE: The commitment of appropriated funds for future expenditures.

ENTERPRISES FUNDS: Funds used to account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self-supported by user charges. The funds are operated in a manner similar to comparable private enterprises. A brief description of each enterprise fund follows:

AIRPORT FUND: To account for the operation of the Amarillo International Airport. In addition to providing runways, a passenger terminal and related facilities, the Airport includes improvements built by the Federal Government for an Air Force Base, on land which was returned to the City in 1967 and 1970. These facilities, together with later additions, are leased to commercial tenants for warehousing and manufacturing activities.

WATER AND SEWER FUND: To account for the provision of water and sewer services to residents and commercial enterprises of the City and proximate area. Water is obtained from a number of well fields, together with an allocation of water from the Canadian River Municipal Water Authority.

DRAINAGE UTILITY FUND: To account for the provision of drainage assessments to residents and commercial enterprises of the City. The Drainage Utility Fund is responsible for the care and maintenance of the drainage ways throughout the City.

ESTIMATED REVENUE: The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE: Funds spent in accordance with budgeted appropriations on assets or goods and services obtained.

EXPENSES: A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FIDUCIARY FUNDS: Funds used to account for assets held by the City in a trustee or agency capacity.

FISCAL YEAR: The twelve month period beginning October 1st and ending the following September 30th.

FRANCHISE FEE: A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

FUND: A set of interrelated accounts which record revenues and expenditures associated with a specific purpose.

FUND BALANCE: Fund Balance is the excess of assets over liabilities.

GENERAL FUND: The fund established to account for those resources devoted to financing the general administration of the City and traditional services provided to citizens. Service activities include fire and police protection, library facilities, street, drainage, park maintenance, and recreational opportunities.

GENERAL OBLIGATION BONDS (G.O.Bonds): Legal debt instruments which finance a variety of public projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government and are financed through property tax revenues. In Texas, G.O. bonds must be authorized by public referenda.

GOVERNMENTAL FUND: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds and permanent funds.
CITY OF AMARILLO

GLOSSARY OF TERMS

INTERGOVERNMENTAL REVENUE: Contributions received from the State and Federal Government.

INTERNAL SERVICE FUNDS: Internal Service Funds are used to account for the financing of goods or services to departments of the City on a cost-reimbursement basis.

INFORMATION SERVICES FUND: To account for the revenues and costs of operations of the City's data processing system. Charges to using departments are based on estimated cost of providing the service, including depreciation on equipment.

FLEET SERVICES FUND: To account for the revenues and cost of operations of a central motor pool which includes all City owned vehicles except fire trucks and buses. Vehicles are rented to using departments at estimated cost of usage.

RISK MANAGEMENT FUND: To account for funds accumulated from operating transfers and from assessments of the various City departments for the purpose of self-insuring liability, workmen's compensation, unemployment claims, and miscellaneous other risks.

EMPLOYEE INSURANCE FUND: To account for self-insured medical benefits together with life and dental insurance for employees, retirees and covered dependents.

INVESTMENT: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

LEVY: The City Commission has limited authority to impose or collect taxes, special assessments, or service charges.

LIABILITIES: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LINE ITEM BUDGET: A budget prepared along departmental lines that focuses on expenditure categories.

LONG-TERM BUDGET: Debt with a maturity of more than one year after the date of issuance.

MODIFIED ACCRUAL: A basis of accounting in which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recorded in the accounting period that they are incurred, if measurable.

OBJECT: Expenditure classification according to the types of items purchased or services obtained.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of the City are controlled. The use of annual operating budgets is required by State Law.

OTHER CHARGES: Costs of a fixed or semi-fixed nature over which the City Commission has little or no control.

PERSONAL PROPERTY: Property classified by the State Property Tax Board including non-business vehicles, utilities, businesses and other tangible and intangible personal properties.

PERSONAL SERVICES: Costs related to compensating employees, including salaries, wages, insurance, payroll taxes and retirement contributions.

PROPERTY TAX: Taxes levied on all real and personal property according to the property's valuation and the tax rate, in compliance with State Property Tax Code.

proprietary fund: A category of funds that have profit and loss aspects. The two types of proprietary funds are enterprise and internal service funds.

REAL PROPERTY: Property classified by the State Property Tax Board including residential single and multi-family, vacant lots, acreage, farm and ranch improvements, commercial and industrial, and oil, gas and other mineral reserves.

RESERVE: An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure. A reserve may also be an account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESOURCES: Total dollars available for appropriation including estimated revenues, fund transfers and beginning fund balances.
CITY OF AMARILLO
GLOSSARY OF TERMS

REVENUE: Generally refers to income received by the City from taxes, fees, grants, interest on investments and other related sources.

REVENUE BONDS: Legal debt instruments which finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas Revenue Bonds may or may not be authorized by public referenda.

SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes, other than debt service or capital projects.

SUPPLIES: Costs of goods consumed by the City in its operations.

TAX LEVY: The total amount to be raised by general property taxes for operating and debt service purposes.

TAX RATE: The amount of tax levied for each $100 of assessed valuations.

USER FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.
CITY OF AMARILLO
LIST OF ACRONYMS USED

Annex W: Pantex Response Plan
AC: Amarillo College
ADA: Americans with Disabilities Act
AED: Automatic External Defibrillator
AEDC: Amarillo Economic Development Corporation
AHFC: Amarillo Housing Finance Corporation
AIP: Agreement in Principle
AISD: Amarillo Independent School District
APD: Amarillo Police Department
ARC: Alcoholic Recovery Center
ASA: Amateur Softball Association
ASTM: American Society for Testing and Materials
AUTS: Amarillo Urban Transportation Study
BRC: Bureau of Radiation Control
CAD: Computer Aided Dispatch
CAFR: Comprehensive Annual Financial Report
CDBG: Community Development Block Grant
CHDO: Community Housing Development Organization
CVD: Cardio Vascular Disease
CPR: Cardio Pulmonary Resuscitation
CPSC: Consumer Product Safety Commission
CRMWA: Canadian River Municipal Water Authority
DOE: Department of Energy
DPH: Department of Public Health
DWC/ABBA: Downtown Women’s Center/ABBA House
EMS: Emergency Medical Services
EOC: Emergency Operations Center
EPA: Environmental Protection Agency
FEMA: Federal Emergency Management Agency
FSS: Family Self Sufficiency
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GCSAA: Golf Course Superintendents Association of America
GFOA: Government Finance Officers Association
GIS: Geographical Information Systems
HIV: Human Immune Virus
ICPMS: Induction Coupled Plasma Mass Spectrometer
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO</td>
<td>Insurance Services Organization</td>
</tr>
<tr>
<td>MG</td>
<td>Million Gallons</td>
</tr>
<tr>
<td>MC</td>
<td>Municipal Court</td>
</tr>
<tr>
<td>MGD</td>
<td>Million Gallons per day</td>
</tr>
<tr>
<td>MOC</td>
<td>Mobile Operations Center</td>
</tr>
<tr>
<td>NACA</td>
<td>North Amarillo Community Association</td>
</tr>
<tr>
<td>NPDES</td>
<td>National Pollutant Discharge Elimination System</td>
</tr>
<tr>
<td>PC</td>
<td>Personal computer</td>
</tr>
<tr>
<td>PFP</td>
<td>Pay for Performance</td>
</tr>
<tr>
<td>PGA</td>
<td>Professional Golfers Association</td>
</tr>
<tr>
<td>PID</td>
<td>Public Improvement District</td>
</tr>
<tr>
<td>PPD</td>
<td>Purified Protein Derivative</td>
</tr>
<tr>
<td>PRRA</td>
<td>Panhandle Revenue Recovery Association</td>
</tr>
<tr>
<td>R &amp; M</td>
<td>Repair &amp; Maintenance</td>
</tr>
<tr>
<td>SCADA</td>
<td>Supervisory Control &amp; Data Acquisition</td>
</tr>
<tr>
<td>SCBA</td>
<td>Self Contained Breathing Apparatus</td>
</tr>
<tr>
<td>STD</td>
<td>Sexually Transmitted Disease</td>
</tr>
<tr>
<td>STEP</td>
<td>Selective Traffic Enforcement Program</td>
</tr>
<tr>
<td>TAAFF</td>
<td>Texas Amateur Athletic Federation</td>
</tr>
<tr>
<td>TCEQ</td>
<td>Texas Commission on Environmental Quality</td>
</tr>
<tr>
<td>TDH</td>
<td>Texas Department of Health</td>
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<tr>
<td>TPDES</td>
<td>Texas Pollutant Discharge Elimination System</td>
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<tr>
<td>TPMHMR</td>
<td>Texas Panhandle Mental Health and Mental Retardation</td>
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<tr>
<td>TSA</td>
<td>Transportation Security Administration</td>
</tr>
<tr>
<td>TSRC</td>
<td>Tyler Street Resource Center</td>
</tr>
<tr>
<td>TVFC</td>
<td>Texas Vaccine For Children</td>
</tr>
<tr>
<td>USGA</td>
<td>United States Golf Association</td>
</tr>
<tr>
<td>USSSA</td>
<td>United States Specialty Sports Association</td>
</tr>
<tr>
<td>VFD</td>
<td>Variable Frequency Drive</td>
</tr>
<tr>
<td>W/C</td>
<td>Workers Compensation</td>
</tr>
<tr>
<td>WMD</td>
<td>Weapons of Mass Destruction</td>
</tr>
<tr>
<td>WTAMU</td>
<td>West Texas A &amp; M University</td>
</tr>
</tbody>
</table>